



# DEPARTMENT OF MANAGEMENT BIRLA INSTITUTE OF TECHNOLOGY

Deemed University u/s 3 of UGC Act, 1956  
Mesra- 835215 (RANCHI) INDIA

Phone : 0651-2275233/2276223

Fax: 0651-2275401

website: www.bimesra.ac.in

## Metric 1.1.3

### Department/Section: Management

1.1.3: Average percentage of courses having focus on employability/ entrepreneurship/ skill development during the last five years (10)

Year of offering the course	Program code	Program name	Name of the Course	Course Code	Year of introduction	Activities/Content with direct bearing on Employability/ Entrepreneurship/ Skill development
2014-15	MB0110	MBA	MBA1001 MGT. PRINCIPLES & PRACTICES	MBA1001	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA1003 FINANCIAL MGT. & ACCOUNTING	MBA1003	2013	Employability
2014-15	MB0110	MBA	MBA1005 ORGANIZATIONAL BEHAVIOUR	MBA1005	2013	Employability
2014-15	MB0110	MBA	MBA1007 MARKETING MANAGEMENT	MBA1007	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA1009 QUANTITATIVE TECH. IN MGT.	MBA1009	2013	Employability
2014-15	MB0110	MBA	MBA1011 E-BUSINESS	MBA1011	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA1013 MGT. OF MANUFACTURING SYSTEM	MBA1013	2013	Employability
2014-15	MB0110	MBA	MBA2003 HUMAN RESOURCE MANAGEMENT [MKPLJ]	MBA2003	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA2005 BUSINESS RESEARCH [MKPLJ]	MBA2005	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA2007 MANAGERIAL ECONOMICS [MKPLJ]	MBA2007	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA2009 OPERATIONS RESEARCH [MKPLJN]	MBA2009	2013	Employability
2014-15	MB0110	MBA	MBA2011 STRATEGIC MANAGEMENT [MKPLJN]	MBA2011	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA2013 COST MANAGEMENT [MKPLJ]	MBA2013	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3001 MGT. OF FINANCIAL SERVICES	MBA3001		Employability/ Skill development
2014-15	MB0110	MBA	MBA3003 INVESTMENT & PORTFOLIO MGT.	MBA3003	2013	Employability

*Shradha Shrivastava*

Head of Department

Head  
Department of Management  
BIT Mesra, Ranchi

2014-15	MB0110	MBA	MBA3005 CORPORATE FINANCE [MP]	MBA3005	2013	Employability
2014-15	MB0110	MBA	MBA3007 INTERNATIONAL FINANCE	MBA3007	2013	Employability
2014-15	MB0110	MBA	MBA3011 MGT. OF FINANCIAL DERIVATIVES.	MBA3011	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3013 CORPORATE ACCOUNTING	MBA3013	2013	Employability
2014-15	MB0110	MBA	MBA3097 STRATEGIC COST MGT.	MBA3097	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3017 CONSUMER BEHAVIOUR	MB3017	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3019 MARKETING RESEARCH	MBA3019	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3021 INTERNATIONAL MARKETING [MPJ]	MBA3021	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3023 INDUSTRIAL MARKETING [LP]	MBA3023	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3027 RETAIL MANAGEMENT	MBA3027	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3029 SERVICES MARKETING	MBA3029	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3031 SALES & DISTRIBUTION MGT	MBA3031	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3033 BRAND MANAGEMENT	MBA3033	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3099 ADVERTISING & MARKETING COMMUNICATION	MBA3099	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3035 HUMAN RESOURCE PLANNING	MBA3035	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3037 INDUSTRIAL RELATION & LABOUR LAWS	MBA3037	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3039 RECRUITMENT SELECTION & TRAINING	MBA3039	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3041 ORGANIZATIONAL CHANGE & DEVELOPMENT	MBA3041	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3045 COMPENSATION & REWARDS [M]	MBA3045-	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3047 PERFORMANCE MGT. SYSTEM	MBA3047	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3093 STRATEGIC HUMAN RESOURCE MGT.	MBA3093	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3051 RDBMS	MBA3051	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3053 BUSINESS DATA COMMUNICATION	MBA3053	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3055 ENTERPRISE RESOURCE PLANNING	MBA3055	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3065 SYSTEM ANALYSIS & DESIGN	MBA3065	2013	Skill development
2014-15	MB0110	MBA	MBA3095 COMPUTER AIDED MANAGEMENT	MBA3095	2013	Skill development

2014-15	MB0110	MBA	MSH1155 FRENCH-II	MSH1155	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA1157 GERMAN-II	MBA1157	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3071 TECHNOLOGY MANAGEMENT	MBA3071	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3073 SUPPLY CHAIN MANAGEMENT [MK]	MBA3073	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3075 BANK MANAGEMENT	MBA3075	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3077 INSURANCE MGT.	MBA3077	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3079 HOTEL MANAGEMENT	MBA3079	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA3081 TOURISM MGT	MBA3081	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA4009 BUSINESS ETHICS & CORPORATE GOVERNANCE [MNKPLJA]	MBA4009	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA4007 BUSINESS LAW [MNKPLJA]	MBA4007	2013	Employability/ Skill development
2014-15	MB0110	MBA	MBA4011 ENTERPRENURESHIP [MNKPLJA]	MBA4011	2013	Employability/ Skill development
2014-15	MB0110	MBA	MSH1111 ENVIRONMENT MANAGEMENT	MSH1111	2013	Skill development
2014-15	MB0110	MBA	MSH1149 INTELLECTUAL PROPERTY RIGHT	MSH1149	2013	Employability/ Skill development
2014-15	MB0110	MBA	MSH1153 CYBER LAW	MSH1153	2013	Skill development
2015-16	MB0110	MBA	MBA1001 MGT. PRINCIPLES & PRACTICES	MBA1001	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA1003 FINANCIAL MGT. & ACCOUNTING	MBA1003	2013	Employability
2015-16	MB0110	MBA	MBA1005 ORGANIZATIONAL BEHAVIOUR	MBA1005	2013	Employability
2015-16	MB0110	MBA	MBA1007 MARKETING MANAGEMENT	MBA1007	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA1009 QUANTITATIVE TECH. IN MGT.	MBA1009	2013	Employability
2015-16	MB0110	MBA	MBA1011 E-BUSINESS	MBA1011	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA1013 MGT. OF MANUFACTURING SYSTEM	MBA1013	2013	Employability
2015-16	MB0110	MBA	MBA2003 HUMAN RESOURCE MANAGEMENT [MKPLJ]	MBA2003	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA2005 BUSINESS RESEARCH [MKPLJ]	MBA2005	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA2007 MANAGERIAL ECONOMICS [MKPLJ]	MBA2007	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA2009 OPERATIONS RESEARCH [MKPLJN]	MBA2009	2013	Employability

2015-16	MB0110	MBA	MBA2011 STRATEGIC MANAGEMENT [MKPLJN]	MBA2011	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA2013 COST MANAGEMENT [MKPLJ]	MBA2013	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3001 MGT. OF FINANCIAL SERVICES	MBA3001	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3003 INVESTMENT & PORTFOLIO MGT.	MBA3003	2013	Employability
2015-16	MB0110	MBA	MBA3005 CORPORATE FINANCE [MP]	MBA3005	2013	Employability
2015-16	MB0110	MBA	MBA3007 INTERNATIONAL FINANCE	MBA3007	2013	Employability
2015-16	MB0110	MBA	MBA3011 MGT. OF FINANCIAL DERIVATIVES	MBA3011	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3013 CORPORATE ACCOUNTING	MBA3013	2013	Employability
2015-16	MB0110	MBA	MBA3097 STRATEGIC COST MGT.	MBA3097	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3017 CONSUMER BEHAVIOUR	MB3017	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3019 MARKETING RESEARCH	MBA3019	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3021 INTERNATIONAL MARKETING [MPJ]	MBA3021	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3023 INDUSTRIAL MARKETING [LP]	MBA3023	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3027 RETAIL MANAGEMENT	MBA3027	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3029 SERVICES MARKETING	MBA3029	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3031 SALES & DISTRIBUTION MGT	MBA3031	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3033 BRAND MANAGEMENT	MBA3033	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3099 ADVERTISING & MARKETING COMMUNICATION	MBA3099	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3035 HUMAN RESOURCE PLANNING	MBA3035	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3037 INDUSTRIAL RELATION & LABOUR LAWS	MBA3037	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3039 RECRUITMENT SELECTION & TRAINING	MBA3039	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3041 ORGANIZATIONAL CHANGE & DEVELOPMENT	MBA3041	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3045 COMPENSATION & REWARDS [M]	MBA3045	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3047 PERFORMANCE MGT. SYSTEM	MBA3047	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3093 STRATEGIC HUMAN RESOURCE MGT.	MBA3093	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3051 RDBMS	MBA3051	2013	Employability/ Skill development

2015-16	MB0110	MBA	MBA3053 BUSINESS DATA COMMUNICATION	MBA3053	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3055 ENTERPRISE RESOURCE PLANNING	MBA3055	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3065 SYSTEM ANALYSIS & DESIGN	MBA3065	2013	Skill development
2015-16	MB0110	MBA	MBA3095 COMPUTER AIDED MANAGEMENT	MBA3095	2013	Skill development
2015-16	MB0110	MBA	MSH1155 FRENCH-II	MSH1155	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA1157 GERMAN-II	MBA1157	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3071 TECHNOLOGY MANAGEMENT	MBA3071	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3073 SUPPLY CHAIN MANAGEMENT [MK]	MBA3073	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3075 BANK MANAGEMENT	MBA3075	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3077 INSURANCE MGT.	MBA3077	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3079 HOTEL MANAGEMENT	MBA3079	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA3081 TOURISM MGT	MBA3081	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA4009 BUSINESS ETHICS & CORPORATE GOVERNANCE [MNKPLJA]	MBA4009	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA4007 BUSINESS LAW [MNKPLJA]	MBA4007	2013	Employability/ Skill development
2015-16	MB0110	MBA	MBA4011 ENTERPRENURESHIP [MNKPLJA]	MBA4011	2013	Employability/ Skill development
2015-16	MB0110	MBA	MSH1111 ENVIRONMENT MANAGEMENT	MSH1111	2013	Skill development
2015-16	MB0110	MBA	MSH1149 INTELLECTUAL PROPERTY RIGHT	MSH1149	2013	Employability/ Skill development
2015-16	MB0110	MBA	MSH1153 CYBER LAW	MSH1153	2013	Skill development
2016-17	MB0110	MBA	MBA1001 MGT. PRINCIPLES & PRACTICES	MBA1001	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA1003 FINANCIAL MGT. & ACCOUNTING	MBA1003	2013	Employability
2016-17	MB0110	MBA	MBA1005 ORGANIZATIONAL BEHAVIOUR	MBA1005	2013	Employability
2016-17	MB0110	MBA	MBA1007 MARKETING MANAGEMENT	MBA1007	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA1009 QUANTITATIVE TECH. IN MGT.	MBA1009	2013	Employability
2016-17	MB0110	MBA	MBA1011 E-BUSINESS	MBA1011	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA1013 MGT. OF MANUFACTURING SYSTEM	MBA1013	2013	Employability

2016-17	MB0110	MBA	MBA2003 HUMAN RESOURCE MANAGEMENT [MKPLJ]	MBA2003	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA2005 BUSINESS RESEARCH [MKPLJ]	MBA2005	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA2007 MANAGERIAL ECONOMICS [MKPLJ]	MBA2007	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA2009 OPERATIONS RESEARCH [MKPLJN]	MBA2009	2013	Employability
2016-17	MB0110	MBA	MBA2011 STRATEGIC MANAGEMENT [MKPLJN]	MBA2011	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA2013 COST MANAGEMENT [MKPLJ]	MBA2013	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3001 MGT. OF FINANCIAL SERVICES	MBA3001	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3003 INVESTMENT & PORTFOLIO MGT.	MBA3003	2013	Employability
2016-17	MB0110	MBA	MBA3005 CORPORATE FINANCE [MP]	MBA3005	2013	Employability
2016-17	MB0110	MBA	MBA3007 INTERNATIONAL FINANCE	MBA3007	2013	Employability
2016-17	MB0110	MBA	MBA3011 MGT. OF FINANCIAL DERIVATIVES	MBA3011	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3013 CORPORATE ACCOUNTING	MBA3013	2013	Employability
2016-17	MB0110	MBA	MBA3097 STRATEGIC COST MGT.	MBA3097	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3017 CONSUMER BEHAVIOUR	MB3017	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3019 MARKETING RESEARCH	MBA3019	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3021 INTERNATIONAL MARKETING [MPJ]	MBA3021	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3023 INDUSTRIAL MARKETING [LP]	MBA3023	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3027 RETAIL MANAGEMENT	MBA3027	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3029 SERVICES MARKETING	MBA3029	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3031 SALES & DISTRIBUTION MGT	MBA3031	2013	Employability/ Skill development
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2016-17	MB0110	MBA	MBA3099 ADVERTISING & MARKETING COMMUNICATION	MBA3099	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3035 HUMAN RESOURCE PLANNING	MBA3035	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3037 INDUSTRIAL RELATION & LABOUR LAWS	MBA3037	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3039 RECRUITMENT SELECTION & TRAINING	MBA3039	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3041 ORGANIZATIONAL CHANGE & DEVELOPMENT	MBA3041	2013	Employability/ Skill development

2016-17	MB0110	MBA	MBA3045 COMPENSATION & REWARDS [M]	MBA3045	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3047 PERFORMANCE MGT. SYSTEM	MBA3047	2013	Employability/ Skill development
2016-17	MB0110	MBA	MBA3093 STRATEGIC HUMAN RESOURCE MGT.	MBA3093	2013	Employability/ Skill development
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2016-17	MB0110	MBA	MBA3055 ENTERPRISE RESOURCE PLANNING	MBA3055	2013	Employability/ Skill development
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2016-17	MB0110	MBA	MSH1149 INTELLECTUAL PROPERTY RIGHT	MSH1149	2013	Employability/ Skill development
2016-17	MB0110	MBA	MSH1153 CYBER LAW	MSH1153	2013	Skill development
2016-17	MB0110	MBA	MSH1125-ORGANISATION BEHAVIOUR	MSH1125	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA1001 MGT. PRINCIPLES & PRACTICES	MBA1001	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA1003 FINANCIAL MGT. & ACCOUNTING	MBA1003	2013	Employability

2017-18	MB0110	MBA	MBA1005 ORGANIZATIONAL BEHAVIOUR	MBA1005	2013	Employability
2017-18	MB0110	MBA	MBA1007 MARKETING MANAGEMENT	MBA1007	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA1009 QUANTITATIVE TECH. IN MGT.	MBA1009	2013	Employability
2017-18	MB0110	MBA	MBA1011 E-BUSINESS	MBA1011	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA1013 MGT. OF MANUFACTURING SYSTEM	MBA1013	2013	Employability
2017-18	MB0110	MBA	MBA2003 HUMAN RESOURCE MANAGEMENT [MKPLJ]	MBA2003	2013	Employability/ Skill development
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2017-18	MB0110	MBA	MBA2011 STRATEGIC MANAGEMENT [MKPLJN]	MBA2011	2013	Employability/ Skill development
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2017-18	MB0110	MBA	MBA3001 MGT. OF FINANCIAL SERVICES	MBA3001	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3003 INVESTMENT & PORTFOLIO MGT.	MBA3003	2013	Employability
2017-18	MB0110	MBA	MBA3005 CORPORATE FINANCE [MP]	MBA3005	2013	Employability
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2017-18	MB0110	MBA	MBA3093 STRATEGIC HUMAN RESOURCE MGT.	MBA3093	2013	Employability/ Skill development
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2017-18	MB0110	MBA	MBA3065 SYSTEM ANALYSIS & DESIGN	MBA3065	2013	Skill development
2017-18	MB0110	MBA	MBA3095 COMPUTER AIDED MANAGEMENT	MBA3095	2013	Skill development
2017-18	MB0110	MBA	MSH1155 FRENCH-II	MSH1155	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA1157 GERMAN-II	MBA1157	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3071 TECHNOLOGY MANAGEMENT	MBA3071	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3073 SUPPLY CHAIN MANAGEMENT [MK]	MBA3073	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3075 BANK MANAGEMENT	MBA3075	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3077 INSURANCE MGT.	MBA3077	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3079 HOTEL MANAGEMENT	MBA3079	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA3081 TOURISM MGT	MBA3081	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA4009 BUSINESS ETHICS & CORPORATE GOVERNANCE [MNKPLJA]	MBA4009	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA4007 BUSINESS LAW [MNKPLJA]	MBA4007	2013	Employability/ Skill development
2017-18	MB0110	MBA	MBA4011 ENTERPRENURESHIP [MNKPLJA]	MBA4011	2013	Employability/ Skill development
2017-18	MB0110	MBA	MSH1111 ENVIRONMENT MANAGEMENT	MSH1111	2013	Skill development
2017-18	MB0110	MBA	MSH1149 INTELLECTUAL PROPERTY RIGHT	MSH1149	2013	Employability/ Skill development

2017-18	MB0110	MBA	MSH1153 CYBER LAW	MSH1153	2013	Skill development
2018-19	MB0110	MBA	MBA3005 CORPORATE FINANCE[MP]	MBA3005	2013	Employability
2018-19	MB0110	MBA	MBA3011 MGT. OF FINANCIAL DERIVATIVES	MBA3011	2013	Employability
2018-19	MB0110	MBA	MBA3013 CORPORATE ACCOUNTING	MBA3013	2013	Employability
2018-19	MB0110	MBA	MBA3019 MARKETING RESEARCH[A]	MBA3019	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3021 INTERNATIONAL MARKETING [MPJ]	MBA3021	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3023 INDUSTRIAL MARKETING [LP]	MBA3023	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3029 SERVICES MARKETING	MBA3029	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3007 INTERNATIONAL FINANCE	MBA3007	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3003 INVESTMENT & PORTFOLIO MGT.	MBA3003	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3031 SALES & DISTRIBUTION MGT.	MBA3031	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3027 RETAIL MANAGEMENT	MBA3027	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3093 STRATEGIC HUMAN RESOURCE MANAGEMENT	MBA3093	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3035 HUMAN RESOURCE PLANNING	MBA3035	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3037 INDUSTRIAL RELATION & LABOUR LAWS	MBA3037	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3047 PERFORMANCE MGT. SYSTEM [L]	MBA3047	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3039 RECRUITMENT SELECTION & TRAINING	MBA3039	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3001 MGT. OF FINANCIAL SERVICES	MBA3001	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3033 BRAND MANAGEMENT	MBA3033	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3045 COMPENSATION & REWARDS	MBA3045	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3041 ORGANIZATIONAL CHANGE & DEVELOPMENT	MBA3041	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3071 TECHNOLOGY MANAGEMENT	MBA3071	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3075 BANK MANAGEMENT	MBA3075	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3077 INSURANCE MGT.	MBA3077	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3073 SUPPLY CHAIN MANAGEMENT [MK] MGT. [MLA]	MBA3073	2013	Employability/ Skill development

2018-19	MB0110	MBA	MBA3081 TOURISM MGT.	MBA3081	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3099 ADVERTISING & MARKETING COMMUNICATION	MBA3099	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA4007 BUSINESS LAW [MNKPLJA]	MBA4007	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA4009 BUSINESS ETHICS& CORPORATE GOVERNANCE[MNKPLJA]	MBA4009	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA4011 ENTERPRENURESHIP [MNKPLJA]	MBA4011	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3079 HOTEL MANAGEMENT	MBA3079	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3017 CONSUMER BEHAVIOUR	MBA3017	2013	Employability/ Skill development
2018-19	MB0110	MBA	MSH1155 FRENCH-II	MSH1155	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3051 RDBMS	MBA3051	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3055 ENTERPRISE RESOURCEPLANNING	MBA3055	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3095 COMPUTER AIDED MANAGEMENT	MBA3095	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA2013 COST MANAGEMENT [K]	MBA2013	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3065 SYSTEM ANALYSIS & DESIGN.	MBA3065	2013	Employability/ Skill development
2018-19	MB0110	MBA	MBA3053 BUSINESS DATA COMMUNICATION	MBA3053	2013	Skill development
2018-19	MB0110	MBA	MBA1157 GERMAN-II	MBA1157	2013	Employability/ Skill development
2018-19	MB0110	MBA	MT401 ORGANISATION AND MANAGEMENT [M]	MT401	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT402 FINANCIAL ACCOUNTING & MANAGEMENT [M]	MT402	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT403 ORGANISATIONAL BEHAVIOR [M]	MT403	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT404 MARKETING MANAGEMENT [M]	MT404	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT405 QUANTITATIVE TECHNIQUES FOR MGT. [M]	MT405	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT406-INFORMATION TECHNOLOGY MANAGEMENT	MT406	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT407-MANAGEMENT OF MANUFACTURING SYSTEMS	MT407	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT408-MANAGERIAL ECONOMICS	MT408	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT409-BUSINESS COMMUNICATION - I	MT409	2018	Skill development

2018-19	MB0110	MBA	MT410 HUMAN RESOURCEMANAGEMENT [MLN]	MT410	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT411 BUSINESS RESEARCH[MLN]	MT411	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT412 OPERATIONS RESEARCH[MLN]	MT412	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT413 ITENABLED BUSINESS INTELLIGENCE[MLN]	MT413	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT414 STRATEGIC MANAGEMENT [MLN]	MT414	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT415 COST MANAGEMENT [MLN]	MT415	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT416-BUSINESS COMMUNICATION – II	MT416	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT417 FRENCH[MLN]	MT417	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT418-GERMAN	MT418	2018	Employability/ Skill development
2018-19	MB0110	MBA	MT419-LEGAL ENVIORNMENT FORBUSINESS	MT419	2018	Employability/ Skill development

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## COURSE STRUCTURE FOR SEMESTER PROGRAMME MBA-Non-

### CBCS

#### **COURSE STRUCTURE**

##### **Semester System**

Total Number of Credits for the Program	: 94 Credits
Core Courses	: 50 Credits
Specialization Course -I	: 12 Credits
Specialization Course -II	: 12 Credits
Sectoral Specialization	: 06 Credits
Breadth Courses	: 06 Credits
Project	: 04 Credits
Sessional	: 04 Credits

#### **SEMESTER – I**

<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>( L-T-P)</b>	<b>Total Credit</b>
MBA 1001	Management Principles & Practices	3-0-0	3
MBA 1003	Financial Management and Accounting	3-0-0	3
MBA 1005	Organizational Behaviour	3-0-0	3
MBA 1007	Marketing Management	3-0-0	3
MBA 1009	Quantitative Techniques for Management	3-1-0	4
MBA 1011	E-Business	3-0-0	3
MBA 1013	Management of Manufacturing Systems	3-0-0	3
MBA 1016 (Non-credit)	Manager Like Qualities (MLQ) (Non-credit)	-	-
		<b>Total credits:</b>	<b>22 Credits</b>

#### **SEMESTER – II**

<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>(L-T-P)</b>	<b>Credits</b>
MBA 2003	Human Resource Management	3-0-0	3
MBA 2005	Business Research	3-0-0	3
MBA 2007	Managerial Economics	3-0-0	3
MBA 2009	Operations Research	3-1-0	4
MBA 2010 (Sessional)	IT for Managers	0-0-3	2
MBA 2011	Strategic Management	3-0-0	3
MBA 2013	Cost Management	3-0-0	3
MBA 2014 (Sessional)	Business Communication	0-0-3	2
MSH 1143 / MSH 1145	Breadth Course ( French-I / German-I)	3-0-0	3
		<b>Total Credits:</b>	<b>26 Credits</b>

## Functional Specialization and Sectoral Specialization

Students are offered dual Functional Specialization. They study 8 courses (3 credits in each course) in any 2 areas of Functional Specialization, that is, 4 electives from any one Functional Specialization area below and 4 electives from any other Functional Specialization area. In addition to that, students opt for 2 courses (3 credits in each course) from any of the Sectoral Specialization areas.

### SEMESTER –III

SUBJECT CODE	NAME OF SUBJECT	(L-T-P)	Credits
	<b>Functional Specialization – I</b>		
See Annexure-I	Subject – I	3-0-0	3
See Annexure-I	Subject – II	3-0-0	3
See Annexure-I	Subject – III	3-0-0	3
	<b>Functional Specialization – II</b>		
See Annexure-I	Subject – I	3-0-0	3
See Annexure-I	Subject – II	3-0-0	3
See Annexure-I	Subject – III	3-0-0	3
	<b>Sectoral Specialization</b>		
See Annexure-I	Subject – I	3-0-0	3
MSH 1155 / MSH1157	<b>Breadth Course(French-II/German-II)</b>	3-0-0	3
		<b>Total Credits:</b>	<b>24 Credits</b>

### Semester – IV

SUBJECT CODE	NAME OF SUBJECT	(L-T-P)	Credits
	<b>Core Courses</b>		
MBA 4007	Business Law	3-0-0	3
	Or		
MBA 4013	<b>Business Law in Oman</b>	3-0-0	3
MBA 4009	Business Ethics & Corporate Governance	3-0-0	3
MBA 4011	Entrepreneurship	3-0-0	3
	OR		
MBA 4015	<b>Entrepreneurship and Small Business Management in Oman</b>	3-0-0	3
	<b>Functional Specialization – I</b>		
See Annexure-I	Subject – IV	3-0-0	3
	<b>Functional Specialization – II</b>		
See Annexure-I	Subject – IV	3-0-0	3
	<b>Sectoral Specialization</b>		
See Annexure-I	Subject – II	3-0-0	3
MBA 4002	<b>Project</b>	0-0-4	4
		<b>Total Credits:</b>	<b>22 Credits</b>

**Note:****(L-T-P): Lecture – Tutorial – Practical****Dept. of Management, BIT, Mesra, Ranchi.**

<b>FUNCTIONAL SPECIALIZATIONS</b>	<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>L-T-P</b>	<b>Credits</b>
<b>Finance Management Area</b>	MBA 3001	Management of Financial Services	3-0-0	3
	MBA 3002	Management of Financial Services in Oman	3-0-0	3
	MBA 3012	Management of Financial Derivatives in Oman	3-0-0	3
	MBA 3003	Investment and Portfolio Management	3-0-0	3
	MBA 3004	Investment and Portfolio Management in Oman	3-0-0	3
	MBA 3005	Corporate Finance	3-0-0	3
	MBA 3007	International Finance	3-0-0	3
	MBA 3008	International Finance in Oman	3-0-0	3
	MBA 3009	Corporate Taxation	3-0-0	3
	MBA 3010	Corporate Taxation in Oman	3-0-0	3
	MBA 3011	Management of Financial Derivatives	3-0-0	3
	MBA 3013	Corporate Accounting	3-0-0	3
	MBA 3097	Strategic Cost Management	3-0-0	3
<b>Marketing Management Area</b>	MBA 3017	Consumer Behavior	3-0-0	3
	MBA 3019	Marketing Research	3-0-0	3
	MBA 3021	International Marketing	3-0-0	3
	MBA 3023	Industrial Marketing	3-0-0	3
	MBA 3027	Retail Management	3-0-0	3
	MBA 3029	Services Marketing	3-0-0	3
	MBA 3031	Sales and Distribution Management	3-0-0	3
	MBA 3033	Brand Management	3-0-0	3
	MBA 3099	Advertizing and Marketing Communication	3-0-0	3

<b>Human Resource Management Area</b>	MBA 3035	Human Resource Planning	3-0-0	3
	MBA 3037	Industrial Relations & Labor Laws	3-0-0	3
	MBA 3039	Recruitment, Selection and Training	3-0-0	3
	MBA 3041	Organizational Change and Development	3-0-0	3
	MBA 3043	Organizational Theory and Design	3-0-0	3
	MBA 3045	Compensation and Rewards	3-0-0	3
	MBA 3047	Performance Management Systems	3-0-0	3
	MBA 3049	Individual and Group Behavior	3-0-0	3
	MBA 3093	Strategic Human Resource Management	3-0-0	3
	MBA 3038	Industrial Relations & Labor Laws in Oman	3-0-0	3
<b>System Management Area</b>	MBA 3051	R.D.B.M.S.	3-0-0	3
	MBA 3053	Business Data Communication	3-0-0	3
	MBA 3055	Enterprise Resource Planning	3-0-0	3
	MBA 3057	Programming Technology – I (C++)	3-0-0	3
	MBA 3059	Programming Technology –II (Java Application)	3-0-0	3
	MBA 3061	Software Engineering	3-0-0	3
	MBA 3063	Multimedia and Web Designing	3-0-0	3
	MBA 3065	System Analysis and Design (SAD)	3-0-0	3
	MBA 3095	Computer Aided Management	3-0-0	3

<b>SECTORAL SPECIALIZATIONS</b>	<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>L-T-P</b>	<b>Credits</b>
<b>Healthcare Management</b>	MBA 3067	Management of Healthcare Services- I	3-0-0	3
	MBA 3069	Management of Healthcare Services-II	3-0-0	3
<b>Operations and Manufacturing Management</b>	MBA 3071	Technology Management	3-0-0	3
	MBA 3073	Supply Chain Management	3-0-0	3
<b>Insurance and Bank Management</b>	MBA 3075	Bank Management	3-0-0	3
	MBA 3076	Bank Management in Oman	3-0-0	3
	MBA 3077	Insurance Management	3-0-0	3
	MBA 3078	Insurance Management in Oman	3-0-0	3
<b>Hospitality Management</b>	MBA 3079	Hotel Management	3-0-0	3
	MBA 3080	Hotel Management in Oman	3-0-0	3
	MBA 3081	Tourism Management	3-0-0	3
	MBA 3082	Tourism Management in Oman	3-0-0	3
<b>Agro –Business Management</b>	MBA 3083	Agro and Cooperative Management	3-0-0	3
	MBA 3085	Rural Marketing	3-0-0	3
<b>Safety Management</b>	MBA 3087	Safety Management -I	3-0-0	3
	MBA 3089	Safety Management - II	3-0-0	3
	MBA 3090	Safety Management in Oman	3-0-0	3

**DEPARTMENT OF MANAGEMENT BIT,  
MESRA, RANCHI-835215 (JHARKHAND)**

**MBA SYLLABUS – NON -CBCS**

**SEMESTER-1**

# **MBA 1001 MANAGEMENT PRINCIPLES & PRACTICES**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours 36-40**

## **Course Outline**

*The need to understand the core management principles which applies to individuals, medium and large organizations. The students are expected to learn the basics of management functions and realize the ideal characteristics of a manager. The impetus of this subject is to make the students familiarize with the professional skills required to be an effective manager.*

### **Module 1**

#### **Introduction**

**Concepts, Function or Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.**

### **Module2**

#### **Development of Management Thought**

**Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo-Classical Approaches - Human Relations Movement, Behavioral Approach-Douglas, McGregor, Abraham Maslow, Chester Barnard, Mary parker Approach, Modern Approaches- Quantitative Approach, Social System Approach, Decision Theory Approach, Contingency Approach. Business Ethics and Social Responsibility**

### **Module 3**

#### **Planning**

**Definition of Planning, Nature of Planning, Importance of Planning ,Types of plans, Types of Planning, Process of Planning, Steps in Planning, Decision Making- Concept, Significance and Types of Decision.**

### **Module 4**

#### **Organizing**

**Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control, Authority, Responsibility, Accountability, Delegation of authority, Departmentation, Decentralization.**

### **Module 5**

#### **Staffing**

**Concept,Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.**

## **Module 6**

### **Leading**

**Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development**

### **Communication**

**Process, Importance of Communication, Communication Channels, Barriers to Communication**

## **Module 7**

### **Controlling**

**Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control, Social Responsibility of Business**

### **Change and Development**

**Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organisational Change.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Management, Stoner and Freeman, Prentice Hall of India.**
- 2. Essentials of Management, Koontz and Heinz Wehrich, Mc Graw Hill.**
- 3. Management, Robbins & Coulter, Prentice Hall of India.**
- 4. Principles of Management, Gilbert, Mc Graw Hill.**
- 5. Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, Mc Graw Hill**
- 6. Management, A Global and Entrepreneurial Perspective, Wehrich Heinz & Koontz Harold, Mc Graw Hill**
- 7. Principles of Management, P.C.Tripathi and P.N.Reddy, Mc Graw Hill.**

# **MBA 1003 FINANCIAL MANAGEMENT AND ACCOUNTING**

**Credits: 3**  
**L-T-P: 3-0-0**  
**Contact Hours: 36-40**

## **Course Outline**

*This course aims at conferring adequate knowledge on all the components of financial positions for interpretation, analysis and managerial use of financial and financing information of any company. By the end of the course, the students are expected to be able to analyze a company's financial positions for managerial decision making.*

### **Module 1**

#### **Introduction to Financial Management**

**Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Organization of the Finance Function.**

### **Module 2**

#### **Introduction to Accountancy**

**Accounting Principles and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account.**

### **Module 3**

#### **Statement of Changes in Financial Position**

**Preparation of Funds Flow Statement, Preparation of Cash Flow Statement, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis.**

### **Module 4**

#### **Capital Budgeting**

**.Time Value of Money-Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity, Present value of an Uneven Cash Flow, Multi-Period Compounding. Capital Budgeting Decision, Methods of Appraisals – Discounting and Non Discounting Techniques – Pay Back, ARR, NPV, IRR, Benefit Cost Ratio**

### **Module5**

#### **Capital Structure**

**Capital structure- Relevance of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital; Theories of Capital Structure- EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT – EPS Analysis., Nature of Risk., Financial Leverage, Operating Leverage, Combined Leverage**

## **Module6**

### **Working Capital Management**

**Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Determinants of Working Capital, Working Capital Policy, Working Capital Financing Policy.**

## **Module7**

### **Dividend policy**

**Meaning & Forms of Dividend, Theory of Relevance- Walter 's Model, Gordon's Model, Theory of Irrelevance- Miller-Modigliani Model, Influencing Factors of Dividend Policy.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication**
- 2. Financial Management, Prasanna Chandra, Tata Mcgraw Hill Publication**
- 3. Financial Management, I.M.Pande, Vikash Publication**
- 4. Financial Accounting – A Managerial Perspective, Narayanaswamy, PHI,**
- 5. Accounting for Managers, Anthony R.N.and Reice J.S.**
- 6. Advance Accountancy, S.N. Maheshwari, Vikas Publication**
- 7. Modern Accountancy, Amitabh Mukherjee & Md Hanif ,TMH Publication.**
- 8. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis**
- 9. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant**
- 10. Accounting for Non Specialists, Michael Jones, Person Education**

# **MBA 1005 ORGANIZATIONAL BEHAVIOUR**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to familiarize the students the concept and theories underlying individual and group behavior in organizational context. This further helps in understanding the reciprocal relationship between the organizational characteristics and managerial behavior.*

### **Module 1**

#### **Introduction to Organization**

**Concept, Structure, Types of Organization. Significance of Organizational Behaviour.**

### **Module 2**

#### **Determinants of Individual Behavior**

**Personality - Concept, Determinants and Theories. Perception- Perceptual Process, Selectivity and Managing Perception. Managerial Implications of Perception. Learning-Concept , Theories and Managerial Implications.**

### **Module 3**

#### **Motivation**

**Concept and Its relevance for Individual and Organization. Theories- Maslow, Herzberg, McClelland, Vroom's , Equity.**

### **Module 4**

#### **Group and Individual**

**Group and Group Dynamics, Team and Skills required for Team**

**Management Communication- Concept, Process, Barriers, their remedies.**

**Leadership - Concept, Theories and Styles. Implications for different Stakeholders.**

### **Module 5**

#### **Group Activities**

**Concept, Types and Formation of Groups. Intergroup Behavior. Interpersonal Communication and Its Impact on Group. Group Problem Solving. Transactional Analysis.**

### **Module 6**

#### **Stress and Behavior**

**Concept and Nature of Stress. Sources of Managerial Stress. Stress and Personality. Verbal and Non-Verbal Indicators of Stress - Assessment and Management.**

## **Module 7**

### **Impression and Behavior**

**Impression Formation and its Management. Self Presentation- Physical Appearance, Body and Sign Language, Voice Communication Style and their influence upon behaviour.**

#### **Suggested Readings**

- 1. Organizational Behavior, S. Robbins, PHI Publication**
- 2. Organizational Behavior, F. Luthans, TMH Publication**
- 3. Organizational Behavior, Udai Pareek, Himalaya Publication**
- 4. Organizational Behavior, Robbins, Judge & Vohra, Pearson**

## **MBA 1007 MARKETING MANAGEMENT**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The course introduces the concepts of marketing and focuses on the application of the conceptual marketing frameworks. The conceptual frameworks relate to Understanding the market forces, Developing Marketing Strategies and taking the marketing mix decisions. The application will be through a team project and a few cases.*

#### **Module 1**

##### **Fundamentals of Marketing**

**Core concepts of marketing and Company orientation towards the market place**

##### **Market Oriented Strategic Planning**

**Defining the Mission, Defining SBUs, Business Portfolio Evaluation and assigning resources to SBUs, Contents of a Marketing Plan**

##### **Scanning the Marketing Environment**

**Analyzing trends in the components of the company's Macro & Micro environment.**

#### **Module 2**

##### **Market segmentation, targeting and positioning**

**Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioural, Evaluating & Selecting Market Segments.**

##### **Dealing with competition**

**Identifying and analysing competitors, Strategies for the Market leader, Follower, Challenger & Nicher.**

##### **Positioning**

**Choosing & Creating Points of Parity & Points of Difference, Writing the Positioning Statement.**

#### **Module 3**

##### **Analyzing Consumer Markets**

**Consumer behavior- Factors affecting consumer behavior & consumer decision making process**

##### **Creating customer value, satisfaction & loyalty**

**Customer perceived value, customer satisfaction, measuring satisfaction, measuring customer life time value, CRM & building loyalty**

#### **Module 4**

##### **Product Strategy**

**Classification of products, product levels, Analysis of product line & product mix.**

##### **Product Life Cycle**

**Concept , Strategies for Introduction, Growth, Maturity & Decline Phase. Criticism of the Product Life Cycle.**

## **Module 5**

### **Pricing Strategies**

Selecting the pricing Objective, Determining demand, estimating costs, analyzing competitors, selecting a pricing method, initiating & responding to price changes.

### **Integrated Marketing Communication**

Meaning and Role of IMC, designing effective communication programme, Meaning and role of the elements of communication mix, Leveraging Social Media for effective communication.

## **Module 6**

### **Distribution Strategies**

Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

### **Retailing**

Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location, Product assortment & Services, Price, promotion, Store Atmosphere

## **Module 7**

### **Managing services**

Importance, Distinctive Characteristics.

Green Marketing, Rural Marketing and Consumer Protection- Introduction and significance

Minimum 5 cases to be discussed

### **Suggested Readings**

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson
2. Marketing Management , Rajan Saxena, TMH
3. Marketing Management , Arun Kumar, N Meenakshi, Vikas Publishing
4. Fundamentals of Marketing, Bruce Walker & Stanton, McGraw Hill
5. W.D. Perraut & E.J. Mc Carthy, Basic Marketing, TMH
6. Russel S. Winner, Marketing Management , Pearson
7. Marketing Managemnent, Ramaswami & Namakumari,

# **MBA 1009 QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

**Credits: 4**

**L-T-P: 3-1-0**

**Contact Hours: 46 - 50**

## **Course Outline**

*The objective of the course is to enable students to understand the role and importance of Statistics in improving managerial decisions when faced with uncertainty. Statistical methods are applied in all functional areas of business: accounting, finance, management, and marketing. The issue facing managers is not a shortage of information but how to use the available information to make better decisions. Statistical thinking includes the recognition that data are inherently variable and that the identification measurement, control, and reduction of variation provide opportunities for quality improvement.*

### **Module 1**

#### **Introduction**

**Statistics – Definition, Importance and Scope in Managerial Decision Making, Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.**

### **Module 2**

#### **Measures of Central Tendency**

**Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles.**

#### **Measures of Variation**

**Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.**

### **Module 3**

#### **Correlation and Regression**

**Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient.**

#### **Business Forecasting**

**Methods of Forecasting, Time Series Analysis: Components of Time Series,**

### **Module 4**

#### **Index Numbers**

**Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer Price Index Numbers.**

### **Module 5**

#### **Probability**

**Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Normal Distribution.**

## **Estimation of Parameters**

**Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.**

### **Module 6**

#### **Sampling and Sampling Distribution**

**Concepts, Random Sampling and Non Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.**

### **Module 7**

#### **Test of Hypothesis**

**Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Business Statistics, J.K. Sharma, Pearsons Education.**
- 2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education**
- 3. Quantitative Analysis for Management, Render and Stair, TMH**
- 4. Quantitative Business Analysis - Text & Cases, Samul Bodiley**
- 5. Quantitative Methods in Business, Anderson, Thomson Learning.**
- 6. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.**

## **MBA 1011 E-Business**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36 – 40**

### **Course Outline**

*This course will provide an analytical and technical framework to understand the emerging world of e-Business. E- Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from “real” business settings. They also need to acquire a hands - on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.*

### **Module1**

#### **Introduction**

**E-Business - Origin and Need of E-Commerce, Factors affecting E-Commerce, Business dimension and technological dimension of E-Commerce, E -Commerce frame work Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce.**

### **Module2**

#### **Internet and E-Business**

**Introduction to internet and its application, Intranet and Extranets. World Wide Web, Internet Architectures, Internet Applications, Business Applications on Internet, E- Shopping, Electronic Data Interchange, Components of Electronic Data Interchange, Creating Web Pages using HTML.**

### **Module3**

#### **Electronic Payment System**

**Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.**

### **Module 4**

#### **Security Issues in E-business**

**Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks-HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.**

### **Module 5**

#### **E-Business Applications & Strategies**

**Business Models & Revenue, Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.**

## **Module 6**

### **E-Commerce and retailing**

**On-line retail industry dynamics, On-line mercantile models from customer perspective, Management challenges in on-line retailing, E-Commerce and on-line publishing,**

## **Module 7**

### **Emerging trends and technologies in E-Business**

**E-Business and MIS, E-Business and ERP, E-Business and CRM, E -Business and Supply chain management, Benefits of E-Commerce; Drawbacks and limitations of E-Commerce.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. E-Commerce Strategy, Technologies and Applications, Whitley, David, Tata McGraw Hill.**
- 2. Electronic Commerce. , Schneider Gary P. and Perry, James T ,Thomson Learning.**
- 3. E-Commerce: The Cutting Edge of Business, Bajaj, Kamlesh K & Nag, Debjani, McGraw Hill**
- 4. E-Commerce: Business, Technology, Society, Laudon and Traver, Pearson Education**
- 5. Designing Systems for Internet Commerce, Treese G. Winfield & Stewart C. Lawrance, Addison Wesley.**
- 6. E-Commerce Strategies, Trepper Charles , Prentice Hall of India.**
- 7. Electronic Commerce Opportunity & Challenges, Rehman S.M. & Raisinghania, Idea Group Publishing, USA.**
- 8. E-commerce Real Issues & Cases, Knapp C. Michel, Thomson Learning**

## **MBA 1013 MANAGEMENT OF MANUFACTURING SYSTEMS**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*To understand the concepts of Production Planning and Management / Operation Management and its applications to industrial problems. The course also cover concepts of Materials Management as well as Logistics Management and its applications to industrial problems with special reference to Quality.*

#### **Module 1**

##### **Introduction**

**Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager.**

#### **Module 2**

##### **Plant Location & Layout**

**Plant Location, Levels of Location Problems, Factors Affecting Location Decisions, Plant Layout Decisions, Types of Plant Layout- Fixed Position, Process and Product Layout, Line Balancing.**

#### **Module 3**

##### **Planning, Scheduling & Control**

**Concepts and Importance, Forecasting, Types of Manufacturing Plans, Capacity Planning, Measures of Capacity and Capacity Planning Decisions.**

#### **Module 4**

##### **Plant Maintenance**

**Concepts & Types, Maintenance Practices in Industry, Work Study & Method Study Concepts & Applications.**

##### **Materials Handling**

**Concepts, Selection & Methods**

## **Module 5**

### **Materials Management**

**Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Insourcing vs Outsourcing Decisions, Vendor Analysis & Control.**

### **Inventory Planning and Control**

**Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control - ABC Classification, JIT Manufacturing.**

## **Module 6**

### **Inspection and Quality Control**

**Types of Inspection, Control Charts, Total Quality Management - Concept, Features & Need Cost of Quality, Kaizen, 7 QC Tools, 5s Concept,**

### **Value Engineering**

**Types of Value, Methodology and Applications.**

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## **Module 7**

### **Logistics Management**

**Concepts, Supply Chain, Logistics Strategy and Planning, Transport Decisions, Logistics Control**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Materials Management: An Integrated Approach, Gopalakrishnan and Sundaresan, TMH**
- 2. Production and Operations Management by Upendra Kachru, Excel Books.**
- 3. Production and Operations Management, Bedi K., Oxford University Press.**
- 4. Modern Productions / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley**
- 5. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano and Agarwal, Tata Mac Graw Hill**
- 6. The Management and Control of Quality, Evans and Lindsay, Cengage Learning**
- 7. Operations Management, Gaither and Frazier, Thomson Learning**
- 8. Operations Management, Mahadevan B., Pearson Education**
- 9. Business Logistics / Supply Chain Management - R. H. Ballou & S. K. Srivastava, Pearson.**

**MBA SYLLABUS- NON- CBCS**

**SEMESTER-II**

# **MBA 2003 HUMAN RESOURCE MANAGEMENT**

**Credit: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to understand the basics of human resource management, to equip students with knowledge, skill and competencies to manage people along with material, information, capital and knowledge asset in the organization, to help the students in formulating their own managerial style, their assumptions and belief about 'people', to study globalization and its impact on International Human Resource Management.*

### **Module 1**

#### **Introduction**

**Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices.**

### **Module 2**

#### **Designing and Developing HR System**

**Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation.**

### **Module 3**

#### **Compensation Management**

**Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non- Executives.**

### **Module 4**

#### **Human Resource Development**

**Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & Career Development .**

### **Module 5**

#### **Quality of Work Life**

**Introduction and Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Kaizen, Quality Circle.**

### **Module 6**

#### **Behavioral Dimensions of HRM**

**Understanding Human Behavior, Identifying employee Needs and their Satisfaction, Employee Grievances and its Redressal, Discipline- Concepts, Relevance, Approaches and Disciplinary Actions.**

## **Module 7**

### **International Human Resource Management**

**Concept, Relevance, Types of International organization, International Human Resource Management Practices.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd**
- 2. Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhart & Wright, Irwin McGraw Hill.**
- 3. Human Resource Management, V.S.P Rao- Excel books.**
- 4. Managing Human Resources: Productivity, quality of work life, profits, Wayne F. Cascio-TMH**
- 5. HRM and Personnel Management, Ashwathappa, TMH**
- 6. Strategic HRM by Rajeev Lochan Dhar, Excel Books**
- 7. Human Resource Management, T.N Chhabra, Dhanpat Rai & Sons Pvt Ltd.**

# **MBA 2005 BUSINESS RESEARCH**

**Credit: 3**

**L-T-P: 3-0-0**

**Course Hours: 36-40 Hours**

## **Course Outline**

*To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making*

### **Module1**

#### **Introduction**

**Objective, Types, Methods & Process. Research Problem - Selection , Need & Techniques for defining a Problem, Concepts of Inductive & Deductive Logic, Development of Hypothesis.**

### **Module2**

#### **Qualitative and Quantitative Research**

**Concept & Measurement, Causality, Generalization, Replication, Merging Qualitative and Quantitative Research Methods.**

### **Module3**

#### **Research Design**

**Features of a good Research Design, Exploratory & Descriptive Research Design - Concept, Types, Usage, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.**

### **Module4**

#### **Sampling Design**

**Census and Sample survey, Implication of Sample design, Sample size determination, Characteristics of a good Sample design, Types of Sample design.**

### **Module5**

#### **Attitude Measurement and Scaling Techniques**

**Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.**

### **Module6**

#### **Collection, Processing and Analysis of Data**

**Primary and Secondary data, Tools of data collection, Questionnaire and Schedule distinction , Selection of appropriate method of Data Collection, Processing Operations, Problem in Processing, Types of Analysis.**

## **Module7**

### **Multivariate Data Analysis**

**Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.**

### **Report Writing**

**Minimum 5 Cases to be discussed**

### **Suggested Readings**

- 1. Business Research Methods, Cooper & Schindler, Tata McGraw Hill.**
- 2. Research Methods for Business Students, Saunders, Pearson Education**
- 3. Business Research, Collis J and Hussey R, Palgrave publication**
- 4. Research Methods in Business & Social Sciences, Kothari C.R., Macmillan.**
- 5. Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.**
- 6. Social research methods, Walliman, Nicholas Sage Publications.**
- 7. Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan**
- 8. Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.**
- 9. Research Methods for Business, Uma Sekaran, Wiley Publications**

# **MBA 2007 MANAGERIAL ECONOMICS**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to familiarize the students with economic principles used for managerial decision making. After completing the course the students are expected to analyze micro economic corporate environment for problem solving in decision situation.*

### **Module 1**

#### **Introduction**

**Nature & Scope, Definitions, Importance, Forward Planning, Managerial Decision Making Process- Establishing the Objectives, Defining the Problem, Alternative Courses of Action and Its Evaluation, Implementation.**

### **Module 2**

#### **Demand and Supply**

**Introduction, Determinants of Demand & Supply, Demand Function, Demand and Supply Curve, Law of Demand, Elasticity of Demand, Demand Forecasting .**

### **Module 3**

#### **Cost Concepts**

**Definition, Classification of Cost for Managerial Decision Making, Behaviour of Cost Economies of scale, Break-Even Analysis.**

### **Module 4**

#### **Production Analysis**

**Introduction , Production Process & Function - One Variable and Two Variable Inputs, Iso-quant and Iso-cost, Optimal Factor Combination.**

### **Module 5**

#### **Market Analysis**

**Introduction, Markets Types– Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets.**

### **Module 6**

#### **Capital Budgeting & Investment Decisions**

**Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal.**

## **Module 7**

### **National Income**

**Concepts of National Income, Measurement of National Income- Methods and Problems, Price Indexes.**

**Minimum 5 cases to be discussed.**

#### **Suggested Readings**

- 1. Managerial Economics, Atmanand, Excel Books**
- 2. Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education.**
- 3. Managerial Economics, Suma Damodaran, Oxford.**
- 4. Managerial Economics, D.N. Dwivedi, Vikash Publication**
- 5. Managerial Economics, H.L. Ahuja, S. Chand and Co. Ltd.**

# **MBA 2009 OPERATIONS RESEARCH**

**Credits: 4**

**L-T-P: 3-1-0**

**Contact Hours: 46 - 50**

## **Course Outline**

*This subject will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process.*

### **Module 1**

#### **Introduction**

**Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.**

### **Module 2**

#### **Linear Programming:**

**Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P.**

### **Module 3**

**Sensitivity Analysis Applied to Linear Programming Problems.**

**Duality in Linear Programming.**

**Dual Simplex Method.**

### **Module 4**

#### **Transportation Problems**

**Concepts, Formulation of Transportation Problem, Balanced and Unbalanced Problems, Minimization and Maximization Problems, North -West Corner Rule, Vogel's Approximation Method, MODI Method, Degeneracy.**

### **Module 5**

#### **Assignment Problems:**

**Concepts, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems, Travelling Salesman Problem as an Assignment Problem.**

### **Module 6**

#### **Game Theory**

**Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.**

## **Module 7**

### **Replacement Models**

**Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time,  
Replacement of Items that Fail Completely.**

### **Queuing Theory**

**Concepts, Managerial Implications in Decision making**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Operations Research - J.K. Sharma, Macmillan India Ltd.**
- 2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH**
- 3. Principals of Operation Research - Wagner, H.M, Prentice Hall**
- 4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley**
- 5. Operational Research - An Introduction, Taha, H.A - Macmillan**
- 6. Operations Research - Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company**

# MBA 2011 STRATEGIC MANAGEMENT

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## Course Outline

*The Course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organization.*

### Module 1

#### **An overview of Strategic Management**

**Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy The objectives of strategic management, strategic decision-making, School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization**

### Module 2

#### **Environmental Appraisal**

**Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, porter's five forces model of competition, mc kinsey's 7s framework, GE nine cell model, distinctive competitiveness, selection of matrix,**

### Module 3

#### **Corporate level strategies**

**Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with all these strategies,**

### Module 4

#### **Strategic implementation**

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

### Module 5

#### **Strategy Evaluation**

**Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, analyzing variances, role of organizational systems in evaluation**

## **Module 6**

### **Strategic Analysis and Choice**

**Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan**

## **Module 7**

### **New Business Models**

**strategies for Internet Economy, shaping characteristics of E-commerce environment, E-commerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Business policy and strategic Management, Azhar Kazmi, Tata McGraw-Hill**
- 2. Strategic management and business policy, William F. Glueck, Tata McGraw-Hill**
- 3. Strategic Management, Michael Porter, Prentice hall of India**
- 4. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books**

# **MBA 2013 COST MANAGEMENT**

**Credits : 3**

**L-T-P : 3-0-0**

**Contact Hours : 36-40**

## **Course Outline**

*This course aims to confer comprehensive knowledge in the field of cost management in gradual systematic steps. At the end of the course the students will be able to understand the role of a corporate manager in applying the concept of cost for varying purpose of cost control and cost reduction to achieve the leadership role of any company in the field of Cost Management.*

### **Module 1**

#### **Introduction**

**Cost – Meaning, Objective, Elements of Cost, Classification of Cost for Managerial Decision making, Cost Accounting – Meaning, Objective, Installation of Costing System, Cost center and Cost Unit – Definition & Concept, Objectives and Types, Cost Sheet.**

### **Module 2**

#### **Material Cost**

**Purchase - Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity – Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control – Perpetual Inventory System, ABC Method. Methods of Pricing – Specific Price Method, First In First Out, Last in First Out, Average Price, Standard Price.**

### **Module 3**

#### **Labour Cost**

**Direct & Indirect Labour, Work Study, Method Study, Job Analysis and Job Evaluation, Merit Rating, Casuals and Out Workers. Methods of Remuneration - Time Rate System, Piece Rate System, Incentives Plans – Pre requisites of Good Incentive Plan, Various Incentive Plans – Halsey Premium Plan, Rowan Plan, Taylor’s Differential Piece rate System, Merrick’s Differential Piece Rate System (Multiple Piece Rate System), Emerson’s Efficiency Plan, Bedaux Plan.**

### **Module 4**

#### **Costing Methods**

**Job Order Costing - Procedures, Advantages, Limitations, Contract Costing – Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing – Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits, Process Costing vs. Job Costing.**

## **Module 5**

### **Absorption and Marginal Costing**

**Absorption Costing – Meaning and Limitations, Marginal Cost – Definition and Nature. Marginal Costing – Net Profit Under Marginal Costing and Absorption Costing, Difference Between Marginal Costing and Absorption Costing.**

## **Module 6**

### **CVP Analysis**

**Meaning and Relationship, Break Even Analysis – Meaning, Assumptions, Methods of Calculations – Algebraic Method, Graphical Presentation, Contribution – Meaning & Concept, Calculation, P/V Ratio- Meaning & Concept, Calculation. Margin of Safety (MS) – Meaning & Concept, Calculation, Limiting Factor, Angle of Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.**

## **Module 7**

### **Budgetary Control and Standard Costing**

**Budget and Budgetary Control System – Meaning & Concept, Objectives, Advantages, Limitations, Standard Cost – Meaning & Concept, Setting of different types of Standards, Standard Costing – Meaning & Concept, Advantages, Disadvantages, Standard Costing Vs Budgetary Control System, Variance Analysis – Material Cost Variance, Material Price Variance, Material Usage Variance, Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.**
- 2. Cost Accounting, M N Arora, Vikas Publication**
- 3. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication**
- 4. Cost Accounting, Charles T Horngren, Pearson Education**
- 5. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning.**

# **FUNCTIONAL SPECIALIZATION**

## **FINANCIAL MANAGEMENT**

## **MBA 3001 MANAGEMENT OF FINANCIAL SERVICES**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The course will help in giving clear understanding and knowledge of financial assets in financial system in present complex business scenario. The students will also get adequate exposure to financial Institution and Services which are undergoing sea change with the latest development of IT aided business models where life cycle of the financial assets is passing through critical stages.*

#### **Module 1**

##### **Overview of Financial System**

**Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development. (The module deals with country specific Financial System)**

#### **Module 2**

##### **Financial Market**

**Organisational Structure, Weaknesses , Suggestions to Improve Operational Efficiencies of Financial Market, Money Market- Organisation, Different Players, Different Types of Instruments, Capital Market – Organisation , Different Players, Different types of Instruments.**

#### **Module 3**

##### **Legal Framework of Financial System**

**Guideline of SEBI, Indian Companies Act 1956, FEMA, Negotiable Instrument Act 1881. (The module deals with country specific legal framework)**

#### **Module 4**

##### **Reserve Bank of India**

**Organisational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures, Liquidity Adjustment Facility (LAF),  
(The module deals with country specific Central Banking System)**

#### **Module 5**

##### **Commercial Banking**

**Functions, Different Types of Commercial Banking- Unit & Branch Banking, Fund Based Business- Working Capital Loan, Term Loan, Working Capital Term Loan (WCTL). Non Fund Based Business- Bank Guarantee and Letter of Credit.**

## **Module 6**

### **Non Banking Financial Companies**

**Loan Companies, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance , Merchant Banks , Venture Capital Funds, Factoring & Credit Rating Companies.**

## **Module 7**

### **International Market and Financial Services**

**International Financial Institutions- International Monetary Fund, Asian Development Bank, World Bank. International Financial Market, International Financial Assets and Services.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Financial services , MY Khan , Tata Mcgraw Hill Publication**
- 2. Management of Indian Financial Institution, R M Srivastava,Himalaya Publication**
- 3. Indian financial system, H R Manchiraju , Vikas Publication**
- 4. Management of Financial Services, Bhatia and Batra, Deep & Deep Publication**
- 5. Management of Banking and Financial Services, Padmalatha Suresh, Pearson**
- 6. Financial Services, Dr. S Guruswamy, Tata McGraw Hill**
- 7. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill**
- 8. Foundations of Financial markets and Institutions, Fabozzi, Modigliani, Jones & Ferri, Pearson Education**
- 9. Financial Markets and Institutions, Jeff Mudra, Cengage**

# **MBA 3003 INVESTMENT & PORTFOLIO MANAGEMENT**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to impart adequate knowledge to trade off risk and return for managing investment to achieve optimal return. At the end of the course students are expected to take investment decisions for optimal utilization of fund through different investment channels following modern portfolio management concept.*

### **Module 1**

#### **Introduction**

**Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Financial Decisions vs Investment Decisions, Investors Classification, Investment Avenues - Bonds , Preference Shares , Equity Shares, Government Securities , Post Office Deposits, Real Estates, Venture Capital , Mutual Fund ,Exchange Traded Funds, Life Insurance.**

### **Module 2**

#### **Securities Market**

**Financial Market- Money Market, Capital Market & Gilt Edge Security Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges – Functions, Over the Counter Exchange of India, National Stock Exchange of India, Trading System – Type of Orders, Settlement, Speculations.**

### **Module 3**

#### **Risk & Returns**

**Meaning & Concept , Measurements of Risk and Return- Mean, Standard Deviation & Variance, Classification of Risk, Management of Risk.**

### **Module 4**

#### **Investment Analysis**

**Concept of Fundamental Analysis- Analysis of Country' s Economic Condition, Study and Analysis of State of the Industry and the Company – Concept of Industries, Lifecycle, Characteristics, Company Analysis –Analysis of Financial Statements. Technical Analysis- Dow's Theory, Charts and Technical Indicators. Random Walk Model, Efficient Market Hypothesis (EMH).**

### **Module 5**

#### **Valuation of Bonds & Equity**

**Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares.**

## **Module 6**

### **Financial Derivatives**

**Concept, Forward Contract – Features, Advantages and Disadvantages, Future Contracts – features, Advantages and Disadvantages, Long and Short Positions, Margin System, Options – Call Options, Put Options, Uses of Options.**

## **Module 7**

### **Portfolio Management**

**Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM , APT Model, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill**
- 2. Security Analysis & portfolio Management, S Kevin, PHI Learning**
- 3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing**
- 4. Security Analysis and Portfolio Management, Fischer & Jordan, PHI**
- 5. Investment Analysis and Management, Charles P Jones, John Wiley**
- 6. Modern Investment Theory, Haugen Roberts, PHI**
- 7. Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams**
- 8. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann**

# **MBA 3005 CORPORATE FINANCE**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course focuses on empirical advances in understanding of financial markets with major breakthroughs in capital asset pricing under uncertainty, portfolio theory, valuation of options, response of security prices to new information and corporate financial behavior.*

### **Module 1**

#### **Introduction**

**Corporate Objectives, Wealth maximization – Profit maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market.**

### **Module 2**

#### **Financial Statement Analysis**

**Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting,**

### **Module 3**

#### **Valuation of Corporate Bonds and Stocks**

**Basics of Debt Instruments, Valuation of Bonds- Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks- Dividend Discount Model- Constant Growth Model and Two Stage Growth Model, P/E Valuation Model.**

### **Module 4**

#### **Capital Budgeting**

**Overview of Capital Budgeting, Techniques of Evaluating Investments – Return on Investment, Income Based Method-Average Accounting Rate of Return Method, Nominal Cash Flow Based Method Payback Period, Discounted Cash Flow Based Methods – Discounted Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit Cost Ratio, Modified IRR, Risk Capital Budgeting- Sensitivity Analysis, Capital Budgeting and Corporate Strategy.**

### **Module 5**

#### **Project Financing**

**Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project Contracts, Financial Agreements, Public-Private Partnerships (PPP), Funding Aspects, Project Feasibility Studies,**

### **Module 6**

#### **Mergers and Acquisitions**

**Types of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.**

## **Module 7**

### **Economic Value Added and Corporate Performance**

**Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication**
- 2. Financial Management & Policy ,Vanhorne James C, TMH Publication**
- 3. Principal of Corporate Finance ,Brealy , Myes, Allen & Mohanty, TMH Publication**
- 4. Corporate Finance- Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)**
- 5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons**
- 6. Corporate Finance, Stephen A Ross, Tata McGraw Hill**
- 7. Corporate Finance, Ashwath Damodaran, John Wiley.**

## **MBA 3007 INTERNATIONAL FINANCE**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The objective of the course is to introduce macro level canvas of international finance to the management students which will be relevant to their micro operations at the unit level management, which is further imperative in today's' international desks of any corporate manager.*

#### **Module 1**

##### **Introduction**

**International Financial System, Components of International System- Finance Functions, Input Market, Output Market, Sources and Uses of Funds, Concept of Internationalization, Sectoral Interdependence, Intra-National Dependence.**

#### **Module 2**

##### **Balance of Payments Theory**

**Definition, Accounting of Balance of Payments, Sources of Compilation, Deficit and Surplus in Balance of Payment, Disequilibrium in Balance of Payment and its Causes, Components of Balance of Payments, Mechanism of Adjustments, Mechanism of Pricing, Income Adjustment, Absorption Approach of Alexander, Elasticity Approach Vs. Absorption Approach, General Equilibrium Approaches, Measurement of Deficits.**

#### **Module 3**

##### **International Financial Markets**

**International Money and Capital Markets, Exchange Markets, Currency Markets- Euro Currency Market, Euro Bond Market, Euro Equity Market, Asian Currency Market. International Financial Center in India.**

#### **Module 4**

##### **Foreign Exchange**

**Exchange Rate, Determination of Exchange Rate- Spot and Forward Exchange Rates, Fixed Exchange Rate System- Gold Standard, Pegged Exchange Rate, Flexible Exchange Rates, Exchange Risk Management- Factors Affecting Exchange Rates, Types of Risk- Trade and Exchange Risk, Exchange Rate and Currency Risk, Arbitrage and Speculation, Purchasing Power Parity Theory and Interest Rate Parity Theory.**

#### **Module 5**

##### **Foreign Investments**

**Portfolio Investments, International Diversification, Government Policy towards Portfolio Investments in India, Direct Foreign Investments, Risks in Foreign investments, Measurement and Management of Economic and Political Risk.**

## **Module 6**

### **Operations of Commercial and EXIM Bank**

**Import Credits, Export Credits, Export Credit Refinance, Foreign Exchange Transactions- FEMA Rules, Nostro, Vostro and Loro Accounts, Rate of Interest- Buying and Selling Rates, Types of Rates- Long Rates, Tel Quel Rates, Forward Rates, EXIM Bank - Organisation, Objectives, Functions, Incidental Functions, Operations.**

## **Module 7**

### **International Financial Institutions**

**International Bank of Reconstruction & Development, International Finance Corporation, International Development Association, Asian Development Bank, International Monetary Fund, International Monetary Crisis, International Monetary Reforms.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. International Finance, P.K Jain, Peyrard & Yadav, Macmillian**
- 2. International Financial Management, P G Apte , Tata Mcgraw Hill Publication**
- 3. International Financial management, Jeff Madura, Thomson Publication**
- 4. International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House**
- 5. International Finance: Theory into Practice, Piet Sercu, Princeton University Press**
- 6. International Finance, Maurice D. Levi, Taylor & Francis Group**
- 7. International Financial Management, Bekaret & Robert, PHI**

## **MBA 3011 MANAGEMENT OF FINANCIAL DERIVATIVES**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.*

#### **Module 1**

##### **Introduction**

**Derivatives - Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.**

#### **Module 2**

##### **Forward Contract**

**Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Foreign Exchange Agreement, Forward Exchange Rates in India, Value of Forward contract, Forward Rates Computation, Forward Contract - Delivery, Cancellation, Extension, Terms and Conditions.**

#### **Module 3**

##### **Future Contract**

**Structure and Features, Specification, Mechanism of trading, Type of trading, Determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Forward and Future contract, Options on Future, Hedging in Future, Regulations of future contract, Difference between Forward and Future contract.**

#### **Module 4**

##### **Options**

**Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model - Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.**

#### **Module 5**

##### **Financial Swaps**

**Financial Swap – Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.**

## **Module 6**

### **Hedging**

**Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy, Speculation in Foreign Exchange and Money Market.**

## **Module 7**

### **Regulatory Framework**

**Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. International Financial Management- P G. Apte- Tata Mcgraw- Hill Publication**
- 2. International Financial Management- Eun/Resnick- Tata McGraw- Hill Publication**
- 3. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons**
- 4. Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning**
- 5. Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons**
- 6. Risk Management and Financial derivative, Satyajit Das, McGraw Hill**
- 7. Introduction to Futures and Options Market, Hull John C, PHI**
- 8. Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI**

## **MBA 3013 CORPORATE ACCOUNTING**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*This course is aimed at students to make them aware of the legal aspects of corporate environment and its accounting procedures. At the end of the course the students will be able to record corporate business transactions and its implications in managerial decision making. The students will also be able to address different aspects of audit and fulfill the expectations of corporate audit.*

#### **Module1**

##### **Formation of company**

**Definition, Characteristics of Companies, Share Capital, Shares of Company, Issue of Shares- Treatment for Issue of Shares, Over Subscription, Under - Subscription, Calls-in-Arrears, Calls-in-Advance. Forfeiture of Shares, Issue of Bonus Shares, Right Issue. Underwriting- Definition, Manager to the Issue, Types of underwriting, Accounting Treatment.**

#### **Module 2**

##### **Issue and Redemption of Preference Shares and Debenture**

**Preference Shares- Issue and Redemption. Debenture- Definition, Types of Debenture, Coupon Rate, Accounting for Issue of Debenture, Discount or loss on Issue of Debenture, Redemption of Debentures.**

#### **Module 3**

##### **Company's Final Accounts and Profits Prior to Incorporation.**

**Meaning and Preparation of Company Final Accounts. Profits Prior to Incorporation- Meaning, Methods of Ascertaining Profit or Loss Prior to Incorporation, Accounting Treatment in the Books of Companies.**

#### **Module 4**

##### **Valuation of Goodwill and Shares**

**Need for Valuation of Goodwill, Factors Affecting the Value of Goodwill, Components of Goodwill, Methods of Valuation of Goodwill. Valuation of Shares- Methods of Valuation of Shares, Different Categories of Equity Shares.**

#### **Module 5**

##### **Amalgamation, Absorption and External Reconstruction**

**Meaning and Types of Amalgamation, Accounting Treatment, Absorption, External Reconstruction.**

## **Module 6**

### **Liquidation of Companies**

**Meaning and Salient Features, Order of Payments, Statement of Deficit and Surplus, Liquidator's Final Statement of Accounts.**

## **Module 7**

### **Holding Company Accounts**

**Holding Company- Definition and Features as per Co. Act. 1956, Subsidiary Company- Definition and Features as per Co. Act., 1956, Legal Provisions for a Holding Company, Consolidated Financial Statements.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Advanced Accountancy, Hrishikesh Chakravarty, Academy Press**
- 2. Modern Accountancy, Amitabh Mukherjee & Md Hanif, Tata Mcgraw Hill Publication**
- 3. Corporate Accountancy, S.N. Maheshwari, S.K. Maheshwari, Vikas Publication**
- 4. Corporate Accounting, V. rajsekaran, R. Lalitha, Pearson Publication.**
- 5. Corporate Accounting, T Joseph, Tata Mcgraw Hill**
- 6. Corporate Accounting, Goyal and Goyal, PHI Learning**
- 7. Corporate Accounting, Dr. K.K.Verma, Excel Books.**
- 8. Advanced Accounting, T.S. Grewal & M.C. Shukla, S. Chand**
- 9. Corporate Accounting, Girish Ahuja & Monga, Mayur Paper Back**

# **MBA 3097 STRATEGIC COST MANAGEMENT**

**Credits : 3**

**L-T-P : 3-0-0**

**Contact Hours : 36-40**

## **Course Outline**

*This course aims at to provide adequate knowledge to would be managers to manage cost strategically so that due amount of transparency is achieved in cost control and cost reduction at every stage of the value chain of an organization to achieve sustainable corporate growth rate. At the end of the course the students are expected to refer both cost implication and various aspects of business strategy and thus managing cost strategically.*

### **Module 1**

#### **Cost Management Strategy**

**Fundamentals of Cost Management- Cost Accounting and Management Accounting, Cost Ascertainment, Cost Estimation, Concept of Cost Center and Cost Unit, Installation of Costing System, Strategic Focus of Cost Management, Cost Statement, Value Analysis – Procedure, Advantages.**

### **Module 2**

#### **Budgetary Control**

**Preliminaries for Adoption of Budgetary Control System, Organisation of Budgetary Control, Budget Manual, Forecast and Budgets, Length of Budget Period, Master Budget, Functional Budgets - Cash Budget, Production Budget, Manufacturing Budget, Material Budget, Purchase Budget, Sales Budget, Selling and Distribution Cost Budget, Fixed and Flexible Budget, Zero Based Budgeting, Responsibility Accounting.**

### **Module 3**

#### **Standard Costing**

**Standard Cost – Meaning & Concept, Setting of different types of Standard, Establishing Standard Costing System, Standard Cost Sheet, Standard Cost Period, Revision of Standards, Variance Analysis – Material Cost Variance, Labour Cost Variance and Overhead Variance - Two Variance, Three Variance and Four Variance Methods, Analysis of Overhead Variance, Reporting of Variance, Variance Ratios and Cost Ratios, Operating Statements in Standard Costing System.**

### **Module 4**

#### **Cost Estimation, Cost Reduction and Productivity**

**Cost Estimation – Definition & Goal, Cost Estimation Methods - Account Analysis, Scatter Graphs, High- Low Method & Linear regression. Strategic Role of Cost Estimation. Cost Reduction and Cost Control – Concept, Cost Reduction Program, Cost Reduction Committee, Requisites of Satisfactory Cost Reduction Scheme, Cost Reduction Fields, Cost Reduction Tools and Techniques – Budgetary Control & Standard Costing, Inventory Control, Standardisation & Simplification. Productivity – Determination of Factorial Productivity, Improving Productivity, Advantages of Higher Productivity. Inflation Accounting (Accounting for Price Level Changes).**

## **Module 5**

### **Activity Based Costing (ABC)**

**Introduction, Limitations of Traditional Methods of Overhead Absorption, Definition and Concept, Characteristics, Prerequisites, Steps and Implementation- Planning, Organising, Management Education, Designing the Process, Maintaining the System, Advantages and Usefulness, Limitations, Objective Based Costing (OBC)**

## **Module 6**

### **Uniform Costing and Inter firm Comparison**

**Uniform Costing – Scope, Advantages and Limitations, Requisites for Installations, Fields to be Covered, Uniform Cost Manuals. Inter Firm Comparison – Comparability of Firms, Necessity, Requirement of Inter Firm Comparison Scheme, Scheme of Management Ratio for Inter Firm Comparison, Advantages and Critical Aspects.**

## **Module 7**

### **Cost Management Information System**

**Information for Various Level of Management, Objective of a System for Information, Communication, Requisite of an Effective Information System, Reporting, - Essentials of Effective Report, Reporting at different Levels of Management, Cost Audit – Objective, Important Aspects, Advantages, Features, Distinction Between Cost and Financial Audit, Management Audit.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.**
- 2. Cost Management – A Strategic Emphasis, Edward j. Blocher, David E. Stout, Gary Cokins, Kung H Chen, McGraw Hill Irwin.**
- 3. Cost Accounting, M N Arora, Vikas Publication**
- 4. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication**
- 5. Cost Accounting, Charles T Horngren, Pearson Education**
- 6. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South WesternCengage Learning.**

# **FUNCTIONAL SPECIALIZATION**

## **MARKETING MANAGEMENT**

## **MBA 3017 CONSUMER BEHAVIOUR**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*This course includes theoretical frameworks and practical implications of consumer behavior for business and examines forces shaping consumer choice in modern society. Key areas studied in detail include decision making, perception, learning, attitude development, personality, involvement and motivation. It also considers the effects of the social environment and culture upon consumer behavior.*

#### **Module 1**

##### **Introduction**

**Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use.**

##### **Consumer Motivation & Perception**

**Needs, Goals and their interdependence., Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection, Organisation and Interpretation. Product and Service Positioning, Perceived price, quality and risk,.**

#### **Module 3**

##### **Consumer Attitude formation and Change**

**Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change**

##### **Communication and Consumer Behaviour**

**Celebrity influence, Word of Mouth, Opinion Leaders, Use of Unconventional Communication methods, Influence of Social Media on Consumer purchase Behaviour**

#### **Module 4**

##### **Personality and consumer behaviour**

**Nature of personality, Freudian, non- Freudian and trait theories. , Personality Traits and it's Marketing significance, Product personality and brand personification.**

##### **Consumer Learning**

**Elements of Consumer Learning , Marketing Applications of Learning Theories**

#### **Module 5**

##### **Sociocultural Influences**

**Socialisation, Family Buying decision, Family Life Cycle, Social Class, Lifestyle Profiles, Culture, Sub-culture, Measurement of Culture, Cultural aspects of emerging markets, Cross Cultural Consumer Behaviour**

## **Module 6**

**Consumer decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making**

**Diffusion of innovations**

**Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles.**

**Consumer Gifting Behaviour**

## **Module 7**

**Consumer and society: Consumerism, consumer protection, consumer right and consumer education, legal consideration.**

**E-Buying behavior**

**The e-buyer vis-a vis the brick and mortar buyer, Influences on e-buying.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Consumer behavior, Schiffman & Kanuk, Pearson**
- 2. Consumer behavior; Concepts & Applications, Loudon, Delabitta**
- 3. Consumer behavior, Engel & Blackwell, Thomson**
- 4. Consumer Behaviour, Raju & Xardel, Vikas**
- 5. Consumer Behaviour, Kazmi & Batra, Excel Books**

# **MBA 3019 MARKETING RESEARCH**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The course provides students with hands on knowledge of conducting a research study and writing a research report. The contents include details regarding research problem formulation, choice of research design, methods of data collection and it's analysis through fundamental statistical techniques*

### **Module 1**

#### **Introduction**

**Conceptual framework, Significance of Marketing Research (MR), the MR Industry, MR and Marketing Information System, An overview of the Marketing Research Process**

### **Module 2**

#### **Research Designs**

**Exploratory Research, Descriptive Research, Experimental Research, Uncontrollable Variables: History, Maturation, Testing Effect, Measurement of Variation and Interactive Effect.**

**Types of Data-Primary Data and Secondary Data, Secondary Data Sources for MR in India.**

### **Module 3**

#### **Sampling**

**Census and Sampling, Sampling & Non Sampling error, The population, Sample frame, Sampling Units and elements, Sampling Techniques, Sample Size Determination.**

#### **Data Collection**

**Survey Vs Observation method, Various Interviewing Methods, Process of Designing a Questionnaire, Types of Questionnaire.**

### **Module 4**

#### **Attitude Measurement**

**Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone , Likert and Semantic Differential Scales, Disguised Structured methods, Depth Interview and Focus Group Interview, Disguised and Unstructured Methods, Projective Techniques.**

### **Module 5**

#### **Processing Raw Data**

**Editing, Coding, and Tabulation**

#### **Data Analysis**

**Statistical Estimation, use of percentages and Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of “z” & “t” tests, Chi-square Analysis, Analysis of Variance.**

## **Module 6**

### **Measures of Association**

**Application of Correlation and Regression Analysis.**

**Explaining Interdependencies**

**Application of Factor Analysis, Cluster Analysis and Conjoint Analysis.**

## **Module 7**

### **Report Writing**

**The contents and characteristics of a good report.**

**Note: The course discussion to be based on brief Marketing Research project undertaken by the students in small groups.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1 Marketing Research: Text & Cases, Boyd, Westfall & Stasch, R D Irwin**
- 2 Research For Marketing Decisions ,Green & Tull, Prentice Hall**
- 3 Marketing Research; Measurement & Method, Tull & Hawkins, Prentice Hall**
- 4 Marketing Research ,G C Beri, Tata Mcgraw Hill**
- 5 Marketing Research, Debashish Pati, Universal Press**
- 6 Marketing Research: Text & cases, R Nargundkar, Tata Mcgraw Hill**
- 7 Marketing research: An Application Orientation, Naresh K Malhotra, Pearson**
- 8 Marketing Research; Concepts, Practices & cases, Easwaran & Singh, Oxford**

# **MBA 3021 INTERNATIONAL MARKETING**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course exposes students to the international marketing theory and concepts It provides an understanding of the Global Marketing Environment and its application in an in depth industry specific analysis for evaluating and selecting a foreign market. It includes contents that help develop appropriate market entry with integrated marketing strategies*

### **Module 1**

#### **Introduction**

**Nature and scope of International Marketing, Key issues in International Marketing.**

### **Module 2**

#### **International marketing environment**

**Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.**

#### **Balance of Payments**

**Concept, Influence on country's export & import**

### **Module 3**

#### **Protectionism**

**Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats**

### **Module 4**

#### **International Marketing Research**

**Review of the MR Process and Challenges in International marketing Research**

#### **Export Import Process**

**Export Documentation, Methods of payment**

### **Module 5**

**Market Segmentation, Segmenting International markets, Selection of International**

**Markets, Alternative market entry strategies**

## **Module 6**

### **Product & Channel strategy**

**Global Market & Product Development, Product Adaptation & Product Standardization in different nations.**

### **Overseas Distribution system**

**Alternative Middleman Choices - Home country , Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.**

## **Module 7**

### **International Promotion Strategy**

**Global advertising , Global brands vs Local Brands**

### **International Pricing Strategy**

**Pricing policy & objectives, Leasing, Dumping and it's legal implications.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. International Marketing-Analysis and strategy ,Onkvsit, Sak and Shaw,TMH**
- 2. Global Marketing Management, Keegan ,Pearson**
- 3. International Marketing, Rajagopal , Vikas**
- 4. International Marketing and Export Management, Albaum, Duer & Strandskov, Pearson**
- 5. International Business Management, Sinha & Sinha, Excel Books**
- 6. International Marketing, P K vasudev, Excel Books**

# **MBA 3023 INDUSTRIAL MARKETING**

**Credits:3**  
**L-T-P: 3-0-0**  
**Contact Hours: 36-40**

## **Course Outline**

*The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.*

### **Module 1**

#### **Introduction**

**Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment.**

### **Module 2**

#### **Relationship Marketing**

**Customer Satisfaction Management and Measurement, Customer Loyalty.**

#### **Industrial Market Demand Analysis**

**Characteristics Peculiar to Demand of Industrial Products.**

### **Module 3**

#### **Industrial Buying and Buyer Behavior**

**Concept of Buying Centre and Selling Centre, Buying Situations, Industrial Buying Process, Buy – Grid Model, Brand Influence in Industrial Purchase, Jagdish N. Sheth's Model of Industrial Buyer Behavior.**

### **Module 4**

#### **Industrial Market Segmentation**

**Macro and Micro Segmentation Approaches, Wind, Cardozo & Richard's Model, Implementation Problems in Industrial Marketing.**

### **Module 5**

#### **Strategic Market Planning**

**The Strategic Planning Process; Scanning, Tracking and Tackling Competition.**

### **Module 6**

#### **Marketing of Services**

**Concepts, Unique Features of Services, Elements of Marketing Mix in Services Marketing, Distinction between Consumer & Industrial Services.**

## **Module 7**

### **Marketing Strategies**

**Industrial Markets - Product, Price, Promotion and Distribution. Industrial Marketing Research – Scope & Process.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Industrial Marketing – Analysis Planning & Control by Reederd Brierty ,Prentice Hall of India, New Delhi**
- 2. Marketing Management – Philip Kotler Pearson Education, New Delhi**
- 3. Industrial Marketing Management by Hutt and Speh, Cengage**
- 4. Industrial Marketing by K.K. Havaldar, McGraw-Hill Companies, New Delhi**

## **MBA 3027 RETAIL MANAGEMENT**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The course contents include an overview of the retail industry, concepts and processes. The contents cover all areas of decision making & accountability for a Retail Manager. The course includes details on how retailing works and the factors that influence its success.*

#### **Module 1**

##### **Introduction**

**Definition, Importance & Scope. Prospects of Retailing in India. Retail Scenario- Global, Retail Scenario-India. Opportunities in Retailing - Managerial & Entrepreneurial.**

#### **Module 2**

##### **Retail Economics**

**Economic Significance of Retailing, The Retail environment, Foreign Direct Investment in Retail in India.**

#### **Module 3**

##### **Classification**

**Retail Institutions by Ownership, Store Based Retailing, Electronic & Non- Store Retailing & other forms of Non- Traditional Retailing.**

#### **Module 4**

##### **Targeting Customers & Gathering Information**

**Identifying & Understanding Consumers, Information Gathering & Processing in Retailing. Importance of Information System in Retailing.**

#### **Module 5**

##### **Communication Mix & Strategies**

**Planning Retail Communication, Implementing Retail Advertising Retail Market Strategies.**

#### **Module 6**

##### **Store Planning**

**Store Planning Design & Layout, Retail Merchandising, Pricing in Retailing, Importance of Supply Chain Management in Retailing.**

#### **Module 7**

##### **Management of Store**

**Store Management Responsibilities, Recruitment & Selection of Store Employees, Motivating & Managing Store employee, Evaluation of Store Employee, Compensation & Reward for Store Employees, Cost Control, Inventory loss.**

**Minimum 5 cases to be discussed**

**Suggested Readings**

- 1. Retail Management, Michael Levy, Barton A. Weitz, Mc Graw Hill**
- 2. Retail Management, A strategic Approach: Barry Berman & Joel R. Evans, Pearson**
- 3. Retail Management, Gibson G. Vedamani, Jaico Publishing House**
- 4. Retail Business Management, Karen R. Gillespie, Joseph C. Hecht, Carl F. Lebowitz, Mc Graw Hill**

# **MBA 3029 SERVICES MARKETING**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The course focuses on the unique challenges of managing services and delivering quality service to customers. The thrust of the course content are attraction, retention, and building of strong customer relationships through quality service. The course is applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.) and to those who depend on service excellence for competitive advantage (e.g., high technology manufacturers, auto motive, etc.).*

### **Module 1**

#### **Introduction**

**Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process.**

### **Module 2**

#### **The Gap Model of Service Quality**

**The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL.**

### **Module 3**

#### **Understanding Customer Requirements**

**Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer-Defined Service Standards**

### **Module 4**

#### **Physical Evidence and Servicescape**

**Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape.**

### **Module 5**

#### **Employees and Customers Role in Service Delivery**

**Service Culture, Importance of Service Employees and Customers in Service Delivery.**

### **Module 6**

#### **Managing Demand and Capacity**

**Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand.**

## **Module 7**

### **Marketing Communication**

**Need for Coordination in Marketing Communication, Promotion in Services Marketing, Logistics and Distribution in Services Marketing.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Services Marketing, Ziethmal & Bitner, McGraw Hill**
- 2. Services Marketing, Lovelock, Pearson**
- 3. Services Marketing, Jauhari & Dutta, Oxford**
- 4. Services, Govind Apte, Oxford**
- 5. Services Marketing, Lovelock, Pearson**

# **MBA 3031 SALES AND DISTRIBUTION MANAGEMENT**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*To induce the appreciation of the Sales & Distribution processes in organizations. The course tries to familiarize some concepts, approaches and aspects of sales force and distribution channel management. This subject has potential application in the day to day practical managerial decisions; the impetus will be on gathering knowledge through application of theory to inputs on corporate cases and situations.*

### **Module 1**

#### **Sales Management**

**Nature, Meaning and Scope, Objectives of Sales Department , Sales as a function of Marketing Management , Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory**

### **Module 2**

#### **Selling Process**

**Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling**

### **Module 3**

#### **Sales Organization**

**Need & Structure, Sales Management Functions & Responsibilities**

#### **Sales Force Management**

**Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force**

### **Module 4**

#### **Physical Distribution System**

**Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.**

## **Module 5**

### **Information Systems for Physical Distribution**

**Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System**

### **Warehouse Management**

**Warehouse Functions, Processes, Organization and Operations.**

## **Module 6**

### **Channel Management Decisions**

**Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues**

## **Module 7**

### **Time and Territory Management**

**Designing Sales Territories, Routing and Scheduling.**

### **Sales Quota**

**Purpose, Importance & Types.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Fundamentals of selling, Charles Futrell, McGraw Hill**
- 2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing**
- 3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall**
- 4. Selling and sales management, Jobber, Prentice Hall**
- 5. Professional Sales Management, Andersen R, McGraw Hill Education**
- 6. Strategic Marketing Channel Management, Bowersox and Coope,- McGraw Hill Education**
- 7. Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain, Ronald H. Ballou, PrenticeHall**

# **MBA 3033 BRAND MANAGEMENT**

**Credits:3**  
**L-T-P: 3-0-0**  
**Contact Hours: 36-40**

## **Course Outline**

*Firms of nearly all types have come to the realization that one of the most valuable assets they have is their brand. This syllabus explores branding across goods and services and introduces relevant theory used to design effective branding strategies. Besides discussing appropriate theories and models, the course contents will also incorporate practical branding cases, so that students would be trained to make and evaluate branding decisions in the future.*

### **Module 1**

#### **Introduction**

**Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Brand Equity.**

### **Module 2**

#### **Customer Based Brand Equity**

**Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Identity, Meaning, Response & Relationships.**

### **Module 3**

#### **Brand Positioning**

**Definition of Target Market & Market Segmentation, Defining the Competitive Frame of Reference, Establishing the Points of Parity & Points of Difference.**

#### **Brand Audit**

**Brand Inventory & Brand Exploratory.**

### **Module 4**

#### **Building Brand Equity**

**Identifying the Criteria and Choosing Brand Elements to Build Brand Equity**

#### **Brand Tracking**

**Need for Brand Tracking, Designing Brand Tracking Studies.**

### **Module 5**

#### **Measuring Brand Equity**

**Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Measuring Return on Brand Investment (ROBI)**

## **Module 6**

### **Brand Extension**

**Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines**

## **Module 7**

### **Branding and Marketing Communication**

**Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building**

**Managing Brands over time**

**Reinforcing & Revitalizing Brands.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson**
- 2. Brand Management, Kirti Dutta, Oxford Publishing**
- 3. Brand Management, Y L R Moorthi, Vikas Publishing**
- 6. Brand Asset Management, Scott M Davis, McGraw Hill**
- 7. Managing Brand Equity, David Aaker, New York Free Press**

# **MBA 3099 ADVERTISING AND MARKETING COMMUNICATION**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course provides a comprehensive understanding of the fundamentals needed to build a clear, integrated communication strategy for an organization. The course also provides inputs to prepare the students with the ability to design, develop and execute effective Creative and Media Strategies for Advertising campaigns.*

### **Module 1**

#### **Introduction to Integrated Marketing Communication (IMC)**

**Evolution & significance of IMC, Role of Various promotional elements in Marketing Communication. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.**

#### **Introduction to Advertising**

**History of advertising, Classification of advertising, The structure of the Advertising & Promotions World , Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.**

### **Module 2**

#### **The Communication Process**

**Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Kim Lord Model, Elaboration Likelihood Model.**

#### **Planning an advertising campaign**

**Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.**

### **Module 3**

#### **Creative Strategy**

**Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes-Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.**

### **Module 4**

#### **Media Strategy**

**Types of media, Media characteristic , Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, , Audience Measurement , Media selection and scheduling, Media Buying**

## **Module 5**

### **The Advertising Agency**

**Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency relationship**

**Testing Advertising Effectiveness**

**Communication and sales Effectiveness, Various methods of Pre & Post testing.**

## **Module 6**

### **The New Age Promotional Media**

**Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising**

## **Module 7**

### **Other Tools of Promotion**

**Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.**

**The course discussion to be based on a dummy IMC/Advertising campaign, for a live or a hypothetical brand, to be developed by the students in small teams**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill**
- 2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill  
Advertising and Sales Promotion , Kazmi and Batra, Excel Publishing**
- 3. Integrated Advertising Promotion and Marketing Communications , Clow and Baack, Prentice Hall**
- 4. Advertising Management, Jethwaney & Jain, Oxford Publishing**

# **FUNCTIONAL SPECIALIZATION**

## **HUMAN RESOURCE MANAGEMENT**

# **MBA 3035 HUMAN RESOURCE PLANNING**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The course structure gives an insight into the human resource planning which is done by organizations at micro and government at the macro level. It imparts practical sense of understanding of human resource planning issues and suggests a roadmap for human resource professionals to upgrade their human resource competencies to bring and integrate it with the business of the organization.*

### **Module 1**

#### **Introduction**

**Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource Planning.**

### **Module 2**

#### **Environmental Impact**

**Influence of Technological, Social, Economic and Political Environment on Human Resource Planning.**

### **Module 3**

#### **Determination of Human Resource Needs**

**Time scale of Human Resource Forecasts. Workload Analysis - Time Series Analysis, Moving 90Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method.**

### **Module 4**

#### **Analysis of Human Resource Supply**

**Wastage Analysis- Labor Turnover Index, Stability Index, Cohort Analysis, Census Analysis, Manpower Models- Markov Models, Renewal Models, Cambridge Model, Simulation, Monte Carlo Simulation, Replacement Theory.**

### **Module 5**

#### **Productivity and Human Resource Planning**

**Concept, Defining and Improving Productivity, Total Factor Productivity, Corporate Sickness and its impact upon Productivity.**

### **Module 6**

#### **Human Resource Planning tools and Techniques**

**Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications.**

## **Module 7**

### **Human Resource Information System**

**Concept and Stages, Models, Contents , Features, Current Trends.**

**Minimum 5 cases to be discussed.**

#### **Suggested Readings**

- 1. Human Resource Planning, Dipak Kumar Bhattacharya, Excel Books.**
- 2. Manpower Management, R. S. Dwivedi, McGrawHill.**
- 3. Manpower Planning and Control, Gordon and Mcbeath, McGrawHill.**
- 4. Manpower Planning Strategy and Techniques, Edward Leek, Love ridge Luembey and Morgan Silver, Prentice Hall India.**
- 5. Belcourt Monica & Kenneth J, Strategic Human Resource Planning, Cengage Learning.**
- 6. Sekhri Arun, Human Resource Planning & Audit, Himalaya Publishing House.**

# **MBA 3037 INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course is designed to familiarize the students with industrial relation, trade unionism & labour legislations. Its objective is to give students ability for in- depth analysis of the fundamental principles and practices of industrial relations as well as the implementation of labour laws.*

### **Module1**

#### **Introduction**

**Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders. Aspects of Industrial Relations- Cooperation and Conflict.**

### **Module2**

#### **Trade Union and Unionism**

**Concept & objectives, Growth of trade unions in Great Britain and India, Membership, Leadership and functions of trade unions. Rivalry and recognition, International Labour Organisation.**

### **Module3**

#### **Industrial relations aspects and participative management**

**Cooperation and conflict-nature, advantages, disadvantages & impact. Statutory machineries and non-statutory bodies- Standing Labor Committee, Indian labor conference, code of discipline, wage boards, board of Arbitration for central government. employees, other tripartite bodies at the state level.**

### **Module4**

#### **Regulative Legislations**

**Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926-Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946- Objective & Scope, Definition & Certification of Standing Order.**

### **Module5**

#### **Protective Legislations**

**Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety. Shop & Establishment Act- Objective & Scope, Obligations of Employers.**

## **Module6**

### **Wage Legislations**

**Payment of Wages Act, 1936- Objective & Scope, Rules relating to payment of wages responsibility, wage-period, time, mode, Deductions. Minimum Wages Act, 1948- Objective & Scope, Fixation & revision of minimum wage, Advisory & Central Advisory Board. Equal Remuneration Act, 1976 - Objective & Scope, Obligations of Employers. Payment of Bonus Act, 1965- Objective & Scope, Provisions related to minimum & maximum bonus, mode & time, set on & set-off.**

## **Module7**

### **Social Security Legislations**

**Employee's Compensation Act, 1923- Objective & Scope, Definitions of Dependent, Disablement, Occupational Diseases, Compensation when payable & when not payable, Commissioner – Appointment & Power. Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act - Provident, Pension & Insurance, Establishment of funds & Contribution. Payment of Gratuity Act, 1972- Objective & Scope, Calculation of gratuity, maximum gratuity, deduction from gratuity & forfeiture of gratuity.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Industrial relations, Trade Unions and labour legislations, P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshani Shekhar, Pearson Publications**
- 2. Industrial relations and Labour law, S C Srivastava, Vikash Publications**
- 3. Labour Laws one should know, Garg, Ajay, Navi Publication**
- 4. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education**
- 5. Sivarethnamohan R. (2010), Industrial Relations and Labour Welfare, PHI Learning (P) Ltd.**
- 6. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.**

## **MBA 3039 RECRUITMENT, SELECTION AND TRAINING**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The objective of the course is to provide and assess the knowledge, skills and abilities of employment functions. It will further equip the students develop an understanding of how to identify, assess and design training programs. The focus of the course is also on career development and succession planning*

#### **Module1**

##### **Recruitment**

**Importance, Sources, Procedures and Policies, Approaches & Stages of Recruitment, Equal Opportunity and Recruitment. Recruitment in Fluctuating Labor Markets and in Different Organizations**

#### **Module2**

##### **Selection**

**Processes, Methods and Final Decision.**

#### **Module3**

##### **Post Selection Activities**

**Induction, Placement, Promotion, Transfer – Policies & Types.**

#### **Module4**

##### **Training**

**Approach to Training – Principles & Objectives, Training Need Assessment, Designing Training Programs, Methods of Training, Essentials of Effective Training, Cross-Cultural Training, Measurement of Training Effectiveness.**

#### **Module5**

##### **Career Development**

**Concepts, Stages and Methods of Development Programme, Employee Development – Career Management.**

#### **Module 6**

##### **Developing Competence**

**Concept, Skill Gap Analysis, Competency Mapping – Importance , Steps, Design and Limitations,**

## **Module7**

### **Succession Planning**

**Features, Measurements & Steps, Advantages and Limitations.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Human Resource Management, Gary Dessler, B. Varkkey, Pearson Education**
- 2. Employee Training and Development, Raymond A, NOE, Pearson Education**
- 3. Human Resource Management, Seema Sanghi, MacMillan**
- 4. Human Resource Management, John m Ivancevich, McGraw Hill**
- 5. Human Resource Management, C.B. Mamoria, Himalaya Publishing House**

# **MBA 3041 ORGANIZATIONAL CHANGE AND DEVELOPMENT**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different organizational development interventions are also incorporated.*

### **Module 1**

**Introduction to organizational Change**

**Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.**

### **Module 2**

**Introduction to Organizational Development**

**Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.**

### **Module 3**

**Organizational Problems and their Diagnosis**

**Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information.**

### **Module 4**

**OD Interventions**

**Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.**

### **Module 5**

**OD Consultants and their skills**

**Skills of OD Agents and Role of Organisational Leadership.**

### **Module 6**

**Factors influencing OD**

**Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of Organizational culture.**

## **Module 7**

### **Organization Transformation**

**Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Organizational Change and Development, Kavita Singh, Excel Books.**
- 2. Organizational Change-Themes & Issues, Jim Grievies, Oxford.**
- 3. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.**
- 4. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint.**

# **MBA 3045 COMPENSATION AND REWARDS**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.*

### **Module1**

#### **Introduction**

**Concept & Elements. Types of compensation- Base & Supplementary compensation, Theories of wages.**

### **Module2**

#### **Compensation at Macro level**

**Introduction to labor market, Wage policy, legal framework, Wage Determination - Unilateral, collective bargaining, pay commission, wage boards & adjudication.**

### **Module3**

#### **Compensation at Micro level**

**Compensation Strategy at company level, concept of internal equity & external parity, job evaluation, Designing Pay Ranges & bands.**

### **Module4**

#### **Performance Linked Compensation**

**Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives**

### **Module5**

#### **Compensation Structure**

**Salary Structure, Salary Progression, Allowances, Competency based compensation.**

### **Module6**

#### **Managerial Remuneration**

**Elements, Benefits, Strategies & Reward for Managerial compensation.**

### **Module7**

#### **Emerging Issues**

**Tax Planning, Voluntary Retirement Schemes, International Compensation, Trends in Compensation Management.**

**Minimum 5 cases to be discussed.**

**Suggested Readings**

- 1. Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.**
- 2. Salary Administration, Mc Beath and Rands, London Business Books**
- 3. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication**
- 4. Personnel Management, C.B. Mamoria, Himalay Publishing House**
- 5. Compensation and Reward Management, B.D.Singh, Excel Books**
- 6. Understanding Wage System, A.M. Sharma, Himalaya Publishing House .**

# **MBA 3047 PERFORMANCE MANAGEMENT SYSTEM**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*Performance Management is the most critical function for all organizations intending to enrich the worth of human capital and delivering profits to different stakeholders. The objective of this course is to provide the students with the theoretical framework. Adequate emphasis is on learning the application of concepts to become an effective appraiser.*

### **Module 1**

#### **Introduction to Performance Management**

**Concept - performance, performance appraisal & performance management. Scope, Significance & Difference between Performance Appraisal and Performance Management. Armstrong's model of Performance Management.**

### **Module 2**

#### **Performance appraisal process**

**Process, Approaches Issues & Techniques of performance appraisal. Appraisal interview.**

### **Module 3**

#### **Monitoring and mentoring**

**Introduction, objectives and principles of Monitoring Process. Periodic reviews, problems solving and role efficacy**

### **Module 4**

#### **System Implementation**

**Performance Measurement Approaches, Measuring Result & Behaviour, Gathering Performance Information, Training Programme.**

### **Module 5**

#### **Improving the Performance**

**Appraisal system Counseling, Appraisal Forms and Process, Accurate Behavioral Consistent, Documentation of Performance Appraisal.**

### **Module 6**

#### **Rewarding Performance**

**Significance of pay for performance, Types of pay for performance, Failure of pay for performance.**

## **Module 7**

### **Organizational implication**

**Building and leading high performing Teams – Team oriented organizations. Strategies for improving workplace productivity and performance. Relationship between job satisfaction, organizational culture. Workplace variables, legal & ethical issues.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Armstrong HandBook of Performance Management-Michael Armstrong, Kogan Page India Pvt Ltd.**
- 2. Performance Management, Michael Armstrong & Angela Baron, Jaico Publishing House**
- 3. Essentials to Performance Management System-Dr. Mrs. Anjali Ghanekar, Everest Publishing House.**
- 4. Performance Management System, a holistic approach, B.D.Singh, Excel books.**
- 5. Performance Management, Prem Chadha, Macmillan India Ltd.**

# **MBA 3093 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to enhance the ability to think strategically the matters of human resources in an organization and some of the issues which are relevant across also.*

### **Module 1**

#### **Introduction to Strategic Management**

**Concept, Process , Types , Levels of Strategy & Strategic Planning.**

### **Module 2**

#### **Strategic Human Resource Management**

**Concept, Definition, Need and Importance, Steps involved, Developing HRM Plan.**

### **Module 3**

#### **Recruitment and Retention Strategies**

**Introduction, Online Recruitments, Outsourcing Recruitments, Headhunting. Assessment Centers, Employee Retention Challenges, Methods of Retention.**

### **Module 4**

#### **Retrenchment Strategies**

**Introduction. Impact. Retrenchment and Redundancy. Selection of Employees for Retrenchment. Downsizing, Employee Leasing.**

### **Module 5**

#### **Human Aspects of Strategy Implementation**

**Organizational Culture. Tools to Manage Organizational Culture. Factors influencing Organizational Culture. Culture and Leadership.**

### **Module 6**

#### **Organizational Structure and Design**

**Fundamentals of Organization Design. Importance of Organizational Structure. Attributes of Structure- Differentiation and Integration. Organizational Structures- Simple, Functional and Divisional Structure.**

### **Module7**

#### **International HRM**

**Concept. International HRM. Domestic and International HRM. Reasons for the Emergence of IHRM. Cultural Dimensions. Cross-cultural Adjustments**

**Minimum 5 cases to be discussed.**

**Suggested Readings**

- 1. Strategic Industrial Relations and Human Resource Management, Michel Armstrong Angela, Blackwell Publishing**
- 2. Strategic Human Resource Management, Randall S Schuler & Susan E Jackson, Blackwell Publishing**
- 3. Strategic Human Resource Management, Tanuja Agrawala, Oxford**
- 4. Strategic Human Resource Management, Dhar Rajib Lochan, Excel Books.**
- 5. International Management, Mead, R, Oxford, Blackwell Publishing.**

**FUNCTIONAL SPECIALIZATION**

**SYSTEM MANAGEMENT AREA**

## **MBA 3051 RDBMS (Relational Database Management System)**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of RDBMS is now of fundamental importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.*

#### **Module 1**

##### **Database concepts**

**Overview of database system, basic database system terminology, data model, Introduction of data base management System(DBMS), Feature of DBMS, Architecture of DBMS,**

#### **Module 2**

##### **Physical data Organization & Network Model**

**Model for external storage organization Storage hierarchy, index files, B- Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.**

#### **Module 3**

##### **Relational database Concepts**

**Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema, Normal forms(1NF,2NF,3NF,BCNF).**

#### **Module 4**

##### **Recovery System**

**Types of failures, Storage Structures, Recovery with concurrent transaction, Advanced recovery techniques- transaction rollback, fuzzy checkpoint, save point**

#### **Module 5**

##### **Introduction to SQL**

**SQL as standard relational database language, data definition language(DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements.**

#### **Module 6**

##### **Database Technologies**

**Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts, CRM**

## **Module 7**

### **Database Utilities**

**Introduction to object oriented database, Security, Object/Basic Database Administration/ Remote Data Access.**

### **Suggested Readings**

- 1. Database Management System, Alex Leon, Mathews Leon, Pearson Education**
- 2. Database Management Concepts, Korth, McGraw-Hill Education**
- 3. Database Management System, C.J.Date, O'Reilly Media**
- 4. Relation Database: Theory & Practical, Val Occardi, BPB Publications, New Delhi,**
- 5. Oracle 8 –PL/SQL Programming, Scott Urman, McGraw-Hill**

# **MBA 3053 BUSINESS DATA COMMUNICATION**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The purpose of this course is to familiarize with the concepts of communication networks. And to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.*

### **Module 1**

#### **Fundamentals of Communication System**

**Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission, Standard packet formats – HDLC and SDLC.**

### **Module 2 Types**

#### **of signals**

**AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features- Error detection and correction codes, Hamming codes.**

### **Module 3 LAN**

#### **topologies**

**Workstation; Server, Cables, Types of Ethernet, Broadband and base-band, Optical Fibers, Network Interface Card. Networks and accessories-LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways Cell Relay, Frame Relay, ISDN,B-ISDN**

### **Module4**

#### **Networking**

**OSI Model, TCP/IP architecture and applications in Internet services-E-mail and Network file system, Comparison between peer to peer and client / server networking, Broadcasting, Multicasting, Point-to-point communication, IP Addressing, Concepts of Port, Socket, ATM,Tunneling, Virtual Private Network, Network Operating systems- Unix, Linux, Windows.**

### **Module 5**

#### **Mobile Communication**

**Applications of Mobile Communication, Wireless Communication- Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML- Mobile IP, Wireless TCP& UDP, WAP, WML.**

## **Module 6**

### **Data Network Security**

**Security requirements & Attacks- secrecy, integrity, availability, interruption, interception, modification, fabrication, and active attacks, Encryption and Decryption Techniques- Encryption algorithm (DES), Message authentication & Hash functions, Public-Key Infrastructure-PKI & Digital Signatures- RSA algorithm and key management.**

## **Module7**

### **Network management & Standards for Computer Networks**

**Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management, Network Standards- IEEE , LLC Standard, CSMA/CD Bus, Token Passing Bus.**

### **Suggested Readings**

- 1. Communication Networks , Widjaja L G ,Tata McGraw Hill**
- 2. Computer Networks and Internets , Comer , Pearson Education**
- 3. Data Computer Communication, Stallings W , Pearson Education**
- 4. Computer Networks , Tanenbaum ,Prentice-Hall**
- 5. Cryptography and Network Security Principle and Practice, William Stallings , Prentice Hall**
- 6. Cryptography and Network security, Atul Kahate ,Tata McGraw-Hill.**

# **MBA 3055 ENTERPRISE RESOURCE PLANNING**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.*

### **Module 1**

#### **Overview of ERP**

**Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.**

### **Module 2**

#### **Communication in ERP Systems**

**Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.**

### **Module 3**

#### **ERP and Related Technologies**

**Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM).**

### **Module 4**

#### **Control & maintenance of ERP**

**Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management, ERP Market.**

### **Module 5**

#### **ERP Implementation Life Cycles**

**Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance.**

### **Module 6**

#### **ERP- Resource Management Perspective**

**Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.**

## **Module 7**

### **Next generation enterprise**

**Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment Client/server architecture.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.**
- 2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.**
- 3. ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill.**
- 4. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications.**
- 5. Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.**
- 6. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons.**
- 7. Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books**

## **MBA 3065 SYSTEM ANALYSIS AND DESIGN (SAD)**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.*

#### **Module1**

##### **Introduction**

**Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility, System Requirements Analysis, Fact Finding Techniques.**

#### **Module 2**

**Systems analyst and information systems stakeholders**

**System analyst skills , Information system stakeholders and their roles.**

#### **Module3**

**Business and information systems**

**Understanding information as a resource, Understanding the structure of organizations,**

**Understanding the culture of organizations, Types of information systems**

#### **Module 4**

**Gathering user requirements and information analysis**

**Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping, Joint Application Development (JAD), Rapid Application Development (RAD)**

#### **Module 5 Data**

**modeling**

**Entity relationship diagrams, Process modeling, Data flow diagrams, Structured English, Decision tables, Decision trees**

#### **Module 6**

**CRUD synchronization matrices**

**Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility, Preparing and writing system proposals, Request for Proposal (RFP), Request for Comment (RFC), Working with HW/SW vendors.**

## **Module 7**

### **Systems design**

**Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing, Conversion planning, User training, Module Systems maintenance, Systems enhancement. Reengineering, Reverse engineering, System failure recovery, Technical support.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall**
- 2. Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall**
- 3. System Analysis and design, Donald Yeates, Tony wakefield, Pearson Education's**
- 4. Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall**
- 5. Fundamentals of database System, R Elmasri, SB Navathe, Pearson**

# **MBA 3095 COMPUTER AIDED MANAGEMENT**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This course will develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real-life situations and by integrating different dimensions of computer aided management arising from human resource management, information systems and strategic management. The course will explain the concept of 'intellectual capital' and how it is managed and exploited in organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.*

### **Module 1**

**Management Support Systems- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.**

### **Module 2**

**Decision Support Systems- Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems**

### **Module 3**

**Knowledge Management -Concepts, Development Methods, Technologies & Tools, Electronic Document Management, Knowledge - Based Decision Support-Artificial Intelligence - Concept, Definition, AI Vs Natural Intelligence. Expert System-Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation- Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming, Knowledge Representation, Inference Techniques.**

### **Module 4**

**Data Warehousing & Data Mining -Access, Analysis, Mining & Visualization- Data Mining: What is Data Mining? Motivating Challenges, The Origins of Data Mining, Data Mining Tasks, Exploring Data- Summary Statistics, Visualization, Multidimensional Data Analysis, Classification: Preliminaries General Approach to Solving a Classification Problem, Decision Tree Induction, Model Over fitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers, Association Analysis- Problem Definition, Frequent Item set Generation, Rule Generation, Compact Representation of Frequent Item sets, Alternative Methods for Generating Frequent Item sets, FP-Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution.**

## **Module 5**

**Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.**

## **Module 6**

**Grid Computing-- Overview. Intelligence System Development, Fuzzy Logic, Genetic Algorithm**

## **Module7**

**Implementing & Integrating Management Support Systems- Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.**
- 2. Business Intelligence: data mining and optimization for decision making, Vercellis Carlo , Wiley**
- 3. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA**
- 4. Introduction to Knowledge Management, Todd Groff, Thomas Jones, Butterworth-Heinemann Publication, USA**

## Breadth Course

### **MSH 1155 FRENCH – II**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

#### **Course Outline**

*1. Reinforcing, further strengthening and developing the following language skills:*

*LISTENING: To enable the learners to listen and understand the spoken French language of intermediate level.*

*SPEAKING: To enable the learners to speak and engage in simple conversation in French.*

*READING AND TEXTUAL COMPREHENSION: To enable the learners to read and understand the intermediate level texts in French.*

*WRITING: To enable the learners to write paragraphs and short essays in French.*

*2. To enable the learners to use the grammatical structures of the French language and essential lexique.*

*3. To expose the learners to the culture of France.*

#### **Module 1**

**Comparaison, L'impératif, Activités / Fêter dans un groupe, Donner des instructions.**

#### **Module 2**

**Pronoms conjoints et disjoints, Les verbes pronominaux, Formule de politesse, Parler de ses habitudes quotidiennes, de son emploi du temps.**

#### **Module 3**

**Le passé composé des verbes avec avoir, Le passé composé des verbes pronominaux et verbes avec être, Raconter des événements passés.**

#### **Module 4**

**L'imparfait, Le pronom y pour le lieu, et pronom en, Exprimer le désir / la demande**

#### **Module 5**

**Le futur simple, Quelqu'un—quelque chose / ne....personne—ne....rien, Annoncer un événement**

## **Module 6**

**Conditionnel présent, Plus-que-parfait, Raconter les événements au futur en respectant l'ordre chronologique, Comparer et exprimer son opinion.**

## **Module 7**

**Répondre à une offre d'emploi, Rédiger une demande d'emploi, Répondre à une interview, Ecrire un CV, Répondre à des questions dans le domaine professionnel, Décrire des habitudes présentes et passées.**

### **Suggested Readings**

- 1. Jumelage - Niveau-1 & 2, Manjiri Khandekar & Roopa Luktuke, Saraswati House Pvt. Ltd. New-Delhi**
- 2. Le Nouveau sans Frontières-1& 2, Philippe Dominique, Jacky Girardet, Michel Verdelhan & Michel Verdelhan, CLE International, Paris**
- 3. Alter Ego-1 & 2, Annie Berthet, Catherine Hugot, Véronique M. Kizirian, Béatrix Sampsons & Monique Waendendries, Hachette, Paris**
- 4. Campus- 1, Jacky Girardet & Jacques Pécheur, CLE international, Paris**
- 5. Libre Echange- 1, Janine Courtilon, Geneviève-Dominique de Salins & Christine Guyot-Clément, Didier, Paris**
- 6. 450 Exercices de phonétique, Lucile Charliac, Jean Thierry, Bernard Loreil & Annie Claude, CLE International, Paris**
- 7. Echo - A1, Jacky Girardet & Jacques Pécheur, CLE International, Paris**

## Breadth Course

### MSH 1157 GERMAN II

Credits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

#### Course Outline

*The objective of the course is to further reinforce the previously acquired German knowledge with regard to reading, writing, listening and understanding the German language. On successful completion of the course learners can understand the main content of everyday conversations as well as brief radio announcements or phone messages, obtain important information from short newspaper articles, everyday advertisements, exchange personal details in a conversation, agree on something or make arrangements in everyday conversation etc.*

#### Module 1

Ein Brief, Freunden gehen zum Einkaufen, Der Imperativ mit Personalpronomen – *du, ihr und Sie*, Präpositionen mit dem Genetiv, Adjektiv.

#### Module 2

Text über Winterabschlussverkauf, Präteritum und Perfekt von: legen/liegen, stellen/stehen, setzen/sitzen, hängen, stecken, Verben mit Präpositionen, Präpositionen mit Fragewort und Pronomen, Pronomen für Nomen mit unbestimmtem Artikel.

#### Module 3

Ein Artikel aus der Zeitung, Auskunft auf der Strasse erteilen, Die Adjektivdeklination, Fragepronomen für Adjektive: *welch-e/er/es? und was für ein?* Erklärung: –ja – nein – doch.

#### Module 4

Erklärung der Zeitungsanzeigen, Wie schreiben wir einen Brief, Das Plusquamperfekt, Die Nebensätze: *weil und dass*, Wiederholung von Länder- und Städtenamen, Adjektivdeklination ohne Artikel, Die Nebensätze mit *wenn* und *wie*.

#### Module 5

Auf dem Einwohnermeldeamt, Relativpronomen: Relativsätze, Das Adjektiv als Nomen, Komparation des Adjektivs: Das Adjektiv beim Nomen, Das Adjektiv beim Verb, Wiederholung und Ergänzung der Modalverben, Perfekt der Modalverben und Verben – *helfen, hören, sehen, lassen*.

#### Module 6

Schule und Ausbildung in Deutschland, Im Reisebüro, Der Infinitiv in Verbindung mit einem anderen Verb, *werden* mit Infinitiv (Futur), Fragewort als Einleitung eines Nebensatzes, Das unbestimmte Personalpronomen „man“.

## **Module 7**

**Ein Artikel aus der Zeitung, werden mit Partizip Perfekt (Passiv), Der Infinitiv mit *zu* als Objekt oder Subjekt des Satzes, Teile des Satzes, Der Infinitiv mit *zu* beim Nomen, Temporale Nebensätze, Nebensätze des Vergleichs, Das Partizip Präsens.**

### **Suggested Readings**

- 1. Deutschsprachlehre für Ausländer, Heinz Griesbach, Dora Schulz, Max Hueber Verlag.**
- 2. Lagune: Kursbuch: Deutsch als Fremdsprache – A1-II und A2-I+II, Hartmut Aufderstrasse, Jutta Müller, Thomas Storz Hueber Verlag.**
- 3. Tangram Aktuell – A1-II und A2-I +II, Roza Maria Dallapiazza, Eduard von Jan, Til Schönherr, Max Hueber Verlag.**

# **SECTORAL SPECIALIZATIONS**

## **OPERATIONS AND MANUFACTURING MANAGEMENT**

# **MBA 3071 TECHNOLOGY MANAGEMENT**

**Credits:3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*Technology Management is at the intersection of science, engineering, management and behavioural science. It requires an understanding of how science becomes a technology, how technologies are developed into products, how products meet market demands. It also requires understanding how companies control their internal functions to exploit new technologies and markets. This course addresses the role new technology managers play in technology based businesses.*

### **Module 1**

#### **Introduction**

**Definition and Characteristics of Technology, Role and Importance of Management of Technology, Key concepts of Technology Management.**

### **Module 2**

#### **Technological Environment**

**Levels of Environment, Changes in the Technological Environment, Major Developments in Technological Environment.**

### **Module 3**

#### **Process of Technological Change**

**Overview and Dynamics of Technological Change, Innovation, Components of Innovation, Innovation Dynamics at the Firm Level, Technology Evolution, Characteristics of Innovative Firms, Diffusion, Dynamics of Diffusion, A Model of Innovation Adoption, Factors That Drive the Process of Diffusion**

### **Module 4**

#### **Technology and Competition**

**Competitive Consequences of Technological Change, Technological Characteristics of Competitive Domains, Dynamics of Change in Competitive Domains.**

### **Module 5**

#### **Process Innovation, Value Chains and Organizations**

**Drivers of Change in Value Chain, Modes of Value Chain Configuration, Value Chain Configuration and Organizational Characteristics.**

### **Module 6**

#### **Technology Intelligence**

**Meaning and Importance of Technology Intelligence. Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, Technology Strategy Types.**

## **Module 7**

### **Deployment of Technology in New Products**

**Types of New Products, Principles and Process of Product Development; Intellectual Property Protection.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1. Managing Technology and Innovation for Competitive Advantage, V. K. Narayanan, Pearson Education.**
- 2. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.**

# **MBA 3073 SUPPLY CHAIN MANAGEMENT**

**Credit: 4**

**L-T-P: 3-1-0**

**Contact Hours: 36-40 Hrs**

## **Course Outline**

*This course focuses on management and improvement of Supply Chain processes and performance. It will be valuable for students who would like to pursue a career in consulting or seeking position in Operations, Marketing or Finance functions in a Manufacturing or Distribution firm. It also focuses on important Supply chain metrics, primary tradeoffs in making Supply Chain decisions, Basic tools for effective and efficient Supply chain management, Production Planning and Inventory control, Order fulfilment and Supply Chain Co ordination. Advanced topics such as Supply Chain Strategy, Logistics, Outsourcing, Supply chain Co-ordination / innovations are also included.*

### **Module 1**

#### **Introduction to Supply Chain Management**

**Concepts, Objectives, Information and Material flows in the Supply Chain, Supply Chain Planning, Supply Chain Decision Making, Managing uncertainties in Supply chain, Benefits of Supply Chain Management in Industry**

### **Module2**

#### **Dynamics of SCM**

**Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain, Collaborative Planning Forecasting and Replenishment (CPFR), Inventory Planning and control**

### **Module3**

#### **Information and Communication Technology used in Supply Chain**

**Need and Role of an Information System in SCM, Enterprise Resource Planning ( ERP), Concept of SAP in Supply chain, Current Trends of use of IT in SCM, Use of IT enabled technologies / services in Logistical system**

### **Module4**

#### **Supply Chain Management Practices**

**Bar-coding, Tierization of suppliers, Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Third Party Logistics ( 3 PL's) providers, Fourth Party Logistics ( 4 PL's) providers, Reverse Logistics, Green Logistics, Cross docking, Risk Pooling, Trans shipment, Radio Frequency Identification, Electronic Data interface, Lean operations**

## **Module5**

### **Procurement and Outsourcing Strategies**

**Make / In sourcing or Buy / Outsourcing Decisions, Green Purchasing, Strategic Outsourcing, Strategic partnership with the suppliers, Supplier Selection process, Supplier Rating and Control, Strategic Sourcing Decisions, Continuous Improvement of Suppliers, Quality Assurance Programme of suppliers, Application of IT for Sourcing and Supply Chain**

## **Module6**

### **Customer Relationship Management in Supply Chain**

**CRM, Strategic Partnership with the Customer, Linkage between CRM and SRM, Functional components of a CRM system, IT infrastructure for CRM, CRM Business cycle**

## **Module7**

### **Performance Benchmarking in SCM Implementation**

**Supply Chain Integration, Supply Chain Operations Reference (SCOR) Model, Supply Chain Performance Benchmarking**

**Minimum 5 Cases to be discussed**

### **Suggested Readings**

- 1. Supply Chain Management - Strategy, Planning and Operation, Chopra, Sunil and Peter Meindl, Prentice Hall of India**
- 2. Supply Chain Management - Concepts, Practices and Implementation, Sunil Sharma, Oxford University Press**
- 3. Essentials of Supply Chain Management, Mohanty R. P and S. G. Desmukh, Phoenix publishing**
- 4. Business Logistics / Supply Chain Management, Ballou, Donald H. and S. Srivastava, Pearson Education**
- 5. Designing and Managing the supply Chain concepts, Strategies and Cases, Simchi - Levi, D.P Kaminsky, Edith Simchi-Levi Tata McGraw - Hill**
- 6. Modern Production / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley**
- 7. Operations Management for Competitive Advantage , Chase, Jacobs, Aquilano & Agarwal, Tata MacGraw Hill**
- 8. Operations Management, Mahadevan B., Pearson Education**
- 9. Advanced Operations Management, Mohanty R. P and S. G. Desmukh, Excel Books**
- 10. Supply Chain Management - Test and Cases, Janat Shah, Pearson**

## **SECTORAL SPECIALIZATIONS**

### **INSURANCE AND BANK MANAGEMENT**

# **MBA 3075 BANK MANAGEMENT**

**Credits: 3**  
**L-T-P: 3-0-0**  
**Contact Hours: 36-40**

## **Course Outline**

*This course aims at to provide adequate knowledge in the area of modern banking, which is an important sector of an active financial system of any country. The banks are presently working in open and challenging environment evolving unique products to compete. At the end of the course the students will be able to understand the complex and critical role of modern bankers for economic development of any country.*

### **Module 1**

#### **Introduction**

**Meaning and Definition of Banking, Evolution of Indian Banking system, Features of Banking, Classification of Banks. Bank Customer relationship, Paying Banker vs. Collecting Banker, Negotiable Instrument Act,**

### **Module 2**

#### **Central Banking system**

**Definition of Central Bank, Need of Central Banking, Central Banking & Commercial Banking, Establishment of Reserve Bank of India, Organisation & Administration of RBI, Functions of RBI.**

### **Module 3**

#### **Commercial Banking**

**Functions of Commercial Banks, Management of Commercial Bank - Board of Director, Organisational set up of Commercial Banks in India, Role of Commercial Banks in economic development of India, Profitability of Indian Commercial Banks.**

### **Module 4**

#### **Banking Business**

**Fund Base Business - Meaning and Types of business, Concept of Loans and Advances, Types of Loans - Cash Credit, Overdraft, Term Loan. Mechanism of Loan Accounts, Management of Loans and Advances, Primary and Collateral securities, Modes of creating charges on securities-Hypothecation, Pledge, Mortgage, Lien and Assignment. Non-Fund Base Business - Bank Guarantee, Letter of Credit.**

### **Module 5**

#### **Merchant Banking**

**Introduction, Concept, Role of Merchant Bankers, Investment Banking, Venture Capital Funding, Factoring services, Bancassurance.**

## **Module 6**

### **Management of Non Performing Asset (NPA)**

**NPA – Definition & Concept, Remedial and Corrective measures in managing NPAs. Prudential Norms - Capital Adequacy, Income Recognition and Assets Classification (IRAC).**

## **Module 7**

### **International Banking**

**International Regulations of Commercial Bank, Basle Committee & Basle Concordats; Role of EXIM Bank, Role of IMF, Role of Asian Development Bank.**

**Minimum 5 cases to be discussed.**

### **Suggested Readings**

- 1. Banking Law and Practice, P.N.Varshney, Sultan Chand**
- 2. Foreign Exchange and Risk Management, C. Jeevanandam, Sultan Chand**
- 3. Indian Banking, R. Parameswaran and S.Natarajan, Vikas Publication**
- 4. Management of Indian Financial Institutions, R.M.Srivastava, Himalaya Publication**
- 5. International Financial Management, Vyptakesh sharan, Prentice Hall of India Pvt. Ltd., New Delhi.**
- 6. Elements of Banking and Insurance, Jyotsna Sethi and Nishwan Bhalla, PHI**

# MBA 3077 INSURANCE MANAGEMENT

Crédits: 3

L-T-P: 3-0-0

Contact Hours: 36-40

## Course Outline

*This course aims at to confer adequate knowledge in the field of Insurance sector with special reference to the legal aspects of Insurance contract. At the end of the course the students will be able to understand the role of modern Insurance manager in the sun rise sector.*

### Module 1

#### Introduction

Definition of Insurance, Nature of Insurance, Purpose and need of Insurance, Mechanism of Insurance, Concept of Insurance, Double Insurance and Reinsurance, Insurance as a Social security tool, Role of Insurance in economic development of a country.

### Module 2

#### Legal Framework of Insurance

Principles of insurance, Contract of Insurance- Distinguishing features of Insurance contract, Principle of Indemnity, Principle of Utmost Good Faith, Principle of Insurable interest. Requisites of Insurable risks, Principle of Subrogation, Principle of Contribution, Insurance Regulatory and Development Authority Act 1999 (IRDA), Consumer Protection Act 1986.

### Module 3

#### Types of Insurance

Introduction to different types of Insurance- Life Insurance, Fire Insurance, Marine Insurance, Cargo Insurance and Hull Insurance, Motor Insurance, Health Insurance, Liability Insurance.

### Module 4

#### Claims

Introduction, Legal aspects, Preliminary procedures, Investigation and Assessment, Surveyors and Loss Assessors, Claim documents, Arbitration, Limitation, Settlement, Post settlement action.

### Module 5

#### Organization and Prospects of Insurance Companies

Organization of Insurance Company-Life Insurance Co., General Insurance Cos., Functions of Insurance Companies, Types of Products of Insurance Companies, Insurance Underwriting, Prospect of Indian Insurance industry.

## Module 6

### Insurance Manager

Role of Insurance manager, Product knowledge, Customer orientation, Business target, Records and Review, Trustworthiness, Target market, Long-term relationship; Behavioral aspects of Insurance manager- Motivation, Morale, Communication skills, Persuasive skills and Analytical ability.

## Module 7

### Risk Management

Definition of Risk, Concept of Risk, Concept of Pure Risk in Insurance, Management of Risk, Insurance as a Risk Transfer tool, Risk Manager vs. Insurance Manager.

Minimum 5 cases to be discussed.

### Suggested Readings

1. Principles of Insurance – Insurance Institute of India, Mumbai
2. Practice of Insurance - Insurance Institute of India, Mumbai.
3. Elements of Banking and Insurance, Jyotsna Sethi and Nishwan Bhalla, PHI

## **SECTORAL SPECIALIZATIONS**

### **HOSPITALITY MANAGEMENT**

# MBA 3079 HOTEL MANAGEMENT

Credits:3

L-T-P: 3-0-0

Contact Hours: 36-40

## Course Outline

*The objective of the course is to introduce the students to the world of hotel Management. Hospitality is important in a business, especially in hotel industry. It directly affects a customer satisfaction and so will effect a business. A customer usually does not frequent a hotel which gives poor and slow services. A good hotel management can also affect a country's image as it tells the quality of a service of a country. It can also improve tourism.*

### Module 1

**Introduction and main concepts & terminology in Tourism:**

**Meaning and Nature of Tourism, The Historical Perspective of Tourism, The economic, social and cultural significance of tourism, tourist, Excursionist, Tourism Market, Tourism Resources, Tourism Product, Destination, Recreation, Pleasure, Relaxation.**

### Module 2

**Hospitality Products & Attraction**

**A brief introduction of Indian culture, architecture, dances & music, fair & festivals. Need of Hospitality - Facilitators of Tourism: Accommodation - types of accommodation, classification of accommodation, Transportation: Types and Relevance in Tourism, Characteristics and Components of Tourism Industry. Why it is different from other types of consumer product.**

### Module 3

**Hospitality Industry:**

**Concept, origin and growth of Hospitality Industry, Hospitality as an industry & linkages with other industries, role in global and Indian economy, External environment and hospitality industry, Characteristics of the hospitality Industry, Major hotel chains operating in India. Future trends in Hospitality Industry.**

### Module 4

**Hospitality Sectors:**

**Organization structure & Departmentation in hotels, Basic of Front office, Housekeeping, Food and Beverage (service & production), Engineering & Maintenance, Security, Human Resource dept., Sales & Marketing, Purchase & Stores, Accounts, Ancillary services, support services.**

### Module 5

**Introduction to Hospitality Distribution Channels:**

**Meaning & definition, Functions & levels of distribution channels, Major hospitality distribution channels - Travel agents, Tour operators, Consortia and reservation system, Global Distribution System (GDS), Internet.**

## **Module 6**

### **Career & Scope in Hospitality & Tourism Industry:**

**Hotels & Resorts, Restaurants & Commercial food services, Meeting & Event planning, Destination Managements companies (DMCs), Airlines, Cruises, etc.**

## **Module 7**

### **Hospitality Marketing Management**

**Marketing functions in hospitality industry - Functions & levels of distribution channels, Major hospitality distribution channels – travel agents, tour operators, consortia and reservation system, global distribution system (GDS), Internet**

**Minimum 5 cases to be discussed.**

### **Suggested Readings:**

- 1. Hotels for Tourism Development, Dr. J.M.S. Negi, Metropolitan Book Co. (P) Ltd., New Delhi.**
- 2. Dynamics of Tourism, R.N. Kaul, Sterling Publishing Pvt. Ltd., New Delhi,**
- 3. International Tourism, A.K. Bhatia, Sterling Publishing Pvt. Ltd., New Delhi,**
- 4. Hotel Front Office Management, James A. Bardi, Van Nostrand Reinholdn New York,**
- 5. Marketing Management, Philip Kotler, Prentice-Hall of India, New Delhi,**
- 6. Marketing Leadership in Hospitality, Robert Lewis & Richard Chambers, VNR,**
- 7. Tourism and Hotel Management in India - Anand, M.M,**

# **MBA 3081 TOURISM MANAGEMENT**

**Credits: 3**

**LTP: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*This is an introduction to tourism management using a system approach that integrates a variety of hospitality and travel organizations and businesses. It focuses on the understanding of tourism from the perspectives of travelers and destinations, while identifying tourism's economic, socio-cultural, and environmental impacts on communities.*

### **Module 1**

#### **Tourism phenomenon**

**Understanding tourism, Growth & development of tourism, India 's Bio-diversity, Landscape, Environment & Ecology, Main center of tourism interest in India and abroad.**

### **Module 2**

#### **Tourism Industry - Major & Minor Components**

**Components of Tourism Industry- Attraction, Transportation, Accommodation, Refreshment, Shopping, Entertainment, Infrastructure & Hospitality.**

### **Module 3**

#### **Tour Operator and Travel Agency Business**

**Air Transport,Railways,Road,Sea & waterways,History of Travel agencies,Role & functions of travel agencies.Role and functions of Indian and International Tour Operators & Travel Agencies, Major national and international Tour Operators & Travel Agencies, Importance and role of tourist Guides and Escorts.**

### **Module 4**

#### **Tourism Organisations – Associations& Types**

**Role & functions of WTO, ASTA, Role & functions of UFTAA, Role & functions of PATA, & IATA, Importance of tour operations, Major national and international tour operators,Importance & role of tourist guides, Accommodation, Supplementary accommodation,Types of Tourism Resources – Sports, Cultural, Nature Based, Historical & Adventure.**

### **Module 5**

#### **Travel Formalities and Regulations**

**Passports: function, types, issuing authority, procedure for obtaining Passport, VISAS: functions, type, issuing authority, procedure for obtaining VISA,Other travel legislations.**

#### **Foreign Exchange**

**Countries and currencies, procedure for obtaining foreign exchange, foreign exchange counters, customs formalities, immigration etc.**

## **Module 6**

### **Heritage of India**

**A glimpse of Indian architectural history, India's historical monuments, Indian philosophy, Religion & its relevance in cultural diversity, Performance arts – dance & music, Fairs & festivals of India.**

## **Module 7**

### **Tourism Marketing**

**Concepts and importance of Tourism marketing, Marketing Functions in Tourism, Tourism marketing Mix, Tourism marketing Segmentation, Tourism Pricing, Tourism Promotion, Tourism Advertising.**

**Minimum 5 cases to be discussed**

### **Suggested Readings**

- 1.Hotels for tourism development , Dr. JagmohanNegi, Metropolitan**
- 2.Introduction to tourism , P.N. Seth, Sterling**
- 3.Tourism: Principles & Practices, Sampadkumar Swain, Oxford University Press**
- 4.Tourism Marketing, ManjulaChoudhary, Oxford University Press**
- 5.Managing Tourism & Hospitality Services, Bruce Prideaux, GiannaMoscardo, Eric Laws, Cabi Publication**

# **MBA SYLLABUS**

## **SEMESTER-IV**

# **MBA 4009 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

## **Course Outline**

*The objective of the course is to give a basic idea about the principles of business ethics. The students must learn about the importance of ethics in day to day life.*

### **Module 1**

#### **Introduction**

**Concept, relevance and importance, Ethical principles and relevance in business, Normative and Justice & Fairness .**

### **Module 2**

#### **Ingraining Ethics in Life**

**Ethical processes in life, Code of conduct - Managers, public servants, Lawyers, Engineers, Academicians and Medical Praitioner.**

### **Module 3**

#### **Environmental Ethics**

**Sustainable Development, Industrial Pollution & Environmental Issues.**

### **Module 4**

#### **Corporate Governance**

**Introduction to corporate governance, Importance, Issues and Obligations.**

### **Module 5**

#### **Consumer Protection**

**Consumer & Consumer protection and Legal Protection to consumers.**

### **Module 6**

#### **Employee Issues**

**Rights & responsibilities of employees, privacy issues and Ethical Decision making**

### **Module 7**

#### **Functional Ethics & Social Responsibility**

**Concept of Ethics in Marketing, Finance, Human resource & Information Technology. Social Responsibility, Theories & benefits of social responsibility.**

**Minimum 5 cases are to be discussed**

**Suggested Readings**

- 1. Business Ethics Concepts & Cases ,Velasquez, TMH Publication.**
- 2. Ethics & the conduct of Business, Boatright, Pearson Publication**
- 3. Business Ethics text and Cases Viswanath Ghosh, Vikas Publication**
- 4. Business Ethics, S.K.Chakravorty, TMH Publication.**

## **MBA 4007 BUSINESS LAW**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The objective of the subject is to acquaint the students with the various laws of business so that they can handle the business judiciously and decisions should be appropriate. For this purpose at least 5 cases is to be delivered in the semester.*

#### **Module 1**

##### **The Indian Contract Act 1872**

**Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.**

#### **Module 2**

##### **Special Contracts**

**Indemnity- Concept, Rights and Duties of Parties, Guarantee- Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge-Concept, Duties and Rights of Parties, Agency- Introduction and Essentials. Nature of Relationship- Test of Agency, Agent and Employee**

#### **Module 3**

##### **The Indian Partnership Act 1932**

**Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm,**

#### **Module 4**

##### **The Companies Act 1956**

**Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus.**

#### **Module 5**

##### **Company Management**

**Directors- Appointment and Duties. Managing Director and Board of Directors. Meetings-Board, Statutory, Annual General and Extra Ordinary General**

#### **Module 6**

##### **The Negotiable Instruments Act 1881**

**Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.**

## **Module 7**

### **The Sales of Goods Act 1930**

**Introduction and features, Distinction Between ‘Sale’ and ‘Agreement to Sell’, Subject-matter of Contract of Sale, Conditions and Warranties.**

**Minimum 5 Cases is to be discussed**

### **Suggested Readings**

- 1. Business Law: One should Know, Ajay Garg, Navi Publication**
- 2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill**
- 3. Indian Business Laws, S.K.Aggarawal & K. Singhal, Galgotia Publications Pvt. Ltd.**
- 4. Business Law Including Company Law S.S. Gulsan & G.K. Kapoor, New Age International Publishers.**
- 5. Business Law, Satish B Mathur, McGraw-Hill**
- 6. Mercantile Law, M.C.Kuchhal, Vikash Publications**
- 7. Bare Act with short notes/comments( For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers( India) Pvt. Ltd.**

## **MBA 4011 ENTREPRENEURSHIP**

**Credits: 3**

**L-T-P: 3-0-0**

**Contact Hours: 36-40**

### **Course Outline**

*The course aims at providing the students with a basic framework for understanding the process of entrepreneurship and developing capabilities in creation, development and operation of entrepreneurial ventures. The students will be imparted with the necessary skills for managing and facilitating growing business ventures.*

#### **Module 1**

##### **Introduction**

**Definition, Concept of Entrepreneurship & Intrapreneurship , Characteristics and skills of entrepreneurs**

#### **Module 2**

##### **Entrepreneurial Development**

**Entrepreneurship & Economic development, Contribution of Small enterprises to the economy, Entrepreneurial environment, Types of Entrepreneurs.**

#### **Module 3**

##### **Developing the Business Plan**

**Generating Business Ideas, Selecting a Business Idea, Elements of a Business Plan, Building Competitive Advantage, Conducting feasibility Analysis.**

#### **Module 4**

##### **Sources of Finance**

**Equity vs. Debt Capital, Sources of Equity Finance, Institutional finance, Venture Capital, Lease Finance,**

#### **Module 5.**

##### **Forms of Business Ownership**

**Sole Proprietorship, Partnership, Corporations and other forms of ownership**

#### **Module 6**

##### **Intellectual Property Management:**

**Importance of innovation, Patents& Trademarks in Small Businesses, Introduction to laws relating to IPR in India.**

## **Module 7**

**Institutional support for small businesses:  
Support in areas of Technology, Finance, Infrastructure,  
Marketing, Entrepreneurship Development**

**Minimum 5 Cases to be discussed**

### **Suggested Readings**

- 1. Hisrich & Peters, Entrepreneurship, Tata McGraw Hill**
- 2. Norman M. Scarborough, Essentials of Entrepreneurship & Small Business Managementl**
- 3. Roy, Rajeev, Entrepreneurship, Oxford University Press**
- 4. Entrepreneurship Management : Text and Cases, Bholanath Dutta ,Excel Books**

## **(MSH 1111) ENVIRONMENT MANAGEMENT**

1. Concept, role and importance of environmental management in the modern world. Natural resources and associated Problems - Forest, Water, Mineral, Food, Energy, and Land.
2. Ecosystems – Concept, Structure and Function. Biodiversity and its conservation – Threats to Biodiversity – Habitat Loss, Poaching of Wildlife, Man-Wildlife Conflicts. Endangered and Endemic Species of India. Conservation of Biodiversity.
3. Environmental Pollution – definition. Causes Effects and Control Measures of Air, Water, Soil, Marine, Noise and Thermal Pollution.
4. Solid Waste Management – causes, Effects and Control Measures of Urban and Industrial Wastes. Role of an Individual in Prevention of Pollution
5. Water Conservation, Climate change, Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents, Holocausts, and Wasteland Reclamation. Public Awareness. Environmental Ethics – Issues and possible solutions, Environmental Protection Acts,
6. Environment and Human Health, Organization for environmental management, Environmental Impact Analysis (EIA)- need and importance, Environmental Management Plan (EMP), Components of EMP, Environmental Audit,
7. Central Pollution Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues. Role of Information Technology in Environmental Management.

### **Text Books:**

- Mishra, A., *Environmental Studies*, Selective and Scientific Books, New Delhi
- Allaby, M., *Basics of Environmental Science*, Routledge
- Smith, T.M. and Smith, R.C., *Elements of Ecology*, Pearson Publications
- Miller T.G., Jr. *Environmental Science*, Wadsworth Publishing Co. (TB)
- Bharucha Erach, *The Biodiversity of India*, Mapin Publishing Pvt Ltd, Ahmedabad

### **Reference Books:**

- Agarwal, K.C, *Environmental Biology*, Nidi Publishers Ltd, Bikaner.
- Brunner R. C., *Hazardous Waste Incineration*, McGraw Hill Inc.
- Heywood, V. H., & Weston, R.T., *Global Biodiversity Assessment*, Cambridge University Press.
- Odum, E.P., *Fundamentals of Ecology*, W.B. Saunders Co. USA.
- Townsend C., Harper J, and Michael Begon, *Essentials of Ecology*, Blackwell Science
- Trivedi R.K., *Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards*, Vol I and II, Enviro Media
- Trivedi R.K., and Goel P.K., *Introduction to Air Pollution*, Techno Science Publication (TB)

## **(MSH 1149) INTELLECTUAL PROPERTY RIGHT**

### **Scope and objective of the course:**

Course on Intellectual Property Rights (IPR) intends to expose engineering and science streams students to contemporary national and global sociopolitical, economic, legal environment, Indian public administration system, creation of IPR rights, benefits, research, development and management of IP and other IPR related issues. Case studies and information available on websites and Internet will also be used as part of teaching material. Course Syllabus (in modular form):

### **Module-1 (1 week)**

**Definitions and functions of the state.** Rights and duties - fundamental rights (UN charter 1948). Forms of governments e.g. anarchism, capitalism, communisms, theocratic, democratic etc., meaning, merits and demerits

### **Module-2 (1 week)**

**Indian parliamentary democratic set up:** organization of ministry of government of India, administration at work, public corporations and institutions in India, local administration in India both urban local administration and rural local administration.

### **Module –3 (1 week)**

**Introduction to law and Indian legal system :** Basic terms and concepts of law, judicial structure and common law principles applicable to India. Concept of free trade, regional trade treaties like SAFTA, NAFTA, SAARC and WTO, G20, WIPO.

### **Module-4 (2 weeks)**

**Intellectual property:** Introduction to Patents, Design, Copyrights, Trademarks, geographical indicators, protection of new plant varieties, IC layout designs. IPR governance: Indian patent offices, NRDC. Funding agencies and public sector research organizations: DST, ISRO, AEC, DRDO, UGC, CSIR.

### **Module-5 (2 weeks)**

Patent law fundamentals: Conditions to patenting, what can and cannot be patented, concepts of novelty, non obviousness, utility, anticipation, prior art, drafting of patent particularly claims, application procedures, revocation of patents.

### **Module –6 (2 weeks)**

Licensing and litigations: scope of licenses, types of licenses, monetary considerations, valuation and royalty determination, sublicensing, general principles of patent litigation including exploration of procedures, forum and jurisdictions. Case studies.

### **Module –7 (2 weeks)**

IP management : Harvesting inventions, open and close door models, maintaining the invention records, employer/ employee law related to ownership and proprietary information, patent search, criteria and procedure to decide whether to patent or to keep trade secrets, public disclosure/domain problems, outside inventor problems and issues related to commercialization of IP. Career opportunities in IP.

### **Reference Text Books :**

Political theory, Eddy Asirvatham and KK Mishra, S Chand and co. Public Administration in Theory And Practice, Dr. M. P. Sharma & Dr. B. L. Sadana Kitab Mahal Books  
Demystifying Intellectual Property Rights, N R Subbaram, Butterworth Wadwa, Lexis Nexis  
Law relating to intellectual property- Vol. 1 and 2, Dr Raghbir Singh Vice Chairman, Intellectual property Appellate Board, Universal law publishing Co. Pvt Ltd.  
( Email: unilaw@vsnl.com)

The patent Act 1970 – Bare act with short notes, Universal law publishing Co. Pvt Ltd.

## **CYBER LAW (MSH 1153)**

**Module-1:** Introduction To Information Technology Act, 2000- Object; Scope; Scheme Of The

Act; Relevancy With Other Laws.

**Module-2:** Jurisdictional Issues-Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000.

**Module-3:** Digital Signature: Technical Issues & Legal Issues- Digital signature; Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India.

**Module-4:** Concept of Cyber Crime and the IT Act, 2000- Cyber Crimes: Technical Issues; Cyber Crimes: Legal Issues; Cyber Crimes: Legal Issues [Penalty under the IT Act ]; Cyber Crimes : Legal Issues [ Offences under the IT Act ]; Cyber Crimes : Legal Issues [Offences under IPC ]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication.

**Module-5:** Contract in the InfoTech World- Status of Electronic Contracts; Click –Wrap And Shrink – Wrap Contract; Contract Formation In The Internet Vis- A –Vis Contract Law.

**Module-6** . Protection of Cyber Consumers in India- Are Cyber Consumers Covered Under the Consumer Protection Act?; Goods and Services; Defect in Goods and Deficiency in Services; Restrictive and Unfair Trade Practices; Consumer Foras, Jurisdiction And Implications on Cyber Consumers In India.

**Module-7.** Evidence Law vis-a-vis IT Law - Status of Electronic Record as Evidence; Proof and Management of Electronic Records; Relevancy, Admissibility and Probative Value of e-Evidence; Proving of Digital Signature; Proving of Electronic Message ,European Convention on Cyber Crime, Role of Interpol in Cyber Crime.

### **Reference Books:**

1. Stamp, Wiley, Information Security: Principles and Practice
2. William Stallng. Cryptography & Network Security
3. Venugopal Iyengar - HPH, Information Security for Management
4. Rodney Ryder - Guide to Cyber Laws
5. Mr. Vakul Sharma - Handbook of Cyber Laws
6. Justice Yatindra Singh - Cyber Laws
7. Information Technology Act-2000

## **(MSH 1125) ORGANISATION BEHAVIOR**

### **Module 1: Introduction to OB**

Meaning and importance of study of OB; It's cross cultural implications

### **Module 2: Behavior and its Causes**

Introduction to personality, perception, learning and attitude

### **Module 3: Motivation**

Importance, Theories of motivation - Maslow's Hierarchy of Needs, Alderfer's ERG, Herzberg's

Two Factor Theory and Vroom's Expectancy Theory; motivational tools

### **Module 4: Group behavior and team dynamics**

Formal and informal groups, conflict – types, sources, negotiation

### **Module 5: Communication and Feedback**

Interpersonal communication, Importance and hindrances; Introduction to TA

### **Module 6: Organizational change and Development**

Introduction to Organizational Change; Concept of OD, Phases of OD and OD interventions

### **Module 7: Morale and Job Satisfaction**

Introduction, Determinants and outcome of morale and job satisfaction

### **Text Books:**

a) Robbins, S.P. & Sanghi Organizational Behaviour (Prentice Hall India: New Delhi)

### **Reference Books:**

a) Luthans, F. Organizational Behaviour (McGraw Hill: New Delhi)

b) Newstrom, J.W. and Davis, K. Organizational Behaviour: Human Behaviour at Work (Tata McGraw Hill: New Delhi)

# **MBA Syllabus - CBCS**



Department of Management  
Birla Institute of Technology  
Mesra, Ranchi

Date: 19.04.2018

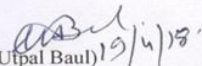
**Minutes of Board of Studies Meeting Held On 19.04.2018**

1. The members discussed the proposal for minor changes in the Department Vision and Mission statements & MBA Programme Outcomes. The finalized statement are at **Annexure -I**
2. The proposed CBCS Course Structure & Course documents for MBA programme were also discussed. The finalized MBA Course Structure & syllabus under CBCS are **Annexure -II**
3. The proposed CBCS Course Structure & Course documents for BBA programme were also discussed. The finalized MBA Course Structure & syllabus under CBCS are **Annexure -III**
4. The proposed structure for Minor in Business Management was discussed & finalized. The finalized structure is at **Annexure -IV**
5. The proposed course documents for all courses in Minor in Business Management & Open Electives to be offered by the department were also discussed & finalized. The finalized course documents are **Annexure -V**

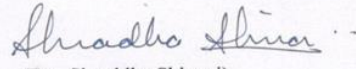
The following members attended the meeting.

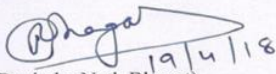
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|-----|-------------------------------|---|--|
| 1.  | HOD/In-charge                 | - | Chairman (Ex-Officio)  |
| 2.  | Dr. Manju Bhagat              | - | Professor  |
| 3.  | Dr. Utpal Baul                | - | Professor  |
| 4.  | Dr. Swapan Kumar Bose         | - | Professor  |
| 5.  | Dr. Shraddha Shivani          | - | Professor  |
| 6.  | Dr. Ravindra Nath Bhagat      | - | Professor  |
| 7.  | Dr. Supriyo Roy               | - | Associate Professor  |
| 8.  | Dr. Amitabh Verma             | - | Assistant Professor  |
| 9.  | Dr. Vinay Sharma              | - | Professor, Dept. of Production Engineering,<br>BIT, Mesra  |
| 10. | Dr. G. Sahoo,                 | - | Professor, Dept. of Computer Science & Engg. BIT,<br>Mesra   |
| 11. | Prof. Partha Pratim Sengupta, | - | Sr. Professor, Humanities & Social Sciences<br>NIT- Durgapur , West Bengal   |
| 12. | Mr. Priyobrata Bhattacharjee, | - | DGM (Knowledge Management), Birla Corporation<br>Ltd. Birla Cement Works (A MP Birla Group)<br>Durgapur , West Bengal. |
| 13. | Dr. P.K. Chatterjee           | - | Mr. General Manager, MECON, Ranchi <i>pkc.l.b.</i><br>(Special Invitee)  |
| 14. | Dr. A.N. Jha                  | - | Professor, Incharge BIT, off Campus Lalpur<br>(Special Invitee)  |


Signatures of the Board of Studies Members:

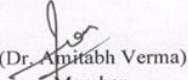
  
(Dr. Utpal Baul) 19/4/18  
Member

*Absent*  
(Dr. Swapan Kumar Bose)  
Member

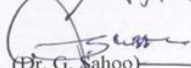
  
(Dr. Shraddha Shivani)  
Member

  
(Dr. Ravindra Nath Bhagat)  
Member

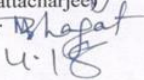
  
(Dr. Supriyo Roy)  
Member

  
(Dr. Amitabh Verma)  
Member

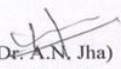
*Absent*  
(Dr. Vinay Sharma)  
Member


  
(Dr. G. Sahoo) Member

*Consent/approval received by email*  
(Prof. Partha Pratim Sengupta)  
Member

*Consent/approval received by*  
(Mr. Priyobrata Bhattacharjee)  
Member   
19-4-18

*P.K.C.U.*  
(Dr. P.K. Chatterjee)  
Special Invitee

  
(Dr. A.N. Jha)  
Special Invitee

  
(Dr. Manju Bhagat) 19/4/18  
Chairman & Member

**BIRLA INSTITUTE OF TECHNOLOGY- MESRA, RANCHI**  
**NEWCOURSE STRUCTURE - To be effective from academic session 2018- 19**  
*Based on CBCS & OBE model*  
**Recommended scheme of study for MBA Programme**

SEMESTER / Session of Study (Recommended)	LEVEL	Category of course	Course Code	Courses	Mode of delivery & credits <i>L-Lecture; T-Tutorial; P-Practical's</i>			Total Credits C- Credits
					L (Periods/ week)	T (Periods/w eeek)	P (Periods/wee ek)	
FIRST / Monsoon	FOURTH	Programme Core (PC)	MT401	Organization and Management	2	0	0	2
			MT402	Financial Accounting and Management	3	0	0	3
			MT403	Organizational Behavior	2	0	0	2
			MT404	Marketing Management	3	0	0	3
			MT405	Quantitative Techniques for Management	3	0	0	3
			MT 406	Information Technology Management	2	0	0	2
			MT 407	Management of Manufacturing Systems	2	0	0	2
			MT 408	Managerial Economics	2	0	0	2
			MT 409	Business Communication – I	2	0	2	Non- Credit
TOTAL								19
SECON D/ Spring	FOURTH	Programme Core (PC)	MT410	Human Resource Management	3	0	0	3
			MT411	Business Research	3	0	0	3
			MT412	Operations Research	3	0	0	3
			MT413	IT enabled Business Intelligence	2	0	0	2
			MT414	Strategic Management	2	0	0	2
			MT415	Cost Management	3	0	0	3
			MT416	Business Communication – II	0	0	2	1
			MT417/MT418	French /German	3	0	0	3
			MT 419	Legal Environment for Business	2	0	0	2
TOTAL FOR FOURTH LEVEL								41
Third /Monsoon	FIFTH	Programme Elective (Area I)	*	**	***	***	***	8
		Programme Elective (Area II)	*	**	***	***	***	8
		Programme Elective (Sectoral)	*	**	***	***	***	2
		Programme Core (PC)	MT 560	Summer Internship				Non- Credit
TOTAL								18
FOUR H/ Spring	FIFTH	Programme Core (PC)	MT 501	Entrepreneurship	1	0	0	1
			MT 502	Business Ethics and CSR	1	0	0	1
			MT503	Project				3
		Programme Elective (Area I)	*	**	***	***	***	4
		Programme Elective (Area II)	*	**	***	***	***	4
		Programme Elective (Sectoral)	*	**	***	***	***	4
* Coerce Code will depend on choice of elective								
** Subject name will depend on choice of elective								
*** LTP Breakup will depend on choice of elective								
TOTAL								17
TOTAL FOR FIFTH LEVEL								35
GRAND TOTAL FOR MBA PROGRAMME (41+35)								76



**Department of Management**  
**Birla Institute of Technology, Mesra, Ranchi - 835215**  
**(India)**

**Institute Vision**

To become a Globally Recognized Academic Institution in consonance with the social, economic and ecological environment, striving continuously for excellence in education, research and technological service to the National needs.

**Institute Mission**

1. To educate students at Undergraduate, Post Graduate Doctoral and Post-Doctoral levels to perform challenging engineering and managerial jobs in industry.
2. To provide excellent research and development facilities to take up Ph.D. programmes and research projects.
3. To develop effective teaching and learning skills and state of art research potential of the faculty.
4. To build national capabilities in technology, education and research in emerging areas.
5. To provide excellent technological services to satisfy the requirements of the industry and overall academic needs of society.

**Department Vision**

To be recognized as a frontrunner in Management education in the country in consonance with the social, economic and ecological environment while striving to contribute to nation building through excellence in research and development activities

**Department Mission**

- To educate students at Postgraduate and Doctoral level to perform better in challenging environment
- To nurture first generation entrepreneurs with innovative mindset.
- To provide excellent Consulting, and Research & Development facilities for faculty and students.
- To uphold the values of Personal Integrity and Social Responsibility

### **Programme Educational Objectives (PEO)**

1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. Select and apply appropriate tools for decision making required for solving complex managerial problems.
3. To develop capabilities in students to independently conduct theoretical as well as applied research.
4. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students
5. To produce industry ready graduates having highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning

### **Program Outcomes (PO)**

**On successfully completing the program the student will be able to:**

1. Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
2. Review literature, define and analyze management research problems.
3. Identify business opportunities, design and implement innovations in workspace.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Apply ethical principles for making judicious managerial decisions.
6. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
7. Communicate effectively with various stakeholders.
8. Engage in independent and life-long learning

**Revised syllabus of MBA Semester I & Semester II**

**MBA SEM I  
(PROGRAMME CORE)**

## MT 401 ORGANIZATION AND MANAGEMENT

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT 401</b>
<b>Course title</b>	<b>: Organization and Management</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite(s)</b>	<b>: NIL</b>
<b>Credits</b>	<b>: 2 L: 2 T: 0P:0</b>
<b>Class schedule per week</b>	<b>: 2</b>
<b>Class</b>	<b>: MBA</b>
<b>Semester / Level</b>	<b>: I/4</b>
<b>Name of Teacher</b>	<b>:</b>

### Course Objectives

This course enables the students:

A.	To understand the Management Principles and practices, management and administration, managerial skills, roles of a manager and levels of management
B.	To compare various development of management thoughts and Approaches
C.	To classify the type of plans and to critically examine them
D.	To understand the characteristics of various types of organizational structures.
E.	To understand the core of leadership and communication and controlling different types of functions

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Debate management principles and practices as an art or a science, classify managerial skills and roles being played by a manager and recommend appropriate organisational structure
CO2	Identify factors affecting Decision making and Planning activity at all levels in an organisation. Differentiate formal and informal organization, point out span of control, authority, responsibility, accountability, delegation of authority, departmentation and decentralization
CO3	Forecast manpower requirements, design recruitment and selection procedure and

	recommend for employees to maximise long term productivity.
CO4	Identify factors affecting leadership success and recommend suitable leadership style to facilitate smooth functioning of the organization through proper utilization of communication channel
CO5	Examine the detecting points of the control system and could solve with the remedial measures in an effective and efficient manner

## Syllabus:

### Module 1 (9 lectures)

**Introduction:** Concepts, Function or Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.

**Development of Management Thought:** Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo-Classical Approaches - Human Relations Movement, Behavioural Approach

### Module2 (10 lectures)

**Planning:** Definition of Planning, Nature of Planning, Importance of Planning, Types of plans, Types of Planning, Process of Planning, Steps in Planning,

**Organizing:** Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control, Authority, Responsibility, Accountability, Delegation of authority, Decentralization

### Module 3 (5 lectures)

**Staffing:** Concept, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

### Module 4 (5 lectures)

**Leading:** Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development

**Communication:** Process, Importance of Communication, Communication Channels, Barriers to Communication and overcoming barriers to communication.

### Module 5 (3 lectures)

**Controlling:** Definition, Importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems.

## Suggested Readings

### Textbooks

9. Management, Stoner and Freeman, Prentice Hall of India.
10. Essentials of Management, Koontz and Heinz Weihrich, Mc Graw Hill.

**Reference book**

10. Management, Robbins & Coulter, Prentice Hall of India.
11. Principles of Management, Gilbert, Mc Graw Hill.
12. Principles and Practices, T. N. Chhabra, Dhanpat Rai and Sons Pvt. Ltd.
13. Management: A Global and Entrepreneurial Perspective, Wehrich Heinz & Koontz Harold, Mc Graw Hill
14. Principles of Management, P.C.Tripathi and P.N.Reddy, Mc Graw Hills

**Gaps in the syllabus (to meet Industry/Profession requirements)****POs met through Gaps in the Syllabus****Topics beyond syllabus/Advanced topics/Design****POs met through Topics beyond syllabus/Advanced topics/Design**

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Programme Outcome (PO) Attainment Assessment tools & Evaluation procedure****Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment**

1. Student Feedback on Faculty
2. Student Feedback on Programme Outcomes

### Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #								
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT402: FINANCIAL ACCOUNTING & MANAGEMENT

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT402</b>
<b>Course title</b>	<b>: Financial Accounting &amp; Management</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite(s)</b>	<b>: NIL</b>
<b>Credits</b>	<b>: 3 L:3 T:0 P:0</b>
<b>Class schedule per week</b>	<b>: 3</b>
<b>Class</b>	<b>: MBA</b>
<b>Semester / Level</b>	<b>: 1/4</b>
<b>Name of Teacher</b>	<b>:</b>

### Course Objectives

This course enables the students:

8.	To develop an understanding about the scope of financial management and accounting with understanding the concept of wealth maximization in modern fast changing complex business world
9.	To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager
10.	To impart knowledge on capital budgeting decision making with a basic concept of different techniques to appraise business projects
11.	To impart knowledge about capital structure theories for decision making in <i>Leveraging</i> of any business corporations
12.	To impart knowledge of working capital management and dividend decisions

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain accounting statements and can analyse the financial statement with the help of ratio analysis
CO2	Apply the concept of time value of money for any investment decision.
CO3	Assess the capital structure of a firm and state its impact on firm's profitability
CO4	Implement the concept of working capital management by referring various policies for financing of working capital management
CO5	Explain dividend policies and its impact on market value of shares of the companies.

## **Syllabus**

### **Module 1 (9 Lectures)**

#### **Introduction to Financial Management and Accountancy**

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Organization of the Finance Function. Introduction to Accountancy. Accounting Principles and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account. **Statement of Changes In Financial Position** Preparation of Funds Flow Statement, Preparation of Cash Flow Statement, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis.

### **Module 2 (9 Lectures)**

#### **Capital Budgeting**

Time Value of Money-Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity, Present value of an Uneven Cash Flow, Multi-Period Compounding. Capital Budgeting Decision, Methods of Appraisals – Discounting and Non-Discounting Techniques – Pay Back, ARR, NPV, IRR, Benefit Cost Ratio.

### **Module 3 (9 Lectures)**

#### **Capital Structure**

Capital structure- Relevance of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital; Theories of Capital Structure- EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT – EPS Analysis., Nature of Risk,. Financial Leverage, Operating Leverage, Combined Leverage.

### **Module 4 (9 Lectures)**

#### **Working Capital Management**

Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Determinants of Working Capital, Working Capital Policy, Working Capital Financing Policy.

### **Module 5 (9 Lectures)**

#### **Dividend policy**

Meaning & Forms of Dividend, Theory of Relevance- Walter's Model, Gordon's Model, Theory of Irrelevance- Miller-Modigliani Model, Influencing Factors of Dividend Policy.

**Text books:**

7. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication
8. Financial Management, Prasanna Chandra, Tata Mcgraw Hill Publication
3. Financial Management, I.M .Pande, Vikash Publication

**Reference books :**

1. Financial Accounting – A Managerial Perspective, Narayanaswamy, PHI,
2. Accounting for Managers, Anthony R.N .and Reice J.S.
3. Advance Accountancy, S.N. Maheshwari, Vikas Publication
4. Modern Accountancy, Amitabh Mukherjee & Md Hanif ,TMH Publication.
5. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis
6. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant

**Gaps in the syllabus (to meet Industry/Profession requirements)****POs met through Gaps in the Syllabus****Topics beyond syllabus/Advanced topics/Design****POs met through Topics beyond syllabus/Advanced topics/Design**

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure****Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

5. Student Feedback on Faculty
6. Student Feedback on Course Outcome

### Mapping between Objectives and Outcomes

#### Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #								
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

#### Mapping between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 403 ORGANIZATIONAL BEHAVIOUR

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT 403</b>
<b>Course Title</b>	<b>Organisational Behaviour</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite(s)</b>	<b>: NIL</b>
<b>Credits</b>	<b>:2L: 2 T:0 P:0</b>
<b>Class schedule per week</b>	<b>: 2</b>
<b>Class</b>	<b>: MBA</b>
<b>Semester / Level</b>	<b>: II/4</b>
<b>Branch</b>	<b>: MBA</b>

### Course Objectives

This course enables the students:

A.	To understand the basics of organizational behavior, nature of Organizational behaviour and its objective
B.	To explain the impact of different parameters on individuals and the relation between individuals and their environment
C.	To analyse different types of personality theories, motivational theories and an analysis of individual behavior
D.	To familiarize concepts of stress management, group dynamics and communication Patterns

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Analyse the organizational behaviour concepts, and correlate organizational behavior concepts with individual and group behaviour.
CO2	Evaluate personality types, perception and learning process on human behaviour
CO3	Recognize the application of motivational theories in practical terms.
CO4	Analyse group and individual behaviour in a proper manner.

### Syllabus:

#### Module 1 (9 lectures)

**Introduction to Organization:** Concept, Structure, Types of Organization. Significance of Organizational Behaviour. **Determinants of Individual Behaviour:** Personality - Concept, Determinants and Theories. Perception- Concept, Perceptual Process, Learning-Concept, Process

**Module 2 (7 lectures)**

**Motivation:** Concept, Relevance for Individual and Organization, Theories- Maslow, Herzberg, McClelland, Vroom's, Equity Theory

**Module 3 (8 lectures)**

**Group and Individual:** Group and Group Dynamics, Team Management, Communication- Concept, Process, Barriers, Remedies, Leadership - Concept, Theories and Styles

**Module 4 (3 lectures)**

**Group Activities:** Concept, Types and Formation of Groups, Intergroup Behavior, Interpersonal Communication, Group Problem Solving. Transactional Analysis

**Module 5 (3 lectures)****Stress and Behavior**

Concept and Nature of Stress, Sources of Managerial Stress, Stress and Personality, Verbal and Non-Verbal Indicators of Stress - Assessment and Management.

**Suggested Readings****Textbooks**

6. Organizational Behavior, S. Robbins, PHI Publication
7. Organizational Behavior, F. Luthans, TMH Publication

**Reference Books**

1. Organizational Behavior, Udai Pareek, Himalaya Publication
2. Organizational Behavior, Robbins, Judge & Vohra, Pearson

**Gaps in the syllabus (to meet Industry/Profession requirements)****POs met through Gaps in the Syllabus****Topics beyond syllabus/Advanced topics/Design****POs met through Topics beyond syllabus/Advanced topics/Design****Course Outcome (CO) Attainment Assessment tools & Evaluation procedure****Direct Assessment**

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

## Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #								
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

## Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 404 MARKETING MANAGEMENT

### COURSE INFORMATION SHEET

**Course code** : MT 404  
**Course title** : Marketing Management  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits** :3 L:3 T:0 P:0  
**Class schedule per week** : 3  
**Class** : MBA  
**Semester / Level** : 1/4  
**Name of Teacher:**

## Course Objectives

A.	Introduce the nature and significance of the Marketing Function and the Marketing management process.
B.	Develop an understanding of the STP Process
C.	Outline the key aspects of the Buying Behavior of consumers
D.	Explain the factors affecting various product and pricing decisions.
E	Explain the factors affecting vari 17 nel management and Marketing communication decisions.
F	Introduce the key aspects of Services Marketing and Retail Management

## Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the core concepts of marketing and the goals of the Marketing function
CO2	Analyze the environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a product, to achieve the business goals.
CO3	Analyze and explain the buying behavior of a given target market segment.
CO4	Recommend suitable product ,pricing, distribution and Marketing Communication strategies for a brand to achieve the Marketing objective
CO5	Describe the salient characteristics of Services Marketing and Retail Management

## Syllabus

### Module 1 (9 lectures)

#### Fundamentals of Marketing

Core concepts of marketing and Company orientation towards the marketplace **Market Oriented Strategic Planning** Defining the Mission, Defining SBUs, Business Portfolio Evaluation and assigning resources to SBUs, Contents of a Marketing Plan

#### Scanning the Marketing Environment

Analyzing trends in the components of the company's Macro & Micro environment.

### Module 2 (9 lectures)

#### Market segmentation, targeting and positioning

Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioral, Evaluating & Selecting Market Segments, Choosing & Creating Points of Parity & Points of Difference, Selecting the positioning platform.

**Dealing with competition:** Identifying and analyzing competitors, Strategies for the Market leader, Follower, Challenger & Nicher.

### Module 3 (7 lectures)

#### Analyzing Consumer Markets

Consumer behavior- Factors affecting consumer behavior & consumer decision making process, Customer perceived value, Customer Satisfaction, Customer life time value, CRM & building loyalty **Distribution Strategies** : Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

### Module 4 (9 lectures)

#### Product Strategy

Classification of products, product levels, Analysis of product line & product mix, Product Life Cycle Concept, Strategies for Introduction, Growth, Maturity & Decline Phase. Criticism of the Product Life Cycle. **Pricing Strategies** Selecting the pricing Objective, Determining demand, estimating costs, analyzing competitors, selecting a pricing method, initiating & responding to price changes.

### Module 5 (11 lectures)

#### Integrated Marketing Communication

Meaning and Role of IMC, designing effective communication programme, Meaning and role of the elements of communication mix, Leveraging Social Media for effective communication. **Retailing** Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location, Product assortment & Services, Price, promotion, Store Atmosphere **Managing services** Importance, Distinctive Characteristics.

#### Green Marketing, Rural Marketing and Consumer Protection-

Introduction and significance

#### Text Book:

9. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson

**Reference Books:**

8. Marketing Management, Rajan Saxena, TMH
9. Marketing Management, Arun Prasad, N Meenakshi, Vikas Publishing
10. Fundamentals of Marketing, Bruce Walker & Stanton, McGraw Hill
11. W.D. Perrault & E.J. Mc Carthy, Basic Marketing, TMH
12. Russel S. Winner, Marketing Management, Pearson
13. Marketing Management, Ramaswami&Namakumari

**Gaps in the syllabus (to meet Industry/Profession requirements) :****POs met through Gaps in the Syllabus****Topics beyond syllabus/Advanced topics/Design :****POs met through Topics beyond syllabus/Advanced topics/Design**

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure****Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

8. Student Feedback on Faculty
9. Student Feedback on Course Outcome

### Mapping of course outcomes and programme outcomes

Course Outcome #								
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 405 Quantitative Techniques for Management

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT 05</b>
<b>Course title</b>	<b>: Quantitative Techniques for Management</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite (s)</b>	<b>: NIL</b>
<b>Credits</b>	<b>:3 L: 3 T:0P:0</b>
<b>Class schedule per week</b>	<b>: 3</b>
<b>Class</b>	<b>: MBA</b>
<b>Semester / Level</b>	<b>: I/4</b>
<b>Name of Teacher</b>	<b>:</b>

### Course Objectives

This course enables the students:

A	To develop an understanding of basic concepts of statistics and collection and presentation of data
B	To understand the basic concept of central tendency and measures of variations
C	To develop an understanding on correlation and regression and the concepts applications of Index numbers
D	To understand the concept of probability and estimation of parameters
E	To explain characteristics of sampling and sampling distribution and testing of hypothesis.

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the basic concepts of statistics and collection and presentation of data using various classification and tabulation methods.
CO2	Demonstrate the knowledge of central tendency and variations and apply them in solving various problems
CO3	Analyse the data using correlation and regression techniques and using the conceptual knowledge of Index numbers in solving problems.
CO4	Analyse any problems using probability techniques and demonstrate the conceptual knowledge on parameters.
CO5	Analyse the population parameters using sampling techniques and undertake decision making process using testing of hypothesis.

## **Syllabus:**

### **Module 1 (9 lectures)**

**Introduction:** Statistics- Definition, Importance and Scope in Managerial Decision Making  
Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.

### **Module 2 (8 lectures)**

**Measures of Central Tendency:** Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles. **Measures of Variation** Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.

### **Module 3 (9 lectures)**

**Correlation and Regression:** Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient. **Business Forecasting:** Methods of Forecasting, Time Series Analysis, Components of Time Series.

### **Module 4 (6 lectures)**

**Sampling and Sampling Distribution:** Concepts, Random Sampling and Non-Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.

### **Module 5 (13 lectures)**

**Test of Hypothesis:** Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts

#### **Text books:**

Business Statistics, J.K. Sharma, Pearsons Education.

Statistics for Management, Richard I. Levin & Rubin, Pearson Education.

#### **Reference book:**

Quantitative Analysis for Management, Render and Stair, TMH.

Quantitative Business Analysis - Text & Cases, Samul Bodiley.

Quantitative Methods in Business, Anderson, Thomson Learning.

Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

#### **Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

## Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

### **Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

### **Mapping of Course Outcomes onto Programme Outcomes**

Course Outcome #								
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

### **Mapping Between COs and Course Delivery (CD) methods**

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 406 Information Technology Management

### COURSE INFORMATION SHEET

**Course code** : MT 406  
**Course title** : **Information Technology Management**  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits** :2 L: 2 T:0P:0

**Class schedule per week** : 2  
**Class** : MBA  
**Semester / Level** : 1/4  
**Name of Teacher** :

### Course Objectives

This course will enable students:

A.	To understand the fundamental understanding of information systems concepts.
B.	To participation information systems development as an informed person
C.	To analyze a problem and design an appropriate solution
D.	To acquire a hands-on knowledge of the underlying technological infrastructure

After the completion of this course, students will be able to:

CO1	Explain the methodologies of an information system
CO2	Analyse technological infrastructures of information systems projects
CO3	Explain different techniques of managing projects.
CO4	Use combination of multiple tools and techniques of Information system management
CO5	Use the internet appropriately for information system project management.

### Syllabus

#### Module1: (6 Lectures)

Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems-transaction processing systems-management information systems

#### Module2: (6 Lectures)

Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment technology- Mobile commerce- ecommerce-portals-search engines-direct selling- auctions- aggregators, E-business.

#### Module3: (6 Lectures)

Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security-recovery from crashes-application development, Database Concepts- fields, records and files-basic architecture, Data Warehouses- data mining uses.

**Module4:** (6 Lectures)

Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating-Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise

**Module5:** (6 Lectures)

Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralization versus Decentralization -IT security-Technology selection, Vendor Management- vendor selection-vendor contracts and service levels-Ongoing relationship management- vendor retention or termination

**Suggested Readings:**

**Text Books:**

7. James A O'Brien, George M Marakas and Ramesh Behl. (2009). Management Information Systems, 9th Edition, Tata McGraw Hill Education, New Delhi.
8. Michael Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution, 1st Edition, HarperCollins
9. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage. , 2nd Edition, John Wiley and Sons.

**Reference Books:**

5. D.P.Goyal. (2006). Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
6. S.A.Kelkar. (2009). Management Information Systems-A concise Study, 2nd Edition, Prentice Hall of India.
7. NirmalyaBagchi, (2010). Management Information Systems, 1st Edition, Vikas Publishing House, New Delhi

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

## Programme Outcome (PO) Attainment Assessment tools & Evaluation

### procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

### Indirect Assessment

5. Student Feedback on Faculty
6. Student Feedback on Programme Outcome

### **Mapping of Course Outcomes onto Programme Outcome**

Course Outcome	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	L	M	L	M	H	L	M
2	H	H	H	M	L	H	M	L
3	H	H	H	H	M	M	L	H
4	H	L	H	L	L	H	M	H
5	H	M	H	M	M	M	M	M

### **Mapping Between COs and Course Delivery (CD) methods**

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 407 Management of Manufacturing Systems

### COURSE INFORMATION SHEET

Course code	: MT407
Course title	: Management of Manufacturing Systems
Pre-requisite(s)	: NIL
Co- requisite (s)	: NIL
Credits	:2 L: 2 T:0P:0
Class schedule per week	: 2
Class	: MBA
Semester / Level	: I/4
Name of Teacher	:

### Course Objectives

This course will enable students:

A.	To develop an understanding of manufacturing organization, including job shops, flow lines, assembly line
B.	Explain time and motion studies, work sampling and process flow charting
C.	To impart knowledge about current manufacturing control theories such as JIT
D.	Describe basic scheduling problems for assembly lines etc.

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the principles and applications relevant to the planning, design, and operations of manufacturing/service firms
CO2	Evaluate and implement analytical tools for decision making for complex managerial problems.
CO3	Implement Enterprise Resource Planning systems in managing operations.
CO4	Solve basic routing and scheduling problems

### Syllabus:

#### Module 1 (7 lectures)

##### Introduction

Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager.

#### Module 2 (5 lectures)

##### Plant Location & Layout

Plant Location, Levels of Location Problems, Factors Affecting Location Decisions, Plant Layout Decisions, Types of Plant Layout - Fixed Position, Process and Product Layout, Line Balancing.

#### Module 3 (8 lectures)

### **Planning, Scheduling & Control**

Concepts and Importance, Forecasting, Types of Manufacturing Plans, Capacity Planning, Measures of Capacity and Capacity Planning Decisions.

### **Plant Maintenance**

Concepts & Types, Maintenance Practices in Industry,

### **Work Study & Method Study**

Concepts & Applications.

### **Module 4 (6 lectures)**

### **Materials Handling**

Concepts, Selection & Methods

### **Materials Management**

Concepts & Importance, Integrated System of Materials Management, Materials Requirement

Planning, Purchasing Systems, Insourcing vs Outsourcing Decisions, Vendor Analysis & Control.

### **Inventory Planning and Control**

Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control - ABC Classification, JIT Manufacturing.

### **Module 5 (4 lectures)**

### **Inspection and Quality Control**

Types of Inspection, Control Charts, Total Quality Management - Concept, Features & Need Cost of Quality, Kaizen, 7 QC Tools, 5s Concept,

### **Value Engineering**

Types of Value, Methodology and Applications.

### **Logistics Management**

Concepts, Supply Chain, Logistics Strategy and Planning, Transport Decisions, Logistics Control

### **Suggested Readings**

#### **Textbook**

4. Materials Management: An Integrated Approach, Gopalakrishnan and Sundaresan, TMH
5. Production and Operations Management by Upendra Kachru, Excel Books.

#### **Reference book**

8. Production and Operations Management, Bedi K, Oxford University Press.

9. Modern Productions / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
10. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano and Agarwal, Tata Mac Graw Hill
11. The Management and Control of Quality, Evans and Lindsay, Cengage Learning
12. Operations Management, Gaither and Frazier, Thomson Learning
13. Operations Management, Mahadevan B., Pearson Education
14. Business Logistics / Supply Chain Management - R. H. Ballou & S. K. Srivastava, Pearson.

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

5. Student Feedback on Faculty
6. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes**  
**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Program Outcome							
	1	2	3	4	5	6	7	8
1	H	H	M	H	L	M	M	L
2	H	M	H	H	M	H	H	M
3	H	L	M	H	H	H	H	M
4	H	M	H	H	H	M	H	H
5	H	L	H	H	H	H	H	H

**Mapping Between COs and Course Delivery (CD) methods**

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT408 Managerial Economics

### COURSE INFORMATION SHEET

**Course code:** MT408  
**Course title:** Managerial Economics  
**Pre-requisite(s):** NIL  
**Co- requisite(s):** NIL  
**Credits: 2** L: 2 T: 0 P: 0  
**Class schedule per week: 02**  
**Class: M.B.A**  
**Semester / Level:** 1/4  
**Name of Teacher:**

### Course Objectives

This course will enable students:

A.	To explain the basics of economics and describe its application in managerial problems.
B.	To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
C.	To analyse different types of market and explain pricing decisions in the markets.
D.	To familiarize the concept of investment criteria
E.	To explain the concept of national income and analyse for managerial decisions.

### Course Outcomes:

After the completion of this course, students will be able to:

CO1	Analyse economic problems and can correlate scarcity with the requirements.
CO2	Evaluate demand and can analyse cost in order to optimize cost-production combination.
CO3	Recognize the existing market and can take appropriate decisions.
CO4	Evaluate the investment criteria and can frame appropriate plan.
CO5	Analyse national income components for effective economic decisions.

### Syllabus

#### Module 1: Introduction (4 lectures)

Nature and scope, Definitions, Importance, Application to Business Decisions, Profit Maximization as Business Objectives, Sales and Revenue Maximization Objective of Business Firms.

#### Module2: Demand and Supply (5 lectures)

Introduction, Determinants of Demand and Supply, Demand Function, Demand and Supply Curves, Law of Demand, Elasticity of Demand, Demand Forecasting,

#### Module3: Production Analysis and Cost (7 lectures)

Classification of Cost, Cost-Output Relationship, Economies of Scale, Break-even Analysis Production Process and Function-One Variable and Two Variable Inputs, Iso-quant and Iso-cost, Optimal Factor Combination.

**Module4: Market (7 lectures)**

Introduction, Market Types- Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership Model, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets

**Module5: Capital Budgeting & National Income (6 lectures)**

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal, Concept of National Income, Measurement of National Income- Methods and Problems.

**Text Books-**

7. Managerial Economics, Atmanand, Excel Books
8. Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education

**Reference Books**

6. Managerial Economics, Suman Damodaran, Oxford Publication
7. Managerial Economics, D.N.Dwedi, Vikash Publication
8. Managerial Economics, H.L.Ahuja, S. Chand and Co. Ltd.

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

5. Student Feedback on Faculty
6. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes**

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	M	H	M	M	H	H	H	H
4	M	M	M	H	M	H	H	H
5	H	M	H	M	M	M	H	M

**Mapping between COs and Course Delivery (CD) methods**

CD	Course Delivery methods	Course Outcome	Course Delivery Method
	Lecture by use of boards/LCD projectors/OHP		
CD1	Projectors	CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD3
CD3	Seminars	CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects	CO4	CD1,CD2,CD3,CO4
CD5	Laboratory experiments/teaching aids		
CD6	Industrial/guest lectures	CO5	CD1,CD2,CD3,CO4,CO5
CD7	Industrial visits/in-plant training		
	Self- learning such as use of NPTEL materials and		
CD8	internets		
CD9	Simulation		

## MT 409 Business Communication I

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT 409</b>
<b>Course title</b>	<b>: Business Communication I</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite(s)</b>	<b>: NIL</b>
<b>Credits: Non –credit</b>	<b>L: 2      T: 0      P: 2</b>
<b>Class schedule per week</b>	<b>: 4</b>
<b>Class</b>	<b>: M.B.A</b>
<b>Semester / Level</b>	<b>: 1/4</b>
<b>Name of Teacher:</b>	

### Course Objectives

This course enables the students:

A.	To analyze and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
B.	To understand the importance of specifying audience and purpose and to select appropriate communication choices.
C.	To interpret and appropriately apply modes of expression, i.e., descriptive, expository, Narrative, scientific, and self-expressive, in written, visual, and oral Communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking and responding.
.E	To develop the ability to research and write a documented paper and/or to give an oral presentation.

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Utilize analytical and problem-solving skills appropriate to business communication
CO3	Participate in team activities that lead to the development of collaborative work skills.
CO4	Select appropriate organizational formats and channels used in developing and presenting business messages
CO5	Communicate via electronic mail, Internet, and other technologies and deliver an effective oral business presentation

## **Syllabus**

### **Module I (Lecture: 4)**

#### **Introduction to Business Communication:**

Importance and Objectives of Business communication, Process of communication, Barriers to effective communication, Techniques of effective communication. Forms of communication (Written, Oral, audio-visual communication).

### **Module II (Lecture:10)**

#### **Managing Business Communication:**

Formal and Informal communication, Non- verbal communication (Body language, Gestures, Postures, Facial expressions). The cross cultural dimensions of business communication. Techniques to effective listening, methods and styles of reading.

### **Module III (Lecture: 6)**

Other aspects of communication:

Vocabulary:

Single word substitution, Idioms and phrases, Precis writing, Comprehension.

Group Discussions, Extempore, Principles of effective speech and presentations, Role playing.

### **Module IV (Lecture: 5)**

Introduction to managerial writing:

Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgement, Claims & adjustments, Collection letters, Sales letters, drafting of different resumes, Covering letters Applying for a job, Social correspondence, Invitation to speak.

Official Correspondence: Memorandum, Notice, Agenda, Minutes, Circular letters.

### **Module V (Lecture: 7)**

#### **Report writing:**

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Text Books:

T1. Communication Skills, Sanjay Kumar & Pushp Lata, Oxford University Press

T2. Business Correspondence and Report Writing, R.C .Sharma, Krishna Mohan. Mcgraw Hill

Reference Books:

R1. Communication for Business, Shirley Taylor, V. Chandra, Pearson

R2. Business Communication- Hory Sankar Mukherjee, Oxford University Press

R3. Basic Business Communication- .Lesikar I Flatley, McGraw Hill.

R4. Business Communication Today ,Bovee, Thill and Chaterjee, Pearson

**Gaps in the syllabus (to meet Industry/Profession requirements)**  
**POs met through Gaps in the Syllabus**  
**Topics beyond syllabus/Advanced topics/Design**  
**POs met through Topics beyond syllabus/Advanced topics/Design**

<b>Course Delivery methods</b>
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

7. Student Feedback on Faculty
8. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes**

**Mapping of Course Outcomes onto Program Outcomes**

<b>Course Outcome #</b>	<b>Program Outcomes</b>							
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
	Lecture by use of boards/LCD projectors/OHP		
CD1	Projectors	CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD3
CD3	Seminars	CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects	CO4	CD1,CD2,CD3,CO4
CD5	Laboratory experiments/teaching aids		
CD6	Industrial/guest lectures	CO5	CD1,CD2,CD3,CO4,CO5
CD7	Industrial visits/in-plant training		
	Self- learning such as use of NPTEL materials and		
CD8	Internets		
CD9	Simulation		

**MBA SEM II**  
**Programme Core**

## MT 410 Human Resource Management

### COURSE INFORMATION SHEET

**Course code** : MT 410  
**Course title** : Human Resource Management  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits 3** : L: 3 T: 0 P:0  
**Class schedule per week** : 3  
**Class** : MBA  
**Semester / Level** : 1/4  
**Name of Teacher** :

### Course Objectives

This course enables the students:

A.	To understand the concept of human resource management and difference between personnel, human resource and human capital and also enumerate the importance, principles, objectives, practices, functions and growth of human resource management
B.	To relate problem understanding in view of Human Resource Practices, to classify the factors influencing the wage and salary administration and can express different forms of compensation for executive and non-executive
C.	To organize training and development programmes by applying their techniques and also to design executive development techniques to produce an effective work culture, to justify and report performance appraisal and career development
D.	To estimate essence and participation of Quality of Work Life and Programmes, to develop human behavior and identify needs and satisfaction, to anticipate employee grievances and devise a cell for redressal, to create a disciplinary culture through relevant approaches and actions
E.	To compare HR practices in domestic HRM and IHRM, to outline the key aspects of the international human resource management and its importance in multi-national corporations.

### Course Outcomes

After the completion of this course, students will be able to:

CO1.	Compare the differences and similarities between challenges faced in Personnel management and human resource management
CO2.	Forecast demand and supply of manpower requirement, recommend appropriate recruitment as well as selection process, organize induction, can better design transfer and promotional policies and can also classify the factors influencing the wage and salary administration and can express different forms of compensation for executives and non-executives
CO3.	Create an environment to impart training and various development programmes to solve complex problems and evaluate appropriate performance appraisal methods to judge the performance and could develop various career development activities for growth opportunities and advancement for executives and non-executives
CO4.	Recommend and summarize the essentials of quality of working life through various HR practices and functions and also to identify the grievance handling procedure with disciplinary actions at work place
CO5.	Compare HR practices in domestic HRM and IHRM and PCN, HCN and TCN and also to outline the key aspects of the international human resource management, its importance in multi-national corporations

### **Syllabus:**

#### **Module 1 Introduction (7 Lectures)**

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices.

#### **Module 2 Designing and Developing HR System (13 Lectures)**

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation, Compensation Management :Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non- Executives.

#### **Module 3 Human Resource Development (11 Lectures)**

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & Career Development

#### **Module 4 Behavioural Dimensions of HRM (9 Lectures)**

Introduction and Essentials of Quality of work life, Understanding Human Behaviour, Identifying employee Needs and their Satisfaction, Employee Grievances and its Redressal, Discipline- Concepts, Relevance, Approaches and Disciplinary Actions.

## Module 5 International Human Resource Management (5 Lectures)

Concept, Relevance, Types of International organization, International Human Resource Management Practices.

### TEXT BOOKS

T1: Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd

T2: Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhart & Wright, Irwin McGraw Hill.

### REFERENCE BOOKS

R1: Human Resource Management, V.S.P Rao- Excel books.

R2: Managing Human Resources: Productivity, quality of work life, profits, Wayne F. Cascio-TMH

R3: HRM and Personnel Management, Ashwathappa, TMH

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

### Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

#### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

#### Indirect Assessment

1. Student Feedback on Faculty
2. Student Feedback on Programme Outcome

### Mapping between Programme Outcomes and Course Outcomes

#### Mapping of Course Outcomes onto Programme Outcomes

Course Outcome	Program Outcome							
	1	2	3	4	5	6	7	8

1	M	H	L	M	M	L	L	M
2	M	H	H	H	H	M	H	L
3	H	H	H	H	H	H	H	H
4	H	H	H	H	H	H	H	H
5	M	H	M	H	M	H	H	H

<b>Mapping Between COs and Course Delivery (CD) methods</b>			
<b>CD</b>	<b>Course Delivery methods</b>	<b>Course Outcome</b>	<b>Course Delivery Method</b>
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1 and CD8
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD2
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT411 Business Research

### COURSE INFORMATION SHEET

**Course code** : MT411  
**Course title** : Business Research  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits** : 3 L:3 T:0 P:0  
**Class schedule per week:** 3  
**Class** : M.B.A  
**Semester / Level** : 2/4  
**Name of Teacher:**

### Course Objectives

The course enables the students:

A.	Develop an understanding of Role of Business Research, Process of Research and Types of research
B.	Explain the mechanism for defining the Research Problem, research Objectives and Hypothesis
	Develop an understanding of merits and limitations of various research designs, types of data and methods of data collection
D.	Explain the mechanism for applying salient Univariate, Bivariate and Multivariate tools of data analysis.
E	Explain the characteristics of a good Business research Report.

### Course Outcomes

On successful completion of the course the student will be able to:

CO1.	Describe the research process and list the characteristics of various types of research
CO2.	Given a management problem determine the related Research Problem
CO3.	Formulate Research Objectives and Hypothesis from a given research problem
CO4.	Given the research budget select suitable Research Design for achieving the research objectives
CO5.	Organize the data collection process, Analyse data and draw inferences and recommend solutions to the research problem

### Syllabus

#### Module1 (8 lectures)

Objective, Types, Methods & Process. Research Problem - Selection, Need & Techniques for defining a Problem, Development of Hypothesis, Qualitative and Quantitative Research

### **Module2 (8 lectures)**

Features of a good Research Design, Exploratory & Descriptive Research Design, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.

### **Module3 (6 lectures)**

Primary and Secondary data, Sampling Design, Errors in Data collection, Census and Sample survey, Sample size determination, Characteristics of a good Sample design, Types of Sample design.

### **Module4 (8 lectures)**

Attitude Measurement and Scaling Techniques, Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.

### **Module5 (10 lectures)**

Tools of data collection, Data Processing Operations, Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making, Characteristics of a good Research Report.

## **TEXT BOOKS**

- T1: Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.
- T2: Social research methods, Walliman, Nicholas Sage Publications.
- T3: Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan

## **REFERENCE BOOKS**

- R1: Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.
- R2: Research Methods for Business, Uma Sekaran, Wiley Publications

**Gaps in the syllabus (to meet Industry/Profession requirements):**

**POs met through Gaps in the Syllabus: PO no. 5**

**Topics beyond syllabus/Advanced topics/Design:**

**POs met through Topics beyond syllabus/Advanced topics/Design:**

## **Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

### **Direct Assessment**

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes**

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	H	L	L	H	M	H
2	M	H	L	M	L	L	M	H
3	L	H	L	M	L	L	L	H
4	H	H	H	L	L	L	M	H
5	M	H	L	L	L	L	L	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2
CD2	Tutorials/Assignments	CO2	CD1,CD2
CD3	Seminars	CO3	CD1,CD2,CD4
CD4	Mini projects/Projects/ Case study	CO4	CD1,CD2
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 412 Operations Research

### COURSE INFORMATION SHEET

**Course code** : MT 412  
**Course title** : Operations Research  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** :NIL  
**Credits** :3 L: 3 T:0 P:0  
**Class schedule per week** :3  
**Class** : MBA  
**Semester / Level** : 2/4  
**Name of Teacher** :

### Course Objectives

This course enables the students:

A.	To develop an understanding of decision making theories and operation research.
B.	To explain the linear programming problems concepts and its applications
C.	To develop an understanding of Transportation Problems and its methods
D.	To explain the concept of Assignment problems and concept of game theory.
E	To explain the basic concept and application of replacement models and queuing theory.

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the decision making and the concept of operation research and its application areas in management
CO2	Solve any problems using linear programming techniques and models and its application in diverse fields.
CO4	Interpret the problems using assignment theory and understand the significance of Game theory in managerial application.

CO5	Analyse situations and solve diverse problems using replacement models and interpret managerial implication in decision making using queuing theory.
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## **Syllabus:**

### **Module -1 Decision making(7 lectures)**

The Quantitative approach to decision making, Nature and Significance of OR in decision making, Scientific Methods in Operations Research, Models in Operations Research, Application areas of OR in management.

### **Module -2 Linear Programming (9 lectures)**

Model Formulation, Graphical Methods, Simplex Method, Big-M Method, Dual Simplex Method, Sensitivity Analysis for LPP.

### **Module -3 Transportation Problems(8 lectures)**

Basic concepts and Formulation, Minimization and Maximization Problems, North-West Corner Rule, Vogel's Approximation Method, MODI Method.  
Assignment Problems - Concepts, Mathematical formulation, Hungarian Assignment Method, Travelling Salesman as an Assignment Problem.

### **Module -4 Game Theory(8 lectures)**

Introduction, Two Person Zero Sum Games, Pure strategy Games, Principal of Dominance, Mixed Strategy Games.

### **Module -5 Replacement Models(10 lectures)**

Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Queuing Theory - Concepts, Basic model of Queuing Theory, Managerial Implications in Decision making.

## **TEXT BOOKS:**

T1: Operations Research - J.K. Sharma, Macmillan India Ltd.

T2: Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH

T3: Principals of Operation Research - Wagner, H.M, Prentice Hall

## **REFERENCE BOOKS:**

R1: Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley

R2: Operational Research - An Introduction, Taha, H.A– Macmillan

R3 : Operations Research - KantiSwarup, P.K. Gupta, Man Mohan, S. Chand and Company

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

## Programme Outcome (PO) Attainment Assessment tools & Evaluation procedure

### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

### Indirect Assessment

1. Student Feedback on Faculty
2. Student Feedback on Programme Outcome

### Mapping of Course Outcomes onto Program Outcomes

Course	Programme Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	H	L	L	H	M	H
2	M	H	L	M	L	L	M	H
3	L	H	L	M	L	L	L	H
4	H	H	H	L	L	L	M	H
5	M	H	L	L	L	L	L	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2
CD2	Tutorials/Assignments	CO2	CD1,CD2
CD3	Seminars	CO3	CD1,CD2,CD4
CD4	Mini projects/Projects	CO4	CD1,CD2,CD6
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 413 IT Enabled Business Intelligence

### COURSE INFORMATION SHEET

**Course code:** MT 413  
**Course title:** IT Enabled Business Intelligence  
**Pre-requisite(s):** NIL  
**Credits: 2.** L2 T0 P0  
**Class schedule per week:** 2  
**Semester/Level:** 2/4  
**Name of Teacher:**

### Course Objectives

This course enables the students:

A.	To understand the fundamentals concepts of information systems.
B.	To understand the basics of management information system.
C.	To understand the essentials of decision support system.
D.	To acquire a hands-on knowledge of the underlying technological infrastructure.
E.	To analyze a problem and design an appropriate solution.

### Course Outcomes

After the completion of this course, students will be able to:

CO1.	Explain the methodologies of an information system and acquire a hands-on knowledge
CO2.	Analyse projects, and technological infrastructure
CO 3.	Acquire different business models and their solution using a combination of tools and techniques Managing projects, prototyping
CO 4.	Evaluate as a System analyst using multiple combination of tools and techniques
CO 5.	List the benefits, drawbacks and limitations and the various applications of internet for the same

### Syllabus

#### **Module1: System(4 lectures)**

Introduction and overview, Types of System, System Development life cycle (SDLC), System Analyst and role, Tools and Techniques of system Analysis.

#### **Module2: Management Information System (10 lectures)**

Introduction and overview, Types and Characteristics, Transaction Processing Information System, Accounting and Finance System, Marketing and Sales System, Production and operation Management System, Human Resource Management System, Executive information System.

Management Support system: Introduction and overview, Objectives and Characteristics, Collaborative Computing Technologies, Group Support System and technologies, Cloud computing

#### **Module3 Decision support System: (6 lectures)**

Introduction and overview, DSS Architecture, Types of DSS, Managerial decision making and information system, Requirement for decision support for decision making and other executive

work, Group DSS and Groupware Technologies, Decision Modelling and Analysis ,Managerial risk taking and organizational decision making

**Module4: Intelligent System (5 lectures)**

Introduction and overview, Artificial Intelligence, concept of AI, AI Vs Natural Intelligence, Expert system, concept of Expert system, Structure of Expert System, Working and Benefits Knowledge Management: Introduction and overview, Knowledge Acquisition and validation, Knowledge representation, Inference Technique,

**Module 5Data Ware Housing and Data Mining: (5 lectures)**

Introduction and Overview, Neural Network Fundamentals, Architecture, Applications, Genetic Algorithm, Fuzzy Logic, Fuzzy sets in DSS, System Integration, Intelligent software Agents and creativity.

**Text Books:**

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson
2. Business Intelligence: Data Mining an optimization for Decision Making, Vercellis Carlo, Wiley
3. Key Issues in the Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA

**Reference Books:**

- 1.Introduction to Knowledge Management, Todd Groff, Thomas Jones , Butterworth-Heinemann Publication, USA.
- 2.System Analysis and Design, KE Kendell, JE Kendell, Pearson Prentice Hall

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

**Mapping of Course Outcomes onto Programme Outcomes**

Course Outcome #	Programme Outcomes							
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2
CD2	Tutorials/Assignments	CO2	CD1,CD2
CD3	Seminars	CO3	CD1,CD2,CD4
CD4	Mini projects/Projects	CO4	CD1,CD2,CD6
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

### MT 414 Strategic Management

#### COURSE INFORMATION SHEET

**Course code** : MT 414  
**Course title** : Strategic Management  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits** : 2 L:2 T:0 P:0  
**Class schedule per week** : 2  
**Class** : M.B.A  
**Semester / Level** : 2/4  
**Name of Teacher** :

## Course Objectives

This course enables the students:

A.	To understand the basics of Strategic management, nature of strategic management, and its objective
B.	To explain the impact of different environments on strategic planning and the relation between environmental appraisal and strategic planning
C.	To analyze different types of strategies and integration of strategic plans with business plans.
D.	To familiarize the Strategic Analysis and Implementation Concepts.
E.	To familiarize strategy evaluation concept for strategic planning and for decision making.

## Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyze the strategic requirements, the system of strategic planning and correlate business plans with strategic plans.
CO 2.	Evaluate corporate level strategies as to optimize business plans in the shorter as well as longer run
CO3.	Recognize the different strategic alternatives and be able to take appropriate decisions.
CO 4.	Analyze strategy implementation alternatives for effective decision making.
CO 5.	Evaluate the new business models and make appropriate plan for further action.

## Syllabus

### **Module 1: Introduction of Strategic Management (6 Lectures)**

Definition, nature, scope and importance of strategy and strategic management. Strategic decision making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: vision, mission, goals and objectives. Business definition.

### **Module 2: Environment Appraisal (6 Lectures)**

Concept of environment, components of environment (economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT. Internal Appraisal: The internal environment, organisational capabilities in various functional areas and strategic advantage profile. Methods and techniques used for organisational appraisal (Value chain analysis, financial and non-financial analysis, historical analysis, Identification of critical success factors (CSF).

### **Module 3: Corporate Level Strategies (6 Lectures)**

stability, expansion, retrenchment and combination strategies. Corporate restructuring. Concept of synergy. Business level strategies: Porter's framework of competitive strategies, conditions, risks and benefits of cost leadership, differentiation and focus strategies. Location and timing tactics. Concept, importance, building and use of core competence

### **Module 4: Strategic Analysis and Strategic Implementation (6 Lectures)**

Corporate level analysis (BCG, GE nine cell, Hofer's product market evolution and shell directional policy matrix). Industry level analysis, Porter's five forces model. Resource allocation, Projects and procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, values.

### **Module 5 : Strategic Evaluation and Ethics (6 Lectures)**

Strategy control and operational control. Organisational systems and techniques of strategic evaluation. Operational and derived functional plans to implement strategy integration of functional plans.

#### **Text Books**

1. Azhar Kazmi: Business policy
2. William F. Glueck: Strategic management and business policy
3. Michael Porter: Strategic Management

#### **Reference Books**

1. S.B. Budhiraja&Atheya: Cases in Strategic Management
2. Wheelen&Rangarajan: Concepts in strategic management & Business policy
- Jay.B.Barney& William. S. Hesterly: Strategic Management & Competitive Advantage

#### **Gaps in the syllabus (to meet Industry/Profession requirements)**

##### **POs met through Gaps in the Syllabus**

##### **Topics beyond syllabus/Advanced topics/Design**

##### **POs met through Topics beyond syllabus/Advanced topics/Design**

##### **Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

#### **Direct Assessment**

<b>Assessment Tool</b>	<b>% Contribution during CO Assessment</b>
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes****Mapping of Course Outcomes onto Program Outcomes**

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1, CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

**MT415 Cost Management****COURSE INFORMATION SHEET**

**Course code** : MT415  
**Course title** : Cost Management  
**Pre-requisite(s)** : NIL

**Co- requisite(s)** : NIL  
**Credits** : 3 L:3 T0: P:0  
**Class schedule per week** : 3  
**Class** : MBA  
**Semester / Level** : 2/4  
**Name of Teacher:**

### Course Objectives

This course enables the students:

A.	To impart comprehensive knowledge in field of cost management with understanding of the terminology and concepts in identifying and classifying costs classification of cost.
B.	To give knowledge of different types of cost i.e. Material and Labour and their models and plans.
C.	To give knowledge of Costing Method and understanding the concept of different type of costing and their implication
D.	To impart knowledge of CVP Analysis with understanding of different methods and models
E.	To define as well as explain the concept of Budgetary control system ,standard Costing and variance analysis and its importance , advantages and disadvantage.

### Course Outcomes

After the completion of this course, students will be able to:

CO1.	Apply the Knowledge of cost accounting in the modern economic competitive environment as a member or leader in diverse teams, and in multidisciplinary
CO 2.	Identify Cost centre, opportunities, design and implement innovations in work space according to their impact on business.
CO 3.	Differentiate methods of schedule costs per unit of production and to analyze the profitability resulting from implementing its strategy.
CO 4.	Use the costing system to prepare and analyse production reports where many homogeneous products are manufactured.
CO 5.	Summarize company strategy, and identify the critical role of cost allocation in the analysis of customer profitability and sales variances.

### Syllabus

#### Module 1 Introduction (6 Lectures)

Cost – Meaning, Objective, Elements of Cost, Classification of Cost, Cost Accounting – Meaning, Objective, Installation of Costing System, Cost centre and Cost Unit – Definition & Concept, Objectives and Types, Cost Sheet. Material Cost: Purchase , Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity. Economic Order Quantity,

Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control – Perpetual Inventory System, ABC Method. Methods of Pricing – Specific Price Method, First In First Out, Last in First Out.

### **Module 2 Labour Cost (6 Lectures)**

Direct & Indirect Labour, Work Study, Method Study, Job Analysis and Job Evaluation, Merit Rating, Casuals and Out Workers. Methods of Remuneration - Time Rate System, Piece Rate System, Incentives Plans – Pre-requisites of Good Incentive Plan, Various Incentive Plans – Halsey Premium Plan, Rowan Plan, Taylor's Differential Piece rate System, Merrick's Differential Piece Rate System (Multiple Piece Rate System), Emerson's Efficiency Plan, Bedaux Plan.

### **Module 3 Costing Methods (6 Lectures)**

Job Order Costing - Procedures, Advantages, Limitations, Contract Costing – Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing – Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits, Process Costing vs. Job Costing. Absorption and Marginal Costing Absorption Costing –Meaning and Limitations, Marginal Cost– Definition and Nature. Marginal Costing – Net Profit Under Marginal Costing and Absorption Costing, Difference Between Marginal Costing and Absorption Costing.

### **Module 4 CVP Analysis (6 Lectures)**

Meaning and Relationship, Break Even Analysis – Meaning, Assumptions, Methods of Calculations – Algebraic Method, Graphical Presentation, Contribution – Meaning & Concept, Calculation, P/V Ratio- Meaning & Concept, Calculation. Margin of Safety (MS) – Meaning & Concept, Calculation, Limiting Factor, Angle of Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.

### **Module 5 Budgetary Control and Standard Costing (6 Lectures)**

Budget and Budgetary Control System – Meaning & Concept, Objectives, Advantages, Limitations, Standard Cost – Meaning & Concept, setting of different types of Standards, Standard Costing – Meaning & Concept, Advantages, Disadvantages, Standard Costing Vs Budgetary Control System, Variance Analysis – Material Cost Variance, Material Price Variance, Material Usage Variance, Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance.

### **TEXT BOOKS:**

1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
2. Cost Accounting, M N Arora, Vikas Publication

### **REFERENCE BOOKS:**

1. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
4. Cost Accounting, Charles T Horngren, Pearson Education
2. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning

## Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

### Indirect Assessment –

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

### Mapping between Objectives and Outcomes

#### Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

#### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2,CD4,,CD6
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD4,,CD6
CD3	Seminars	CO3	CD1,CD2,CD4,,
CD4	Mini projects/Projects	CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD3
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

## MT 416 Business Communication -II

### COURSE INFORMATION SHEET

<b>Course code</b>	<b>: MT 416</b>
<b>Course title</b>	<b>: Business Communication II</b>
<b>Pre-requisite(s)</b>	<b>: NIL</b>
<b>Co- requisite(s)</b>	<b>: NIL</b>
<b>Credits: 1</b>	<b>L: 0      T: 0      P: 2</b>
<b>Class schedule per week</b>	<b>: 02</b>
<b>Class</b>	<b>: M.B.A</b>
<b>Semester / Level</b>	<b>: 2/4</b>
<b>Name of Teacher:</b>	

### Course Objectives

This course enables the students:

A.	To analyze and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
B.	To understand the importance of specifying audience and purpose and to select appropriate communication choices.
C.	To interpret and appropriately apply modes of expression, i.e., descriptive, expository, Narrative, scientific, and self-expressive, in written, visual, and oral communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
E.	To develop the ability to research and write a documented paper and/or to give an oral presentation.

### Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Utilize analytical and problem-solving skills appropriate to business communication.
CO3	Participate in team activities that lead to the development of collaborative work skills.
CO4	Select appropriate organizational formats and channels used in developing and presenting business messages
CO5	Communicate via electronic mail, Internet, and other technologies and deliver an effective oral business presentation.

### Syllabus

**Module 1 Introduction to Business Communication:** (6 classes)

**Oral communication:** Nonverbal communication, video conferencing, listening skill, public speaking, Body Language, postures and gestures, handshakes, gaze, smiles, hand movements, voice modulation, Eye contact, use of expression.

**Module 2 Written communications:** (6 Classes)

circulars, notices, memos, agenda and minutes of meeting, report writing, Creative writing, framing advertisement, slogans, captions, preparing press notes, resume writing, using Facsimiles (Fax), Handling Mail, writing essays, paragraph, summaries.

**Module 3** (6 classes)

Group Discussions, Extempore, Principles of effective speech and presentations, Role playing.

**Module 4 Introduction to managerial writing** (6 classes)

: Writing Business Letters – Formats and Styles of business letters, Types of business letters– Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News &Bad News, Acknowledgement.

**Module 5:** (6 classes)

Various activities will be conducted for overall personality development of students emphasizing on Business communication. (Interpersonal Relational ship, Stress Management, Conflict Management, Time Management)

**Suggested Software**

1. ITELL

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

### Mapping between Objectives and Outcomes

#### Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

#### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2,CD4,,CD6
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD4,,CD6
CD3	Seminars	CO3	CD1,CD2,CD4,,
CD4	Mini projects/Projects	CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD3
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

### MT 417 French Language

#### COURSE INFORMATION SHEET

**Course code** : MT 417  
**Course title** : French Language  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits** : 3 L: 3 T:0 P:0  
**Class schedule per week** : 3  
**Class** : MBA  
**Semester / Level** : 2/4  
**Name of Teacher** :

#### Course Objectives

This course enables the students

<b>A.</b>	To develop the knowledge, understanding and the listening, reading, speaking and writing skills necessary for effective interaction in French.
<b>B.</b>	To explore the nature of languages as systems by making comparisons between French and English, leading to an appreciation of the correct application of linguistic structures and vocabulary.
<b>C.</b>	To demonstrate correct application of linguistic structures and vocabulary.
<b>D.</b>	To develop knowledge of the culture of French-speaking communities
<b>E.</b>	To inculcate an understanding of the interdependence of language and culture, thereby encouraging reflection on their own cultural heritage.

### Course Outcomes

After completion of this course, students will be able to :

CO1.	Recognizes and responds to words, phrases and simple sentences in spoken French.
CO 2.	Identifies and responds to features of written French.
CO 3.	Uses known words in French to interact in everyday activities.
CO 4.	Demonstrates developing writing skills by recognizing and copying French.
CO 5.	Explores ways in which meaning is conveyed in French.

### Syllabus

#### Module 1 (9 Lectures)

Langue Française, Le pronom personnel, Articles définis et indéfinis, Verbes au présent, Se présenter et présenter quelqu'un (salutations formelles et informelles), Nationalités, professions, nombres, Négation, Demander et donner des infos personnelles

#### Module 2 (9 Lectures)

Articles partitifs, expression de la quantité, Les chiffres, Formule de politesse, les heures, les jours de la semaine, les mois de l'année, Adjectifs démonstratifs.

#### Module 3 (9 Lectures)

Trois formes d'interrogation, Utilisation de « est-ce que ? » et « qu'est-ce que c'est ? » quel, quelle etc. L'impératif, Adjectifs qualificatifs (mas/fém., pluriel etc.) et possessifs

#### Module 4 (9 Lectures)

Parler de goûts et des préférences et leurs degrés, Le présent, futur proche, passé récent, Décrire une personne ou un lieu.

#### Module 5 (9 Lectures)

Le passe composé, le futur, l'imparfait. Parler de ses activités quotidiennes, Décrire la ville, des amis, des parents etc.

#### Text Books

1. Jumelage - Niveau-1, Manjiri Khandekar & Roopa Luktuke, Saraswati House Pvt. Ltd. New-Delhi

- Alter Ego-1, Annie Berthet, Catherine Hugot, Véronique M. Kizirian, Béatrix Sampsons & Monique Waendendries, Hachette, Paris

### Reference Books

- Campus- 1, Jacky Girardet & Jacques Pécheur, CLE international, Paris
- Libre Echange- 1, Janine Courtyllon, Geneviève-Dominique de Salins & Christine Guyot-Clément, Didier, Paris

Gaps in the syllabus (to meet Industry/Profession requirements)

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

### Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

#### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

#### Indirect Assessment –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

### Mapping between Objectives and Outcomes

#### Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

### Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method

CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD6
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD6
CD3	Seminars		CO3	CD1,CD2,CD4,,
CD4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

### MT418 German Language

#### COURSE INFORMATION SHEET

**Course code** : MT418  
**Course title** : German Language  
**Pre-requisite(s)** : NIL  
**Co- requisite(s)** : NIL  
**Credits: 3**                **L: 3**     **T: 0**    **P: 0**  
**Class schedule per week** : 3  
**Class** : MBA  
**Semester / Level** :2/4  
**Name of Teacher:**

#### Course Objectives

This course enables the students:

A.	To enable the learners to listen and understand the spoken German language which uses the elementary spoken structures.
B.	To enable the learners to speak and engage in simple dialogues in German.
C.	To enable the learners to read and understand the elementary texts in German.
D.	To enable the learners to write simple sentences and short paragraphs in German.
E.	To expose the learners to the historical, social and cultural aspects of Germany and other German speaking countries.

## Course Outcomes

After the completion of this course, students will be able to:

CO1	Understand familiar, everyday expressions and simple sentences.
CO2	Introduce him/herself and others as well as ask others about themselves and Communicate using simple sentences.
CO3	Read and comprehend basic German sentences relating to routine situations.
CO4	Write simple sentences and short paragraphs in German.
CO5	Identify and deal with social and cultural aspects of Germany and other German speaking countries.

## Syllabus

### **Module 1 (7 lectures)**

Sich begrüßen, sich vorstellen, sich verabschieden und Woher kommen Sie? Ländernamen, Nationalitätsbezeichnung, Das Verb: Präsens – (sein, heissen), Personalpronomen: ich und Sie, Verb + Adjektiv, Das Nomen: Singular und Plural, Zahlen von 1 – 10. Antworten mit Ja / Nein

### **Module 2 (12 lectures)**

Das Alphabet, buchstabieren, Das Verb: haben, schliessen, machen, Fragepronomen, Zahlen von 0- 1,000,000, Personalpronomen, Das Demonstrativpronomen „DAA“, Unterschied zwischen Uhr – Stunde, Negativartikel, Der Artikel: bestimmter und unbestimmter Artikel.

### **Module 3 (6 lectures)**

Reisende im Gespräch, Das Verb: Präsens - (fahren, lesen, nehmen usw.), Vorsilbe und Verb (trennbare Verben), Wortstellung von trennbaren Verben, Präpositionen, Tage – Monate. Erklärung von drei **sie/Sie**, Der Akkusativ, „es gibt/gibt es“.

### **Module 4 (6 lectures)**

Ein Freunde besucht, Das Nomen: Akkusativ-und Dativergänzungen, Das Fragepronomen: Wem?, Possessiv-Pronomen, Präpositionen mit dem Dativ und mit dem Akkusativ, Das Zeitadverb.

Geburtstag feiern, Telefongespräch, Die Uhrzeiten, Modalverben, Das Personalpronomen bei Akkusativ- und Dativergänzungen.

**Module 5 (14 lectures)**

Die Wohnung beschreiben, Ein Zimmer vermieten, Richtungsangaben, Das Demonstrativpronomen: dies, wohen? – wo? – wohin? Präpostionen mit dem Akkusativ oder Dativ, Jahreszahlen, Konjugation von möchten, Der Genetiv, Das Präteritum: sein und haben, Reflexivpronomen, Das Perfekt.

**Text Book:**

1.Heinz Griesbach, Dora Schulz. Deutschsprachlehre für Ausländer, Max Hueber Verlag, München, Germany.(Note: Text pages relevant to the modules will be only dealt with).

**Reference Books:**

1. Hartmut Aufderstrasse, Jutta Müller, Thomas Storz. Lagune: Kursbuch: Deutsch als Fremdsprache - A1-I + II,Hueber Verlag, Ismaning, Germany.
2. Roza Maria Dallapiazza, Eduard von Jan, TilSchönherr. Tangram Aktuell – A1-I + II, Max Hueber Verlag, Ismaning, Germany.

**Gaps in the syllabus (to meet Industry/Profession requirements):**

**POs met through Gaps in the Syllabus:**

**Topics beyond syllabus/Advanced topics/Design:**

**POs met through Topics beyond syllabus/Advanced topics/Design:**

**Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

**Direct Assessment**

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

**Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

**Mapping between Objectives and Outcomes**

**Mapping of Course Outcomes onto Program Outcomes**

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8

1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L
<b>Mapping Between COs and Course Delivery (CD) methods</b>								
<b>CD</b>	<b>Course Delivery methods</b>				<b>Course Outcome</b>	<b>Course Delivery Method</b>		
CD1	Lecture by use of boards/LCD projectors/OHP projectors				CO1	CD1,CD2,CD4,,CD6		
CD2	Tutorials/Assignments				CO2	CD1,CD2,CD4,,CD6		
CD3	Seminars				CO3	CD1,CD2,CD4,,		
CD4	Mini projects/Projects				CO4	CD1,CD2,CD4		
CD5	Laboratory experiments/teaching aids				CO5	CD1,CD2,CD3		
CD6	Industrial/guest lectures							
CD7	Industrial visits/in-plant training							
CD8	Self- learning such as use of NPTEL materials and internets							

### MT 419 Legal Environment for Business

#### COURSE INFORMATION SHEET

**Course code** : MT 419  
**Course title** : Legal Environment for Business  
**Pre-requisite(s)** : Nil  
**Co- requisite(s)** : Nil  
**Credits** : 2 L: 2 T:0 P:0  
**Class schedule per week** : 2  
**Class** : MBA  
**Semester / Level** : 2/4  
**Name of Teacher** :

#### Course Objectives

This course enables the students:

1.	To explain the concept of contract, performance of contract and breach of contract and special types of contract.
2.	To develop the understanding of partnership business
3	To explain rights, duties and dissolution of firm
4	To introduce basics of company act and aware them with company management.
5.	To introduce and explain negotiable instrument act as well as sales of goods act.

## Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyse contract and define the business actions as valid contract, pledge or bailment.
CO2.	Identify critical issues of partnership business and can recognize its rights and duties.
CO3.	Distinguish Public and Private company, explain the duties and responsibilities of the management to run the company business.
CO4.	Define and characterize different negotiable instruments.
CO5.	Develop the idea of sale, distinguish sale and agreement to sell and can explain conditions and warranties.

## Syllabus:

### Module 1 The Indian Contract Act 1872 (2 lectures)

Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

### Module 2 Special Contracts (12 lectures)

Indemnity- Concept, Rights and Duties of Parties, Guarantee- Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge- Concept, Duties and Rights of Parties.

### Module 3 The Indian Partnership Act 1932 (8 lectures)

Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm,

### Module 4 The Companies Act 1956 (5 lectures)

Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus.

### Module 5 The Negotiable Instruments Act 1881 (3 lectures)

Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.

**The Sales of Goods Act 1930:** Introduction and features, Distinction between 'Sale' and 'Agreement to sell', Subject- matter of Contract of Sale, Conditions and Warranties.

## TEXT BOOKS:

- 1 Business Law: One should Know, Ajay Garg, Navi Publication.
- 2 Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill.
- 3 Indian Business Laws, S.K.Aggarawa l& K. Singhal, Galgotia Publications Pvt. Ltd.

## REFERENCE BOOKS

1. Business Law Including Company Law, S.S. Gulsan & G.K. Kapoor, New Age International Publishers.
2. Business Law, Satish B Mathur, McGraw-Hill.
3. Mercantile Law, M.C. Kuchhal, Vikash Publications.
4. Bare Act with short notes/comments (For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers ( India).

**Gaps in the syllabus (to meet Industry/Profession requirements)**

**POs met through Gaps in the Syllabus**

**Topics beyond syllabus/Advanced topics/Design**

**POs met through Topics beyond syllabus/Advanced topics/Design**

### Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

#### Direct Assessment

Assessment Tool	% Contribution during CO Assessment
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Seminar	10

#### **Indirect Assessment –**

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

### Mapping between Objectives and Outcomes

#### **Mapping of Course Outcomes onto Program Outcomes**

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

### **Mapping Between COs and Course Delivery (CD) methods**

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method

CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2,CD4,,CD6
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD4,,CD6
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CD4	Mini projects/Projects	CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD3
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CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		