



छत्रपति शाहू जी महाराज विश्वविद्यालय, कानपुर

CHHATRAPATI SHAHUJI MAHARAJ UNIVERSITY, KANPUR

(पूर्ववर्ती कानपुर विश्वविद्यालय कानपुर)

Formerly Kanpur University, Kanpur – 208024

A Documentary Support

*For*

*Matric No. – 1.1.1*

**Programme Outcomes & Course Outcomes**

*Under the*

**Criteria - I**

**(Curriculum Design and Development)**

**Key Indicator - 1.1**

*In*

**Matric No. – 1.1.1**

**MBA (Part Time)**

  
Co-ordinator  
Internal Quality Assurance Cell  
CSJM University, Kanpur

  
(Registrar)  
C.S.J.M. University  
Kanpur  
REGISTRAR  
C.S.J.M. UNIVERSITY  
KANPUR

**Programme Outcomes (PO)**  
**Programme Specific**  
**Outcome (PSO)**  
**Course Outcomes**

**MBA**

<p><b>Programme Outcomes (PO)</b></p> <p><b>PO1:</b> At the end of the MBA programme, the students will possess the ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business problems.</p> <p><b>PO2:</b> The students will possess the ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.</p> <p><b>PO3:</b> The students will possess the ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions</p> <p><b>PO4:</b> The students will be able to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large</p> <p><b>PO5:</b> The curriculum develops the ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.</p> <p><b>PO6:</b> The programme ensure students to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.</p> <p><b>PO7:</b> The students will be able to identify entrepreneurial opportunities and leverage managerial &amp; leadership skills for founding, leading &amp; managing startups as well as professionalizing and growing family businesses.</p> <p><b>PO8:</b> The students will be able to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.</p>
<p><b>Programme Specific Outcome (PSO)</b></p> <p><b>PSO1:</b> Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.</p> <p><b>PSO2:</b> Graduates of the program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.</p> <p><b>PSO3:</b> Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.</p> <p><b>PSO4:</b> Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.</p> <p><b>PSO5:</b> Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity &amp; innovation, integrity &amp; sensitivity to local and global issues of social relevance and earn the trust &amp; respect of others as inspiring, effective and ethical leaders.</p>

## **MBA PART TIME 3 YEAR SYLLABUS**

### **MBA –PART TIME – SEM I**

<b>101</b>	<b>MANAGEMENT CONCEPT &amp; PROCESSES</b>
UNIT-1	<b>Introduction and Approaches to Management :</b> Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical, Neo-classical and Modern School of Management, approaches to Management, Micro and Macro Environment for Managers, Management levels and Management skills, Functional Areas of Management. Management as Profession
UNIT-2	<b>Planning and Decision Making:</b> Concept, Process, Types and Significance of Planning, Concept, Types and Process of Setting Objectives; Planning Tools, Concept, Process and Managerial Implications of MBO, Concept, Process, Types and Styles of Decision Making, Environments of Decision Making
UNIT-3	<b>Organizing principles and process:</b> Nature, Principles, process and significance of organizing. organizational structure and Design, approach to Organization Design, Departmentation
UNIT-4	<b>Staffing and Directing</b> –Meaning, importance and elements of staffing, Concept, Nature, Scope, Principles of Direction, Manager versus leaders, Leadership Theories, Approaches to leadership, Motivation Concept, Theories and Implications, Communication , Barriers to effective communication
UNIT-5	<b>Controlling :</b> Nature, Process and Aspect of Control, Control Tools and Techniques , Managing Productivity, Quality Control , case studies on relevant issues

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K2) Applying (K4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K4) Analyzing (K5)

CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

**SUGGESTED READINGS:**

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, 'Management -A Competency Based Approach', Thomson South Western, 10th edition, 2007.
4. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective
5. Griffin, Management: Principle & Applications, Cengage Learning
6. P.Subba Rao, Principles of Management, Himalaya Publishing
7. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill

<b>102</b>	<b>MANAGERIAL ECONOMICS</b>
UNIT-1	<b>Nature and Scope of Managerial Economics:</b> Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.
UNIT-2	<b>Utility and Indifference Curve Analysis:</b> Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.
UNIT-3	<b>Demand and Production Analysis:</b> Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or law of variable proportions, Production function with two variable inputs or isoquant, Production function with all variable inputs or Return to scale, Law of supply and classification of cost. Practical Problems.
UNIT-4	<b>Market Structure and Pricing:</b> Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly. Price Determination under Discriminating Monopoly.
UNIT-5	<b>Profit Management:</b> Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and Control.

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Remembering (K1)</li> </ul>
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Applying (K 4)</li> <li>• Synthesizing (K6)</li> <li>• Evaluating (K7)</li> </ul>
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none"> <li>• Comprehending (K 3)</li> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Evaluating (K7)</li> </ul>
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none"> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Synthesizing (K6)</li> </ul>

CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"> <li>• Knowledge ( K 2)</li> <li>• Comprehending (K 3)</li> </ul>
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**SUGGESTED READINGS:**

1. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.
2. Mote, Paul & Gupta-Managerial Economics: Concepts & Cases.
3. D.N. Dwivedi-Managerial Economics
4. D.N. Hague-Managerial Economics.
5. C.I. Savage & J.R. Small-Untroduction to Managerial Economics.
6. C.J. Stocks-Managerial Economics.
7. I.L. Riggs- Economics decision Models.
8. K.L. Cohen & R.M. Cyert-Theory of the Firms.
9. D. Gopalkrishna-A study of Managerial Economics.
10. Brigham and Pappas-Managerial Economics.
11. Habib-Ur-Rehman-Managerial Economics.

<b>103</b>	<b>BUSINESS ENVIRONMENT</b>
<b>OBJECTIVE:</b> This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty.	
UNIT-1	<b>Theoretical Framework of Business Environment:</b> Concept, significance and nature of business environment; Element of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
UNIT-2	<b>Economic Environment of Business:</b> Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.
UNIT-3	<b>Political and Legal Environment of Business:</b> Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.
UNIT-4	<b>Socio-Cultural Environment:</b> Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
UNIT-5	<b>International and Technological Environment:</b> Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions – WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

S. No.	Course Outcome	Bloom's Taxonomy
1	<b>CO1)</b> Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	K3 Comprehending K4 Applying
2	<b>CO2)</b> Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	K5 Analysing



3	<b>CO3)</b> Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	K5 Analysing
4	<b>CO4)</b> Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	K5 Analysing
5	<b>CO5)</b> Understand the international influences on domestic business and measures to be taken for successful global business operations	K2 Knowledge

#### REFERENCES:

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.

<b>104</b>	<b>FINANCIAL ACCOUNTING</b>
UNIT-1	<b>Financial Accounting</b> -scope and importance, meaning, nature and rue of accounting in business, accounting concepts and conventions.
UNIT-2	<b>Accounting Mechanics:</b> basic records, understanding of transactions and related documents, process leading to preparation of trial balance, understanding of P. & L. A/C and Balance sheet of non-corporate entities
UNIT-3	<b>Final Accounts of a Joint Stock Company:</b> Depreciation accounting and policy: company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company as per provisions of Companies Act-2013
UNIT-4	<b>Financial Statements Analysis:</b> Nature, functions and limitations of financial statements, analysis and interpretation of financial statements. Major tools of financial analysis: ratio analysis, capital structure ratios, profitability ratios, activity ratios.
UNIT-5	<b>Indian Accounting Standards:</b> , Introduction to Indian Accounting Standards and IFRS, Preparation of cash flow statements, measurement of business income, Earning Per Share, Techniques of inflation accounting, Recent trends in accounting

S.No	Course Outcome	Bloom's Taxonomy
1	CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

#### SUGGESTIVE READINGS:

1. Accounting for Management: S.K, Bhattacharya and John Dearden,
2. Gupta R.S.: Advanced Accountancy, vol. 1&11,
3. Shukla &Grewal: Advanced Accounts.
4. Botliboi : Double entry book-keeping.
5. Grewal, T.S.: Introduction to Accountancy,

6. Piokles : Accountancy,
7. Kom&Boyd : Accounting.
8. Keige&Keller : Intermediate Accounting.
9. Vlarmanson&Solemson: Accounting: A Programmes Text-Book.
10. Robert Anthony: Essentials of Accounting.
11. Dr. D.C. Sharma & K.G. Gupta: Management accounting.

<b>105</b>	<b>QUANTITATIVE METHODS</b>
UNIT-1	<b>Statistics:</b> Concept, significance and limitations, collection of primary and secondary data, classification and tabulation, Frequency distributions and their graphical representation, Measures of central tendency, dispersion, Measures of skewness and kurtosis.
UNIT-2	<b>Bivariate analysis:</b> Correlation-partial and Multiple, Linear and Multiple regression, and qualitative data-contingency table, Measures of association of attributes. Index numbers, time series-its components and their determination.
UNIT-3	<b>Probability:</b> Definition, additive and Multiplicative Rules, Conditional Probability, Bayes Theorem, Random Variable, Mathematical expectation, Probability Distribution: Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof).
UNIT-4	<b>Sampling and test of significance:</b> Methods of sampling estimates, their Bias and Mean Squared Error, sampling and Non-sampling Errors, Tests of significance. Testing the Means and Standard Deviations for large samples. Tests for the Proportion test for significance of Correlation and Regression Coefficient.
UNIT-5	Chi –Square, test of 'goodness of fit and independence in contingency tables, F-test for a quality of two variances and in analysis of variance.

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.	<ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul>
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul>
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> <li>Applying ( K 4)</li> </ul>

#### SUGGESTED READINGS:

1. Levin, R.I. and Rubin, D; Statistics for Management, New Delhi, PHI.
2. Srivastava, U.K., Quantitative Techniques for business.
3. Kothari, CK., Quantitative Techniques
4. Goon, Gupta and Dasgupta : Fundamentals of statistics
5. Gupta and Gupta : Business statistics

<b>106</b>	<b>COMPUTER APPLICATIONS IN MANAGEMENT</b>
UNIT-1	<b>Introduction:</b> Computer system, Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory, Computer Languages.
UNIT-2	<b>Computer Programs &amp; Software:</b> Programming Concepts, Algorithm and Flowchart, Program Development life cycle, System software and application software. Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System. : Introduction of Windows and Control panel, Computer virus and types.
UNIT-3	<b>Office Management:</b> MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge documents. MS-Excel: Workbook & worksheets, Formulae & functions, Cell references, formatting and working with Data, Charts and graphs. MS-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.
UNIT-4	<b>Networking:</b> Data Transmission, Overview of Computer Network, Types of networks (LAN, WAN and MAN), Network topologies, packet transmission. <b>Internet &amp; Intranet :</b> An introduction to Internet and Intranet, Overview of Internet, Architecture and Functioning of Internet, Web pages, HTML, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, e-mail, and Search engines.
UNIT-5	<b>IT in Business:</b> Role of IT in business, banking, insurance, education and financial accounting.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

**SUGGESTED READINGS:**

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice. New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-line Business Computer Applications. 2<sup>nd</sup> ed., Chicago, Science Research Associates.
4. Estrada, Susan. Connecting to the Internet. Sebastopol. C.A. O' Reilly.
5. Joh, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London. Pinter.\
6. Long, L. Commmputers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. Computers Concepts and Uses. 2<sup>nd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc.

## **MBA –PART TIME – SEM II**

<b>201</b>	<b>BUSINESS LEGISLATION</b>
UNIT-1	<b>Introduction, Indian Contract Act, 1872 :</b> Meaning of Law, Object of law, Indian contract Act, 1872 - Definition of contract, valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency.
UNIT-2	<b>Sale of Goods Act, 1930 :</b> Essentials of a contract of sales conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 - Concept of partnership and its major provisions.
UNIT-3	<b>Negotiable Instrument Act, 1881 :</b> Definition, types and characteristics of promissory note, bills of exchange and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.
UNIT-4	<b>Indian Companies Act, 1956 :</b> Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement in lieu of prospectus, Rights and liabilities of members of company. Company Management : Appointment of directors, power, duties and liabilities of a director and managing director
UNIT-5	<b>Intellectual Property Rights Acts :</b> Meaning of IPR, The Patent Act 1970 -Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, Infringement of patent. The Copyright Act, 1951 - introduction, History, Meaning of copyright, registration of copyright, terms of copyright. Infringement of copyright.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop basic understanding of law of contract	K2 Knowledge
2	CO2) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
3	CO3) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

**SUGGESTED READINGS:**

1. COMPANY LAW BY AUTAR SINGH.
2. Mercantile Law by A.K. Sen.
3. Mercantile Law by N.D. Kanpur.
4. Lectures on Company Law by A.K. Shah.
5. Industrial Law by N.D. Kanpur.
6. Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA, IDRA etc.



<b>202</b>	<b>INDIAN ETHOS &amp; VALUES</b>
UNIT-1	<b>Model of Management :</b> Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption.
UNIT-2	<b>Indian Insight into TQM:</b> Indian Insight into TQM Problems Relating to Stress in Corporate, Management Indian Perspective ; Teaching Ethics.
UNIT-3	<b>Tans-cultural Human Values in Management Education:</b> Tans-cultural Human Values in Management Education Relevance of Values in Management; Need for Values in Global Change – Indian Perspective.
UNIT-4	<b>Values for Managers:</b> Values for Managers; Holistic Approach for Manager; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.
UNIT-5	<b>Secular Versus Spiritual Values in Management:</b> Relationship between law and ethics, Corporate mission statement, CSR, Code of Ethics, Quality management systems.

#### Course Outcomes :

CO1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society

CO2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.

CO3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society

CO4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.

CO5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

#### SUGGESTED READINGS:

1. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill
5. Publishing Company, New Delhi
6. Chakraborty, S.K.: Management by Values, Oxford University Press
7. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill,
8. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House,
9. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House,
10. Joseph Des Jardins, an Introduction to Business Ethics, Tata Mc Graw Hill,
11. S K Chakraborty, Management by Values, Oxford University Press, New Delhi

<b>203</b>	<b>MARKETING MANAGEMENT</b>
<b>UNIT-1</b>	<b>An Introduction to Marketing:</b> Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning.
<b>UNIT-2</b>	<b>Understanding Markets and Consumers:</b> Market Segmentation, Marketing Research Process and Marketing Information System, Consumer Behaviour, Organizational Buying Behaviour..
<b>UNIT-3</b>	<b>Product and Pricing Management:</b> <b>Product Decisions:</b> Meaning and Classification of Product, Product Mix, New Product Development Process, Product Life Cycle, Branding and Positioning. <b>Pricing Decisions :</b> Factors affecting Pricing, Pricing objectives and strategies,
<b>UNIT-4</b>	<b>Distribution and Promotion Management:</b> <b>Distribution Decisions:</b> Channel design and Management, Logistics, Whole selling and Retailing. <b>Promotion Decisions :</b> Promotion Mix, Integrated Marketing Communications, Introduction to Advertising, Sales Promotion, Public Relations Sales Management and Personal Selling.
<b>UNIT-5</b>	<b>Contemporary issues in Marketing:</b> <b>Rural Marketing ,Services Marketing, Online and Social Media Marketing and other current issues in Marketing.</b>

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none"> <li>Remembering ( k1)</li> <li>Knowledge ( K 2)</li> </ul>
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none"> <li>Synthesizing ( K6)</li> <li>Comprehending(K3)</li> </ul>
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none"> <li>Applying ( K 4)</li> </ul>
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> </ul>
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>

#### SUGGESTED READINGS:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg Cengage Learning.

3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit,
4. Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
5. Czinkota, Miachel, Marketing Management, Cengage Learning.
6. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
7. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
8. Neelamegham, S.,Marketing in India: Text and Cases, Vikas Publishing House.
9. Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House.

Note: Latest edition of the readings may be used.

<b>204</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
UNIT-1	<b>Introduction :</b> Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Manager, HRM in Indian scenario.
UNIT-2	<b>Recruitment and Selection :</b> HR planning, Job Analysis, Recruitment and Selection. Transfer and Promotion.
UNIT-3	<b>Human Resource Development :</b> Concept. Goals of HRD, Training and Development- concept, process and techniques; Performance Appraisal - Concept, Process, Techniques.
UNIT-4	<b>Managing Employee Relations:</b> Labour relation, industrial disputes and resolution, collective bargaining, employee welfare and social security, Employee grievances and their redressal, Worker's participation in Management.
UNIT-5	<b>Contemporary Issues in HRM :</b> Employee compensation concept, factors affecting employee compensation, components of employee compensation, knowledge management, Human Resource Information System, issues of HRM in multinational organizations

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4.Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

**REFERENCES:**

1. Human Resource Management-V.S.P. Rao
2. Human Resource Management-Keith Davis
3. HRD Practices-Bhatia B.S., Verma H.L.
4. Human Resource Management K. Aswasthapa
5. Personnel Management Mamoria.

<b>205</b>	<b>ORGANIZATIONAL BEHAVIOR</b>
UNIT-1	<b>Introduction :</b> Organizational Behaviour - Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B, Models of O.B.
UNIT-2	<b>Individual Behaviour :</b> <b>Values :</b> Importance, types, values across culture <b>Attitudes :</b> Types, cognitive dissonance theory, measuring attitude. <b>Personality :</b> Meaning, determinants, traits, major personality attitudes influencing O.B. <b>Perception -</b> Meaning, factors influencing perception, person perception.
UNIT-3	<b>Group Behaviour:</b> The Group Behaviour Foundations of Group Behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making, Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players.
UNIT-4	<b>Organizational Development:</b> Concept, Scope, practice and process of organizational Development interventions, Personal, Interpersonal, group process ,in Organizational development, Team Building and team development
UNIT-5	<b>Key issues in Organizational Behaviour :</b> Organizational culture - Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture. Organizational change, forces for change, resistance to change, managing organizational change.

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

#### REFERENCES:

1. Organizational behaviour-Concept, Contevercis Applications-Steohe Robbins.
2. Organizational Behaviour-Fred Luthans

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

3. Organizational Theory and Behaviour- R.a. Sharma
4. Organizational Bheaviour-K. Aswasthapa

<b>206</b>	<b>RESEARCH METHODOLOGY</b>
UNIT-1	<b>Introduction to Research</b> :Nature, Objectives , Significance and Types of Research. Ethical Issues in Research. Steps in research process.Research Problem formulation. <b>Research Design</b> :Exploratory, Descriptive and Experimental Research designs.
UNIT-2	<b>Data Collection and Sampling:</b> Data types , measurement and methods of data collection; Sources of Error. Basics of Sampling Theory, Probability and Non-Probability Sampling,
UNIT-3	<b>Data Analysis:</b> Processing : Classification and coding, Tabulation. Analysis: Measures of Relationship, Problems in processing; Use of EXCEL and SPSS in data analysis.
UNIT-4	<b>Hypothesis Testing</b> :Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis ‘Z’test, ‘t’test,’f’test, Chi square test and ANOVA
UNIT-5	<b>Advance Techniques of Data Analysis and Research Communication:</b> Introduction to Discriminant Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis. Types of Reports, Format of research report, Documentation, Data and Data Analysis Reporting , Precautions in report writing, Footnoting,Bibliography and Index Preparation.

Course Outcomes	Blooms Taxonomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques	<ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul>
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul>
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>

#### SUGGESTED READINGS:

1. Fowler, Floyd JJr., Survey Methods, 2nd ed., Sage Pub.,
2. Fox, LA. and P.E. Tracy: Randomized Response: A Method Of Sensitive Surveys, Sage Pub.,
3. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, .
4. Golden-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub.,
5. Salkind, Neil I, Exploring Research, 3rd ed., Prentice-Hall, NJ.



### **MBA –PART TIME – SEM III**

<b>301</b>	<b>BUSINESS COMMUNICATION</b>
UNIT-1	<b>Communication</b> :Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication, Need of effective communication in business.
UNIT-2	<b>Communication Skills</b> :Concept, Humor in communication, Interpersonal communication, Communication skills and leadership. Verbal and Non Verbal Communication, written and oral , body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing, behavior, smile. Listening Skills: Process, Types, Barriers, Importance, essentials of good listening.
UNIT-3	<b>Business letters:</b> Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints. Internal Communication: letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, letters from top management, Reminders and follow up, Employee newsletters.
UNIT-4	<b>Mass Communication:</b> Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report., modern modes of communication, cross cultural communication
UNIT-5	<b>Interview:</b> Types of Interview, Job interview, Telephonic interview, Conducting the Interview, sending a job application, Preparation of Resume, Group discussion. Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, communication policy and Ethical dimensions.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

**SUGGESTED READING:**

1. Lesikar&Pettet, Business Communication. :
2. (All India Traveliers Book Sellers)
3. Hill &Bovee, Business Communication (McGraw Hill).
4. Korlahalli: Business Communication, Sultan Chand & Sons.
5. Rai & Rai, Business Communication Himalays Publishing House.
6. S.K. Basandra, Computes för Manager (Global Business Proca)
7. G. Danta, Information in Enterprise (Prentice Hall of India).
8. S. Kishore, What every Manager should (Tata McGraw Hill) know about Computers.

<b>302</b>	<b>FINANCIAL MANAGEMENT</b>
UNIT-1	<b>Introduction :</b> Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions, <b>Financial Planning :</b> Objectives and considerations, capitalization - Over and under capitalization, Financial Forecasting.
UNIT-2	<b>Capital Structure :</b> Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance.
UNIT-3	<b>Working Capital :</b> Concept, Importance and Determinants, Sources of Working Capital Finance. <b>Cash Management:</b> Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques.
UNIT-4	<b>Cost of Capital :</b> Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting
UNIT-5	<b>Dividend and Dividend Policy :</b> Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend Policy, Stable DividendPolicy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concept / Modelsof Corporate Finance and Governance	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering(K1)</li> </ul>
2.	CO2 Understand the practical application of time valueof money and evaluating long term investment decisions	<ul style="list-style-type: none"> <li>• Analyzing (K5)</li> <li>• Evaluating(K7)</li> </ul>
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> <li>• Analyzing(K5)</li> <li>• Synthesizing(K6)</li> </ul>
4.	CO4 Understand the use and application of different models for firm's optimum dividend pay-out.	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
5.	CO5 Understand the recent trends of mergers and acquisition and its valuation	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Synthesizing (K6)</li> </ul>

**REFERENCES:**

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

<b>303</b>	<b>MANAGEMENT ACCOUNTING</b>
<b>OBJECTIVE:</b> The thrust of this course makes the student conversant with the three types of information generated within an organization viz full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.	
UNIT-1	<b>Introduction:</b> Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system
UNIT-2	<b>The Elements of Cost:</b> direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics
UNIT-3	<b>Marginal costing :</b> Marginal costing/Variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept
UNIT-4	<b>Budgetary Control :</b> Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process, Zero Based Budgeting, Performance and Program Budgeting
UNIT-5	<b>Standard costing :</b> Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing, Activity Based Costing, Target Costing, PLC costing, Cost Audit

2. 3.

S. No.	Course Outcome	Bloom's Taxonomy
1	It clears the basic concepts of various terms related to management accounting.	knowledge
2	Analysis & Interpretation of Financial Statements → It includes the vertical financial statements with different analytical methods which helps students to know how to study the financial statements, make comparisons between current year and previous years and draw proper interpretations.	Apply
3	Ratio Analysis → It is one of the analytical method which helps the students to carry out the study of financial statements in the form of ratio and such study is more expressive.	Apply

**SUGGESTED READING:**

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noor and R.K, Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Indian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accounting.
6. GordeonShillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th edition, 1980).

<b>304</b>	<b>PRODUCTION &amp; OPERATION MANAGEMENT</b>
UNIT-1	<b>Introduction:</b> nature & Scope of Production Management, Production as a sub system of the organisation, interrelationships with other functions, Role of models in production management operations strategies.
UNIT-2	<b>Forecasting:</b> designing products services & processes, Production planning, Plant location, Plant layout planning & concepts,
UNIT-3	<b>Job design:</b> work measurement, methods analysis, compensation production standards.
UNIT-4	<b>Inventory Control:</b> Concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis, EQQ models, Stores Control, codification & classification warehousing waste disposal.
UNIT-5	<b>Quality control:</b> Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO.

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Comprehending (K3)</li> <li>• Remembering (K1)</li> </ul>
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"> <li>• Knowledge (K2)</li> <li>• Remembering (K1)</li> <li>• Applying (K4)</li> </ul>
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"> <li>• Comprehending (K3)</li> <li>• Applying (K4)</li> </ul>
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"> <li>• Analyzing (K5)</li> </ul>
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"> <li>• Synthesizing (K6)</li> <li>• Evaluating (K7)</li> </ul>

#### SUGGESTED READINGS:

1. Buna, E.S.: Modern Production Management.
2. Myers A.: Production Management.
3. Adam, E. Sr. & Ebert, R.: Production & Operations Management Concepts Models & Be
4. Dutta, A.K.: Materials Management,
5. Srinivasan, A.V Japanese Management.

<b>305</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
UNIT-1	<b>Introduction to International Business: Nature and Scope.</b> Of International Business. Process of Internationalization, Theories of Internationalization, Rationale of International business – Bases of International Trade.
UNIT-2	<b>International Socio-cultural and Political environment:</b> Types of political systems, Nature of Political Risks and Management of Political risks, Cultural differences, Cross cultural Management, Dimensions of culture across the world.
UNIT-3	<b>International Economic Environment:</b> Foreign Investment Theories, Current trends in Foreign Investment inflows – comparison between India and other developing nations, Protectionism and trade barriers, Major International economic institutions- WTO, World Bank, IMF, and UNCTAD
UNIT-4	<b>Technology and Intellectual Property rights:</b> Technological environment, Problems in transfer of technology, Concept of IPR, IPR violations and protection, Environmental Issues in International business – Globalwarming and its impact on business, Stands taken by Developed and Developing countries.
UNIT-5	<b>Miscellaneous current issues in International Business:</b> International Trade blocs and Regional Economic Co-operations, India's relations with and participation in Trade Blocs, Organization structures for International Business, International Negotiations, Competitive advantage and Strategic International Management.

#### Course Outcomes:

CO1. Explain the concept of the various constituents of environment and their impact on businesses.

CO2. Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.

CO3. Analyse the principle and the different exchange rate regimes' impact on businesses.

CO4. Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO).

#### SUGGESTED READINGS:

1. Albaum Duerr - International Marketing and Export management (Pearson)
2. Cherunilam F – International Business (PHI)
3. Hill C.W. - International Business (McGraw Hill)
4. Daniels - International Business (Pearson)
5. Joshi, R.M., International Business, (Oxford University Press)
6. Jaiswal- International Business (Himalya)
7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons)



<b>306</b>	<b>OPERATION RESEARCH</b>
<b>UNIT-1</b>	<b>Introduction to Operation Research:</b> Decision making through OR, Nature & Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.
<b>UNIT-2</b>	<b>Programming techniques:</b> Linear programs and applications, Linear programming graphical methods, Simplex methods, minimization problems, artificial variables problems, Concepts of duality, Sensitivity analysis.
<b>UNIT-3</b>	<b>Transportation&amp; Assignment Problems, Game Theory:</b> Two Person Zero sum games, Mixed Strategies.
<b>UNIT-4</b>	<b>Network and simulation:</b> PERT and CPM, markov Analysis, Brand Switching, simulation concepts and applications, decision theory
<b>UNIT-5</b>	<b>Inventory and Queuing theory:</b> Inventory and waiting line concept, Inventory control, Deterministic models, Queuing models.

**Course Outcomes:**

CO1 Identify and develop operational research models from the verbal description of the real system.

CO2 Understand the mathematical tools that are needed to solve optimisation problems.

CO3 Use mathematical software to solve the proposed models.

CO4 Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management Engineering

**SUGGESTED READINGS:**

1. Taha, H.; Operations research, New York, Macmillan.
2. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall.
3. Theirouf and Klekamp; Decision Through Operations Research, New York, John Wiley.
4. Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Machmillan.
5. U.K. Srivastava: Quantitative Techniques.
6. Wanger: Principles of Operations Research.
7. Kothari, C.K.: Quantitative Analysis for Business
8. Kanti Swaroop: Operations Research.
9. Bieraman and others: Quantitative Analysis for Business.
10. Ackoff & Saisini: Fundamentals of Operations Research
11. Vohra, N.D.: Quantitative Techniques in Management.

## **MBA –PART TIME – SEM IV**

<b>401</b>	<b>E-COMMERCE</b>
<b>UNIT-1</b>	<b>E-Commerce:</b> Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.
<b>UNIT-2</b>	<b>Electronic Payment System:</b> Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.
<b>UNIT-3</b>	<b>E-Business Applications &amp; Strategies:</b> 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.
<b>UNIT-4</b>	<b>Security Threats to E-Commerce:</b> 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
<b>UNIT-5</b>	<b>E-Commerce security considerations:</b> E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008

### **Course Outcomes:**

CO1: Understand the basic concepts and technologies used in the field of management information systems;

CO2: Have the knowledge of the different types of management information systems;

CO3: Understand the processes of developing and implementing information systems;

CO4: Be aware of the ethical, social, and security issues of information systems;

### **REFERENCES:**

1. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.
2. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: Mastering the internet, BPB Publication, New Delhi.
4. Diwan, Parg and Sunil Sharma: Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S: On-line Marketing Hand Book, Van Nosttrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minol and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerec, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to internet, Tata McGraw Hill, New Delhi.
10. O'Brein J: Management Information Systems, Tata McGraw Hill, New Delhi.

<b>402</b>	<b>PROJECT MANAGEMENT &amp; ENTREPRENEURSHIP</b>
<b>UNIT-1</b>	<b>Entrepreneur &amp; Entrepreneurial development-</b> Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation.
<b>UNIT-2</b>	<b>Functions of an entrepreneur-</b> Types of entrepreneurs- Entrepreneur- Entrepreneur and Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs-Developing women entrepreneurs – recent trends
<b>UNIT-3</b>	<b>Entrepreneurial Development Programmes (EDPs):</b> Need and objectives of EDP- Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).
<b>UNIT-4</b>	<b>Concept of a Project &amp; Project Management-</b> Characteristic features of a project- Project life cycle and its different phases- Project feasibility study- Market feasibility- Technical feasibility-Financial feasibility- Prerequisites for successful implementation of projects.
<b>UNIT-5</b>	<b>Evaluation and appraisal of projects-</b> Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals

**Course Outcomes:**

CO 1: Conceptual knowledge about the procurement and sourcing management

CO 2: Understanding of the processes of sourcing management

CO 3: Competency to vendor selection and rating

**SUGGESTED READINGS:**

1. Prasanne Chandra-Projects Preparation, Appraisal, Budgeting and Implementation
2. (TM).
3. S. Chaudhary-Project Management (TM! !).
4. Gopal Krishnan and Ramamurthy: Project Management Handbook (MC Milan).
5. T. Lucey: Investment Appraisal Evaluating Risk and Uncertain Things (CIMA).
6. C. Sttaffork: Project Cost Control using Networks (CIMA).

<b>403</b>	<b>MANAGEMENT OF FINANCIAL INSTITUTIONS (FINANCE GROUP)</b>
<b>COURSE OBJECTIVE:</b> The basic objective of the present course is to familiarize the students with financial institutions and financial services which are useful to manager in financial decision making.	
UNIT-1	<b>Capital formation and economic problems:</b> Capital formation economic problems of capital formation money and capital markets, Recent trends in capital formation and money and capital markets in India, Money market and capital market instruments.
UNIT-2	<b>Management of commercial banks-</b> functions, organization, Management of deposits, Management of liquidity, Management of security. Investment Management of income-Profitability and Profit Planning.
UNIT-3	<b>Management of Development Banks and Investment banking Institutions in India-</b> Nature, Functions and role of All India Development Banks, Resource Planning in Indian Development banks, Management of funds, policies, Practices of development banks regarding loans, underwriting & security investment.
UNIT-4	<b>Merchant Banking–</b> Introduction guidelines, Equity & Debt capital, cumulative preference shares and floatation bonds, management of capital issues-pressure & post issue activities, underwriting & Brokerage/Pricing and Marketing of Public Issues.
UNIT-5	<b>Foreign Capital:</b> Raising Foreign Capital, venture capital leasing, Hire Purchase Factoring, company fixed deposits, commercial paper Bill Discounting, Inter Corporate Divestments Credit Rating.

#### Course Outcomes:

CO 1 Determine the need of financial system and describe how and why financial system works.

CO2 Have a practical understanding of various financial institutions and their functioning

CO 3 Have a practical understanding of RBI, its functioning, provision and operations and also able to understand various financial planning like credit and monetary planning

CO 4 Understand money market, its different types and its functioning.

#### SUGGESTED READINGS:

1. Srivastava, R.M. : Management of Indian Financial Institutions (MPH).
2. Bhole. L.M. : Financial Markets and Institutions (Tata McGraw Hill).
3. Jaccles, etc.: Financial Institutions (Irwin).
4. Yeager & Seitr : Financial Institutions Management (Peston).

<b>404</b>	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT (FINANCE GROUP)</b>
<b>COURSE OBJECTIVE:</b> This course aims at to equip the student, with the broad bases. knowledge relating to corporate securities and stock markets. II:, emphasis will be on problems relating to management of investment portfolio.	
UNIT-1	<b>Introduction:</b> Nature and scope of investment management. definition and scope of investment, investment media, capital markets, sources of investment information's. interpretation of investment information-share price quotations news items on markets, interpretation of economic and other data. various types of risks associated with investment.
UNIT-2	<b>Indian Financial Market:</b> Indian financial system, structure financial markets and financial institution, new issue markets and stock exchanges in India. mechanics, of floating new issues and mechanics of trading in stock exchange, types of securities fixed income securities government and quasi government securities instruments. Types of equity, identifying growth shares turnaround an scrips etc .. equity market indices.
UNIT-3	<b>Analysis:</b> Investment analysis and forecasting of stock prices. Fundamental analysis, economic analysis, industry analysis company analysis: technical analysis.
UNIT-4	<b>Portfolio construction:</b> Portfolio Management-construction of portfolio, Markowitz approach sharps approach, CAPM Approach.
UNIT-5	<b>Mutual Funds-types and objectives:</b> Mutual Funds-types und objectives. organization am! structure real state and bullion. meaning and reasons for investing in real estate housing finance in India investment in gold and silver and investment in collectibles.

#### Course Outcomes:

CO 1 Have a broad understanding about Indian Securities Markets and Operations of Indian Stock Market, New Issue Market; Listing of Securities, Cost of investing in securities

CO 2 Interpret the Mechanism of investing; investment process; market indices, Objectives of security analysis; investment alternatives, recent developments in the Indian stock market.

CO 3 Compare the Different Types of Financial Securities -Financial securities – characteristics and types, valuation theories of fixed and variable income securities

CO 4 Evaluate the government securities; non-security forms of investment; real estate investment; investment instruments of the money market

#### SUGGESTED READING

1. Piyush Ranjan Agrawal, Mutual Funds: A Comprehensive approach (Pub : Orient Law House, New Delhi)
2. Preeti Singh : investment Management.
3. Sinha, Hemalatha and Balkrishna : Investment Management (IFMR)
4. Publications of Stock Exchange (directories, etc)
5. Grahon, Dot and Cottle : Security Analysis Principles and Techniques (McGraw Hill)
6. Sharma, M.L.L. : Financial Appraisal of Investment Corporations in india
7. Badger and cuthman : Investment Principles and Practices.
8. Bhalla, VK : Investment management (S. Chand)
9. Fisher and Jorden : Security Analysis and Portfolio Management (Prantice hall)
10. Amline, F.: Investments (Prantice hall)
11. Elton L.J. and Gruber , M.L. : Modern Portfolio Theory and Investment Analysis(John Wilay)
12. Sharps, W.: Investment Analysis and Management (Harper and How)
- Clark F.J. : Investment Analysis and Management (Mc Grow - Hill)

<b>405</b>	<b>MARKETING RESEARCH &amp; CONSUMER BEHAVIOUR</b>
<b>COURSE OBJECTIVE :</b> To develop an understanding of consumer behaviour in the market place. To develop the thinking of the future marketing executives about the nature of research in marketing to develop their ability to conduct evaluate, use & parent research finding.	
UNIT-1	<b>Introduction to the marketing research process-</b> Scope of Marketing Research procedure, Phases in Marketing Researching procedure.
UNIT-2	<b>Selected application of Marketing Research:</b> Product Research, Advertising Research, Market & Sales Analysis
UNIT-3	<b>Consumer Behavior and Decision Making:</b> Understanding of Consumer behavior Consumer decision making process high instrument decision process.
UNIT-4	<b>Social cultural environment Cross Cultural influences:</b> and Social cultural environment economic demography cross cultural & sub cultural influences social stratification, Reference Group & family references, life style research & Marketing strategy Psychological foundation learning & Behaviour, modification information processing.
UNIT-5	<b>Models of Consumer Decision Making:</b> Models of Consumer Decision making. Consumer Protection Act, 1986.

#### Course Outcomes:

CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.

CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities

CO3. Be able to demonstrate how concepts may be applied to marketing strategy.

CO4. Apply an IMC approach in the development of an overall advertising and promotional plan.

CO5. Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign

#### SUGGESTED READINGS:

1. Boyd Westfall & Starch Marketing Research
2. Luck & Rupin Marketing Research
3. Engell & Blackwell; Consumer Behaviour
4. Scheffman & Kanuh; Consumer Behaviour

<b>406</b>	<b>INTERNATIONAL MARKETING</b>
UNIT-1	<b>An introduction to International Marketing:</b> Nature, scope and significance of International Marketing. Global trends in International business, India's role in the international trade. International vs. domestic marketing. International marketing environment.
UNIT-2	<b>International marketing tasks:</b> International marketing research, Consumer behaviour across cultures, Marketing segmentation strategies, Market analysis and international market entry strategies.
UNIT-3	<b>Product and pricing strategies:</b> new product development, International brand management, brand positioning, International product life cycle, product standardization vs adaptation. Factors influencing International pricing, Retrograde pricing, transfer pricing, dumping,
UNIT-4	<b>Distribution and Promotion strategies:</b> International channel selection, freight forwarding, drop shipping, marine insurance, International advertising, trade fairs and exhibitions.
UNIT-5	<b>The Indian context:</b> Export financing, Methods of payment, Letter of credit, highlights of current EXIM policy, key documents required, Government incentives and institutional support for exporters.

#### Course Outcomes:

CO1 To provide students with insights into certain issues in international marketing:

CO2 To what degree and in what ways is international marketing different from "domestic" marketing?

CO3 What are the key developments in the international marketing environment?

CO4 What are key sources of competitive advantage creation by applying international marketing practices?

CO5 To focus on the central strategic issues in international marketing - standardization vs adaptation; alignment of business strategy and marketing strategy; search for competitive advantage in the global markets;

CO6 To propose a decision-based approach to international markets analysis and market entry and development.

#### SUGGESTED READINGS:

1. Keegan, W., Global Marketing, (Pearson Education)
2. Cateora, Gilly & Graham, International marketing (McGraw-Hill)
3. Srinivasan, R., International Marketing (PHI)
4. Varshney and Bhattacharya, International Marketing Management (Sultan Chand)
5. Shaw and Onkvisit, International Marketing (Prentice Hall)

(Note: Latest editions of all the readings are desirable.)



<b>407</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>
UNIT-1	<b>HRD Macro Perspective:</b> Concept and Significance; HRD evolution and growth; difference between HRD and Human Development; Approaches to HRD - Systems Approach; Activity Areas of HRD; Strategic HRD concept; Behavioral Science and HRD
UNIT-2	<b>HRD Micro Perspective:</b> HRD Process; Difference between Training, Development & education.; HRD Sub systems – Training, Performance and Potential Appraisal, Competency Mapping and Career Planning, Quality Circles, Feedback and Performance Coaching, Rewards, Quality of Work Life, Work life Balance, PCMM, Balanced Score Card
UNIT-3	<b>Organizing HRD Functions:</b> HRD structure and functions; Role and competencies of HRD professionals, Challenges to HRD professionals; HRD for Workers, Technology and HRD, Culture building for HRD; HRD climate: OUTPACE; Designing and developing effective HRD systems; Implementing HRD programs
UNIT-4	<b>Learning and HRD:</b> Concept and Theories of Learning; Individual Differences in the Learning Process; Evaluation and measuring of Learning; Knowledge Management; Organizational Learning: Concept and Significance; Building learning organizations; HRD Audit; Concept and Evolution of HR Analytics.
UNIT-5	<b>Organizational Development &amp; HRD:</b> Concept and significance; Organizational effectiveness and HRD; HRD Interventions; HRD practices in manufacturing and services sector; Employer branding and other emerging trends; Issues and Challenges of HRD In cross, cultural environment for Global workforce.

#### Course Outcomes:

CO1: To understand key functions in management as applied in practice.

CO2: To understand in more specific management related areas from planning till controlling.

CO3: To understand about the authority and responsibility, and different organizational structure.

CO4: To understand about the role of leadership, motivation and communication in an organization.

CO5: To understand the importance of globalization and diversity in modern organizations

#### SUGGESTED READINGS :

1. Nadler, Leonard, Corporate Human Resource Development, Van No strand Reinhold/ASTD, New York.
2. T.V.Rao, Human Resource Development, Sage Publications, New Delhi.
3. T.V.Rao and UdaiPareek, Designing and Managing Human Resource Systems, Oxford and IBR Pub., Ltd., New Delhi.
4. T.V.Rao, HRD Audit, Sage Publication, New Delhi.
5. T.V.Rao, HRD: Experiences, Interventions and Strategies, Sage Publications, 1996, New Delhi.
6. Peter Senge, Malcolm Warrant, Training for Results, Addison Wesley Pub.Co., London.
7. Arun Sekhri, Human Resource Planning and Audit, Himalaya Publishing House, Mumbai.
8. D.K. Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
9. Hamel, Prahalad, Competing for the Future, Tata McGraw Hill Edition, New Delhi.
10. Steven J Stein and Howard Book, The EQ Edge: Emotional Intelligence and Your Success, McMillan, New Delhi



11. Nimit Chowdary and Bhagwati Prasad Sarawat,,Organizational Culture and Human Talent, McMillan, New Delhi.
12. Greaves, Jim, Strategic Human resource Development, Sage publications, London.
13. Raman,T.,Knowledge Management: A Resource Book, Excel Books, ND.

<b>408</b>	<b>MANPOWER POLICY AND PLANNING</b>
<b>COURSE OBJECTIVE:</b> To acquaint the students with techniques and practices in the areas of manpower planning, recruitment and selection and training and development of human resources.	
UNIT-1	<b>Basics in HR Policy:</b> Concept, Aims and Objectives of HR strategy and policy, developing HR Strategies and policy, Mechanism for policy formulation, Types of HR Policy and responsibilities
UNIT-2	<b>Basics in HR Planning and resourcing:</b> Macro level scenario of HR Planning, Need for HR Planning, Steps in HR Planning, Importance, Obstacles in HR Planning, Effective decision making, Linkage of HR Planning with other HR functions.
UNIT-3	<b>HR Forecasting:</b> Introduction, Need for Forecasting, steps in forecasting, Demand and supply forecasting, Demand forecasting techniques, Benefits of forecasting, Issues of shortages and surplus.
UNIT-4	<b>Action Plans:</b> Retention, Talent Management, Practices and Process, Training, Redeployment staffing, HR Inventory, Currier Planning and Succession planning, carrier development, recent trends and HR Planning.
UNIT-5	<b>Measurement of HR Planning:</b> HR Audit, Introduction, definition, Process of HRA, Need and Significance, Objectives for HRA, Advantages, Methods of HRA

**Course Outcomes:**

CO1: Integrated perspective on role of HRM in modern business.

CO2: Ability to plan human resources and implement techniques of job design

CO3Competency to recruit, train, and appraise the performance of employees CO4:

Rational design of compensation and salary administration

CO5: Ability to handle employee issues and evaluate the new trends in HRM

**SUGGESTED READING:**

1. Mamoria, C.B. & others, Dynamics of Industrial Relaions, (H.P.H.)
2. Patten, Thomas H, Manpower Planning and the Development of Human Resources, Wiley Interscience,a division of John Wiley & sons, New York.
3. Daniel H Gray, Manpower Planning-An approach to the problem, Institute of Personnel Management,80 Fetter, London- EC 4.

## **MBA –PART TIME – SEM V**

<b>501</b>	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>
<b>OBJECTIVE:</b> To provide an understanding of the integration of the functional areas and to provide a top management perspective. After Studying this course the students must be able to correlate the conceptual knowledge of management with the currentreal world of business. It is a case based paper.	
UNIT-1	<b>Foundations of Strategic Management:</b> Introduction to Strategic Management, Hierarchy of Strategic Intent, Strategic Management for Sustainability.
UNIT-2	<b>Strategy Appraisal:</b> Environmental Appraisal, Organizational Appraisal. (Relevant Case Studies)
UNIT-3	<b>Strategies at Deferent level:</b> Corporate-level Strategies, Business-level Strategies. (Relevant Case Studies)
UNIT-4	<b>Pursuing Strategies:</b> Methods for Pursuing Strategies & Strategic Analysis & choice.(Relevant Case Studies)
UNIT-5	<b>Implementation Evaluation &amp; Control:</b> Activating Strategies, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.(Relevant Case Studies)

### **Course Outcomes:**

CO 1: Knowledge of Talent Management Processes

CO 2: Understanding for analysis of the impacts of Talent management in the organization

CO 3: Competency to implement Talent Management practices

CO 4: Competency to develop leadership qualities among subordinate

CO 5: Knowledge about the reward system to support Talent management

### **SUGGESTED READINGS:**

- 1, AnsoffH.1. "Corporate Strategy" McGraw-Hill, New York.
2. Gluaek W.F. &Jauch L.R, "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York,
3. Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi,
4. Thomas J.G. "Strategic Management: Concepts, Practice & Cases" Harper & Row, New York,

<b>502</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>
<b>UNIT-1</b>	<p><b>Management Information System:</b> Definition, basic concepts, framework, role &amp; need of MIS.</p> <p><b>Organization and Information Systems:</b> Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.</p>
<b>UNIT-2</b>	<p><b>Data processing systems:</b> retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue.</p> <p><b>Data sources and data management:</b> Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DDL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.</p>
<b>UNIT-3</b>	<p><b>System Concept:</b> System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.</p>
<b>UNIT-4</b>	<p><b>Kinds of Information Systems:</b> Transaction Processing System (TPS) - Office Automation System (OAS) -Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS).</p>
<b>UNIT-5</b>	<p><b>Security and Ethical Challenges:</b> Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cybertheft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.</p> <p><b>How Organizations affect Information Systems:</b> Decisions about the Role of Information Systems, Information Technology Services, Why Organizations Build Information Systems, The Systems Development Process, How Information Systems affect Organizations, Economic Theories, Behavioral Theories</p>

Be able to understand the importance of information management in business and management.

To understand and formulate different types of information systems in business

Be able to apply the theory and concepts in practical with help of software

To apply various security and ethical issues with Information Systems

To synthesize applications on Spread sheet and database software

#### SUGGESTED READINGS:

1. James A.O. Brien: Management Information Systems a managerial End uses perspective.
2. Surduck R.G : Information Systems for Modern Manager.
3. Tony Gunton: Infrastructure: building a framework for Corporate Information

handling.

4. Gorden B. Davis : Management Information System.
5. Lucas: Information Systems concepts for Management.

<b>503</b>	<b>FINANCIAL DECISION MAKING</b>
<b>COURSE OBJECTIVE:</b> The basic objective of this course is to expose the students to the deeper side of financial management. The emphasis will be on advanced techniques of financial decision making and control.	
UNIT-1	<b>Investment Decisions:</b> Complex investment decisions, investment timings and duration Replacement of an existing and, investment decision under inflation, capital rationing.
UNIT-2	<b>Mergers and Take Overs:</b> Capital Investment Decisions mergers and takes overs, types combinations, motives and benefits of mergers, analysis of mergers, merger negotiations, coverage by regulations of mergers and take overs in India
UNIT-3	<b>Dividend decisions, Models and Policies:</b> Dividend decisions dividend theories, dividend models for relevance and irrelevance, forms of dividends issue in different dividend policies and relevance of dividend policies, balancing alternative view points and practical considerations, stability in dividend.
UNIT-4	<b>Lease Financing And Venture Capital:</b> Lease financing and venture capital, growth of learning, types leases, cash flow, consequence a financial lease, advantages leasing, evaluation of a financial lease Govt. Policy, notion of venture capital, present stage and future prospects of venture financing.
UNIT-5	<b>Financial Policy And Corporate Strategy:</b> Financial policy and corporate strategy, strategic decision making framework, financial policy and strategic management and balancing of financial Goals

**CO1 Understand the different basic concept / Models of Corporate Finance and Governance**

**CO2 Understand the practical application of time value of money and evaluating long term investment decisions**

**CO3 Develop analytical skills to select the best source of capital, structure and leverage**

**CO4 Understand the use and application of different models for firm's optimum dividend pay-out.**

**CO5 Understand the recent trends of mergers and acquisition and its valuation**

**SUGGESTED READINGS:**

1. Srivastava, R.M.: Financial Decision Making-Text & Cases.
2. Hampton, John J.: Financial Decision Making.
3. Hunt, Williams, Bonaldson : Basic Business Finance.
4. Hingorani, Ramanathan: Management Accounting,
5. Chowdury Anil B. Row: Working Capital Management.
6. Wan-Horn-Financial Management and Polley.
7. Chakraborty, S.K.- New Perspectives in Management Accounting.
8. Pandey, J.M. Financial Management.
9. Kuchhal, S.C. Financial Management.
10. Kuchha!, S.C.-Corporation Finance.

<b>504</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>COURSE OBJECTIVE :</b> The objective of this paper is to give student an overall view of the international financial system and how multinational corporations operate	
UNIT-1	<b>Multinational Financial Management</b> – An overview, Evolution of the International Monetary and Financial System.
UNIT-2	<b>Managing short term assets and liabilities, Long-term Investment Decisions.</b>
UNIT-3	<b>The Foreign Investment Decision:</b> Political Risk Management, Multinational <b>Capital Budgeting-</b> Application and Interpretation.
UNIT-4	<b>Cost of Capital and Capital Structure:</b> Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm.
UNIT-5	<b>Taxation, Risk Analysis and Long Term Financing:</b> Taxation of the Multinational Firm, Country Risk Analysis, Long-term Financing

CO1 Understand the BOP and evaluation various exchange rate system

CO2 Understand the theories of exchange rate determination

CO3 Understand the foreign exchange transactions mechanism

CO4 Understand the exchange dealings

CO5 Understanding the various foreign exchange risk and its management

#### **SUGGESTED READINGS:**

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey Prentice Hall Inc,
2. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> ed, New Delhi, Anmol,
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc,
4. Kim, Suk and Kim, Seung, Global Corporate Finance : Text and Cases 2<sup>nd</sup> ed, Miami, Florida, Kolb,
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India,

<b>505</b>	<b>ADVERTISING AND SALES MANAGEMENT</b>
<b>COURSE OBJECTIVE :</b> The course is intended to give the student both extensive & in-depth understanding	
UNIT-1	Introduction to the marketing research process-Scope of Marketing Research procedure, Phases in Marketing Researching procedure.
UNIT-2	<b>Selected application of Marketing Research :</b> Product Research, Advertising Research, Market & Sales Analysis,
UNIT-3	Understanding of Consumer behaviour Consumer decision making process high instrument decision process.
UNIT-4	Social cultural environment economic demography cross cultural & sub cultural influences social stratification, Reference Group & family references, life style research & Marketing strategy Psychological foundation learning & Behaviour, modification information processing.
UNIT-5	Models of Consumer Decision making. Consumer Protection Act, 1986.

The student will understand clearly the concept of advertising, ad agency and media.

Students will develop creativity, social and regulatory framework of advertising

The student develops the knowledge on sales management, Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel

The students will know about Sales Planning and Controlling

#### **SUGGESTED READING**

1. Boyd Westfall & Starch Marketing Research
2. Luck & Rupin Marketing Research
3. Engell & Blackwell: Consumer Behaviour
4. Scheffman & Kanuh: Consumer Behaviour



<b>506</b>	<b>ADVANCED INTEGRATED MARKETING</b>
UNIT-1	<b>Managing retail operations:</b> Introduction, importance of retailing in India. Organized vs unorganized retailing in India. Retail formats. Store location, lay out, visual merchandising, merchandise planning, retail promotion and technology in retailing.
UNIT-2	<b>Business to Business Marketing:</b> Concept and nature of B2B marketing. Factors influencing demand in B2B markets. Organizational buying behaviour, Marketing mix for B2B marketing.
UNIT-3	<b>Rural Marketing:</b> Introduction, characteristics of the rural economy, factors influencing rural marketing, Urban vs rural markets, devising rural marketing mix strategies, Agricultural marketing, Co-operative marketing.
UNIT-4	<b>Specialty marketing and Marketing communications:</b> Direct marketing, Multi level Marketing, Franchising, Event Marketing, Corporate Image building, Strategic marketing planning.
UNIT-5	<b>Marketing in digital age:</b> CRM, social media marketing, Introduction to SEO, Big data analytics, Content marketing, Other emerging trends in marketing.

- Understand the role of research and strategic communication in the marketing of the products and services of businesses and organizations, including the identification of target markets, message creation and the use of public relations, advertising, events, sponsorship and other tools.
- Demonstrate an ability to develop a strategic integrated marketing communication plan.
- Create appropriately targeting media materials in a variety of formats to include PR, Advertising, Video, VR, Sales and Social Media.
- Demonstrate ethical research, planning and execution of integrated marketing communication efforts that integrates faith with the responsibility to serve and engage communities and social justice globally.

#### **SUGGESTED READINGS:**

1. Buell: Handbook of Modern Marketing (McGraw-Hill)
2. Bennett: Marketing (McGraw-Hill)
3. S.M. Jha: Rural Marketing (Himalaya)
4. Gopalaswamy: Rural Marketing (Vikas)
5. Bajaj & Tuli: Retail Management (OUP)
6. Ian Dodson: The Art of Digital Marketing (Wiley)

<b>507</b>	<b>INDUSTRIAL RELATIONS</b>
<b>COURSE OBJECTIVE:</b> To help students in understanding the basic concepts relating to industrial relations and significance of cordial industrial relation for industrial and economic growth of the country.	
UNIT-1	<b>Industrial Relations</b> -concept and approaches, impact of industrial revolution, importance of industrial relations, causes of industrial unrest. Industrial unrest in India, conditions for smooth and harmonious industrial relations.
UNIT-2	<b>Trade Unions and their role</b> - functions, approaches, problems of trade unions, workers education and training, trade union movement in India.
UNIT-3	The role of personnel officer collective bargaining, conciliation. and voluntary arbitration, grievance handling procedure in India and Abroad.
UNIT-4	<b>The State and Industrial Relations Policy</b> -the State intervention. Evolution of industrial relations policy in pre-independence India and in post independence India, industrial policy during the plan period. National Commission of Labour and Industrial Relations Policy. Employee communication.
UNIT-5	<b>Economic and social conditions in Industrial Relations:</b> Economic and social conditions of women workers, child labour Organization in Industrial Relations, industrial relations in public and private sector in India-case studies.

### **Course Outcomes**

CO1 Students should able to elaborate the concept of Industrial Relations.

CO2 The students should able to illustrate the role of trade union in the industrial setup.

CO3 Students should able to outline the important causes & impact of industrial disputes.

CO4 Students should able to elaborate Industrial Dispute settlement procedures.

CO5 Student should be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965

### **SUGGESTED READINGS:**

1. Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House. Bombay.
2. Yoder, D, Personnel Management and Industrial Relations, Prentice Hall. New Delhi.
3. Subramanian, K.N., Labour Management Relations in India, Asia Publishing House, Bombay.

<b>508</b>	<b>COMPENSATION MANAGEMENT</b>
<b>COURSE OBJECTIVE :</b> To provide an understanding of the various wage concepts and theories, system of wage payment, salary and wage fixation techniques and wage policies.	
UNIT-1	<b>Employee Compensation:</b> Concept and Significance; Wage Concepts: Wage , Salary , Minimum Wage, Living Wage, Need-Based Minimum Wage, Nominal Wage and Real wage; Theories of wages; Internal and External Equity in compensation system; Employee Motivation and Compensation.
UNIT-2	<b>Wage Fixation Mechanisms:</b> Job analysis and Job evaluation as the basis of wage and salary administration; Principles, Factors influencing Wage Fixation and wage structure; Cost of living index linked wages and its implications; Statutory provisions governing different components of compensation, Role of Wage Boards, Collective Bargaining, Adjudication, Pay Commission in compensation management; Strategic Compensation design.
UNIT-3	<b>Wage Administration:</b> Methods of wage payment; Role of Wage Differentials: Occupational, Skill, Sex, Inter-Industry, and Regional; Irregularities in wage payment; Documentation of wage accounting- Idletime, overtime and labour turnover, wage sheet; Pay Roll Management; Introduction to Tax Planning in India.
UNIT-4	<b>Incentives :</b> Principles and procedures for installing sound incentive system; Types of Wage Incentive System; Performance based pay, Skill based pay, Team based pay, Broad banding, Profit sharing; Fringe Benefits: Concepts and Types; Superannuation benefit schemes and VRS (Voluntary Retirement Schemes).
UNIT-5	<b>Compensation policies in Organizations:</b> Wage Policy in India; Executive compensation; Recent trends in managerial compensation in Indian Organizations and MN's; Problems with global compensation, Expatriation and Repatriation, Pay Restructuring in Mergers & Acquisition

### **Course Outcomes**

CO1: Understand and design **compensation** system.

CO2: Gain knowledge on Economic and Behavioural Dimensions of **Compensation Management**

CO3: Administer the **compensation** package for special groups

### **SUGGESTED READINGS:**

1. Subramanian, K.N., Wages in India, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
2. Sarma. A.M, Understanding Wages Systems, Himalaya Publishing House, Mumbai.
3. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd., New Delhi.
4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Books Agency, Calcutta.
5. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill Publishing Co., New Delhi.
6. ILO, Payment by Results, ILO Publications, Geneva.
7. Government of India, Wages, Income and Prices, Report of Boothalingam Committee, Government of India, New Delhi.
8. Joseph J, Martocchio, Strategic Compensation – A Human Resource Management Approach; Pearson Education, Singapore.
9. Tapomoy Deb, Compensation Management: Text and Cases, Excel Books, New Delhi,
10. Sony Shyam Singh, Compensation Management, Excel Books, New Delhi,

## **MBA –PART TIME – SEM VI**

<b>601</b>	<b>CORPORATE TAX PLANNING</b>
<b>OBJECTIVE</b> This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.	
UNIT-1	<b>Introduction to Tax Management:</b> Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax. Goods & Services Tax (GST)
UNIT-2	<b>Tax Planning for New Business:</b> Tax Planning with reference to location, nature and form of organization of new business.
UNIT-3	<b>Tax Planning and Financial Management Decisions:</b> Tax planning relating to Capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
UNIT-4	<b>Tax planning and Managerial Decisions:</b> Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace. Renewal or renovation. shutdown or continue decisions.
UNIT-5	<b>Special Tax Provisions:</b> Tax Provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters. Tax planning with reference to amalgamation of companies ,Tax deductions and collection at source; Advance payment of tax.

### **REFERENCES:**

1. Ahuja G.K and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax,
2. Bharat Law House, New Delhi.
3. Circulars issued by C.B.D.T.
4. Income Tax Act, 1961
5. Income Tax Rules, 1962.
6. Lakhotia, R.N: Corporate Tax Planning, Vision Publications, Delhi.
7. Singhanian, V.K: Direct Taxes : Law and Practice, Taxman's Publication, Delhi.
8. Singhanian, Vinod K: Direct Tax Planning and Management, Taxman's Publication, Delhi.

### **Course Outcomes**

Understand the basics of corporate taxation  
Evaluate the implications and effects of double taxation avoidance agreements  
Implement taxation provisions in case of non-resident companies  
Understand overall impact of taxation in decision making

<b>602</b>	<b>MARKETING OF SERVICES</b>
UNIT-1	<b>Introduction to Services Marketing:</b> Origin, Growth, Classification, Distinguishing features of Services Marketing, Services Marketing Mix, Understanding Consumer behavior
UNIT-2	<b>Service product and pricing:</b> Service planning and designing, classification, new service development, Service branding. Objectives and strategies of service pricing, cost based, value based and competition based pricing.
UNIT-3	<b>Service Distribution and Communication:</b> Delivering services through intermediaries, , Designing communication mix for services, Objectives of services marketing communication
UNIT-4	<b>Designing and Managing Services delivery process:</b> Blueprinting services, balancing demand and capacity, customer and employee roles in services delivery process, Designing Service environment.
UNIT-5	<b>Managing customer relations and service quality:</b> Building Customer loyalty, customer feedback and service recovery, managing service quality, GAP model.

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyse the role and relevance of Quality in Services
5. Visualise future changes in the Services Industry

<b>603</b>	<b>LEGAL FRAMEWORK OF INDUSTRIAL RELATIONS</b>
<b>COURSE OBJECTIVE :</b> The course aims to provide the students the working knowledge and general exposure of the various industrial and labour laws which have an impact on the human resource management functions in various industrial organizations.	
UNIT-1	Factories Act 1948, Trade Unions Act 1926, The Child Labour Prohibition and Regulation act 1986
UNIT-2	Industrial Disputes Act 1947, Employees State Insurance Act 1948.
UNIT-3	Payment of Wages Act 1936, Minimum Wages Act 1948, Workman Compensation Act 1923.
UNIT-4	Payment of Gratuity Act 1972, Payment of Bonus Act 1965, Equal Remuneration Act 1976.
UNIT-5	The Industrial Employment (standing orders) Act 1946, Employees Provident Fund and Miscellaneous Provisions Act 1952.

**Course Learning Outcomes:**

1. To develop an understanding about legal framework in manufacturing organisations.
2. To relate the concepts of Industrial relations, Trade union, Collective bargaining, Workers participation in Management and ADR.
3. To discuss about the industrial dispute settlement machinery.

**SUGGESTION READINGS:**

1. Mamoria, C.B. and others, Dynamics of Industrial Relations, (HPH).
2. N.D., Kapoor, Handbook of Industrial Laws, M/s Sultan Chand & Sons, New Delhi.
3. Seth, B.R., Indian Labour Laws : A supervisor should know (All India Management Association, New Delhi).
4. Vidyarthi, R.D., Growth of Labour Legislation in India since 1939 and its impact on Economic Development, Star Printing Works, Calcutta.
5. Ramaswamy, E.A., Industrial Relations in India, Mc Millan Co. of India Ltd., Delhi. Dayal, R., Text book of Industrial and Labour Law, Eastern Law Book Agency, Allahabad.