

**FIRST SEMESTER**  
**MBAC - 401**  
**PRINCIPLES OF MANAGEMENT**

**Objective of the Course:** *This course shall introduce the learner to the basic concepts of management, its process and functions. It aims to expose the students to managerial perspectives and decision making process.*

**Module I: Management- Overview & Approaches**

Concepts, Functions & Levels of Management, Management skills, Management: Arts or Science, Management vs. Administration, Managerial Roles; Social Responsibility of Management; Evolution of Management Thoughts: Pre-Scientific Management Era; Classical Approaches: Scientific Management, Administrative Theory, Bureaucratic Management; Neo Classical Approaches: Behavioral Approach, Human Relations Approach,; Modern Management Approaches: Quantitative Approach, System Approach & Contingency Approach.

**Module II: Planning & Decision Making**

Introduction to Planning: Types of Plan, Planning Process, Pre-requisites for Effective Planning, Limitations of Planning; Management By Objectives (MBO): Process, Benefits and Limitations; Strategic Planning : features, importance, process & limitations; Decision Making: concept, Process & Techniques.

**Module III: Fundamentals of Organizing**

Organizing: Meaning & Importance, Span of Management, Closed system vs. Open system, Formal and Informal Organization: Meaning, Benefits and Limitations; Organisation Structures; Departmentation: Meaning and Basis of Departmentation; Concept of responsibility, authority & accountability; Delegation of Authority; Centralization and Decentralization: Meaning & Importance.

**Module IV: Directing & Control**

Dirction: meaning, nature & importance; Control: Importance of Controlling, relationship between Planning and Control, Process of Control, Types of Control; Levels of controlling: Strategic, Tactical & Operational Control, Essentials of Effective Control System; Techniques of Control.

**RECOMMENDED BOOKS:**

1. Harold Koontz, Heinz Weihrich & Mark Cannice : Management : A Global and Entrepreneurial Perspective, Tata McGraw - Hill Education
2. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert : Management, Pearson Education
3. Koontz and O'Donnell : Essentials of Management
4. S. P. Robbins & Coulter : Management, Prentice Hall
5. Peter F Drucker : Management: Tasks Responsibilities Practices, Allied

6. Peter F Drucker : The Practice of Management, Butterworth-Heinemann

## **MBAC- 402**

### **ORGANISATIONAL BEHAVIOUR**

**Objective of the Course:** *To impart key concepts related to organization behavior at the individual, group and organizational context.*

**Module I: Organisation Behavior:** Introduction,OB Model, Historical evolution of OB field, recent issues related to OB. Individual Difference: Biographic characteristics, Ability, Psychological aspects, Personality: Concepts, Determinants, Personality Assessment: Myers-Briggs type, Big Five personality model, Personality traits relevant to OB. Values: Concept, Importance, Terminal vs. Instrumental values, and person-organization fit. Attitudes: Concept, components, Major Job Attitudes, Job Satisfaction and its measurement.

**Module II: Motivation, Emotion, Decision Making and Learning.** Motivation: Concepts, Early theory, Contemporary theories, Motivation by Job design, Motivation by Employee Engagement. Emotion: Concept, Functions, Sources. Perception: Concept, Factors influencing perception, shortcuts in judging others. Learning: Concept, Theories of Learning, Shaping: A managerial tool.

**Module III: Group Behaviour:** Group: Concept of Group, Stages of Group formation & development, Group properties. Power: Concepts, Bases of Power, Power Tactics. Politics: Concept, Factors influencing political behavior, OB implications. Conflict/Negotiation: Conflict Concept, process, Negotiation concept, Bargaining strategies, Third party negotiation.

**Module IV: Organisational Context & Leadership in Organization.** Organisational culture: Concept, functions, Components and sustainable Organisation Culture. Organisational Change & Development: Concept, Sources of Organisational Change, Resistance to Organizational Change. Leadership: Concept, Leadership styles, Transactional and Transformational Leadership

#### **RECOMMENDED BOOKS:**

1. Stephen P. Robbins : Organisational Behaviour, Pearson
2. Jennifer M. George, G R. Jones : Understanding & Managing OB, Addison Wesley
3. Margie Parileh, Raj Gupta : Organisation Behaviour, Tata McGraw Hill
4. V.S.P Rao : Organisation Behaviour, Excel Books
5. Luis, R. Gomez-Mejia, et.al. : Management: People, Performance & Change, McGraw-Hill

**MBAC - 403**  
**MANAGERIAL ECONOMICS**

**Objective of the Course:** *To acquaint the students with general economic principles and their applicability in managerial decision making.*

**Module I: Introduction to Managerial Economics:** Meaning, Nature and Scope of Managerial economics, Demand: Concept of Utility, Law of Demand, Exceptions to the law of demand, Concept of Elasticity of Demand: Price, Income and Cross elasticity. Consumer's Behaviour: Consumer's Equilibrium, Indifference Curve and its properties.

**Module II: Cost and Production Analysis:** Cost: Classification of Cost, Cost Output Relationship, Determinants of Cost. Production Functions, Types of Production Function, Law of Returns to Scale, Law of Variable Proportion, Concept of Isoquant curve & Iso-cost Curves and their properties.

**Module-III: Market Structure, Pricing Policy & Knowledge Economy:** Introduction to Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Monopsony. Pricing Policy: objectives, factors involved in pricing policy, pricing methods, Price discrimination: form & degree of price discrimination. Knowledge Economy: Meaning & features of Knowledge Economy.

**Module IV: Key Concepts of Macro Economics:** Concepts of National Income, Measurement, Limitations and importance. Inflation: Cost push & Demand Pull, Effects of inflation on production and distribution, Techniques for control of inflation. Budget: Meaning and components of government budget, revenue, budgetary and fiscal deficit.

**RECOMMENDED BOOKS:**

1. Dean, J : Managerial Economics, Tata McGraw Hill
2. Gupta, G.S : Managerial Economics, Tata McGraw Hill
3. A.Sen : Micro Economic Theory, Oxford
4. S. Mukherjee : Modern Economic Theory, Wiley Eastern
5. A. Koutoyannis : Modern Micro Economics, Macmillan.
6. Edwaqrd Shapiro : Macro Economics, Macmillan

**MBAC - 404**  
**ACCOUNTING FOR MANAGERS**

**Objective of the Course:** *To provide basic knowledge of financial accounting principles and practices in business organization.*

**Module I: Origin of Book Keeping and Accounting:** Definition, Objectives, Importance & Limitations of accounting, Book Keeping vs. Accounting, Double-Entry System of book keeping, Branches of Accounting, Accounting Concepts & Conventions.

**Module II: Recording of Transactions:** Dual Aspect Concept, Classification of Books of Accounts: Types of Accounts, The Journal: definition & form, Journalizing of transactions, The Ledger and Ledger Posting, Balancing of ledger accounts, Interpretation of balance.

**Module III: The Cash Book:** Definition, Characteristics & Advantages, Types of cash book: single column, double column & triple column, The Contra entry, Rules of recording cash and bank transactions, Bank Reconciliation Statement: Definition, Objectives & Techniques of preparing Bank Reconciliation Statement, Reasons for disagreement in Pass book balance & cash book balance.

**Module IV: Trial Balance & Final Accounts:** Objectives of preparing Trial balance, Trading Account and Profit & Loss Account and Balance Sheet, Adjustment entries, closing stock, treatment of depreciation, reserves, provision for bad & doubtful debt, interest on capital & drawings, Preparation of Final Accounts.

**RECOMMENDED BOOKS:**

1. Das, et.al.	: Theory and Practice of Book Keeping and Accountancy, LBS Publication
2. Jawahar Lal	: Financial Accounting
3. S.N. Maheswari	: Advance Financial Accounting
4. Jain & Narang	: Advanced Accounts
5. Basu & Das	: Practice in Accountancy
6. Shukla & Grewal	: Advanced Accounts

## **MBAC - 405**

### **QUANTITATIVE TECHNIQUES**

**Objective of the Course:** *To train the students to use the tools of statistics in analysis, which are commonly applied in management.*

**Module I: Introduction to Quantitative Techniques:** Meaning, Need, Merits and Limitations of Quantitative Techniques; Types of Quantitative Techniques: Statistical Techniques & Operations Research Techniques. Fundamentals of Statistics, Meaning, Functions & Laws of Statistics; Types of Statistical Data: Tools of Collecting Data, Observation, Interview, Questionnaire, Schedule, Diagrammatical Representation of Statistical data-Bar & Pie Diagrams.

**Module II: Descriptive Statistics:** Measures of Central Tendency: Arithmetic Mean, Median, Mode- Definitions, merits & demerits- Calculation of both grouped & ungrouped data, Measure of Dispersion- Standard Deviation- Definition, merits & Demerits.

**Module III:** Probability and Probability Distributions: Probability Theory; Concept of probability; Different approaches to probability; conditional probability; application of Addition and Multiplication Laws; Baye's Theorem and Inverse probability and Mathematical expectation. Probability distribution; Binomial distribution, Poisson distribution and Normal distribution; and their applications to business.

**Module IV: Correlation and Regression:** Correlation: Meaning, Uses, Properties, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation Coefficient, Regression: Meaning, Uses, Properties of Coefficient of Regression, Comparison between Correlation and Regression.

#### **RECOMMENDED BOOKS:**

1. Nagar, A.L & R.K. Das : Basic Statistics, Oxford University Press
2. Gupta, S.C : Fundamentals of Applied Statistics, S. Chand and Sons.
3. Goon, A.M,et. al. : Fundamentals of Statistics, The World Press
4. Chiang, A.C : Fundamental Methods of Mathematical Economics, McGraw Hill, Kogakusha
5. Mehta & Madnani : Mathematics for Economics, S. Chand & Sons

## **MBAC- 406** **BUSINESS LAWS**

**Objective of the Course:** *The course intends to acquaint the students about the legal framework of business in India.*

**Module I: Law of Contract Act - 1872:** Meaning & Definitions of Contract, Elements of a Valid Contract & Classification of Contract; Contract and Agreement; Offer and Acceptance: Rules regarding offer and acceptance; Revocation of Offer and Acceptance; Consideration: Meaning, Definitions & Essentials of Valid Consideration; Capacities of Parties.

**Module II: The Negotiable Instrument Act-1881:** Negotiable Instruments: Meaning, Definition & Types; Holder and Holder in Due Course; Payment in Due Course; Presentation of Negotiable Instruments; Indemnity and Guarantee; Bailment and Pledge.

**Module III: Law of Sale of Goods Act - 1930:** Contract of Sale: Definition, Essentials of Contract of Sale; Distinction between Sale and Agreement to sale; Condition and Warranty: Meaning & Distinction; Performance of Contract of Sale: Meaning, Delivery of goods, Acceptance of goods & Rights & Duties of the Buyer; Unpaid Seller: Meaning & Rights.

**Module IV: Consumer Protection Act 1986 & IT Act-2000:** An overview of Consumer Protection Act-1986, Salient features, Role of Consumer Protection Councils & Consumer Dispute Redressal Forums. TRIP & TRIMs. Electronic Governance; Electronic Records; Digital Signature Certificate; Certifying Authorities; Penalty & Syndication.

### **RECOMMENDED BOOKS**

1. Sukla, M.C : Mercantile Law
2. Kapoor, N.D : Mercantile Law
3. Singh, Avtar : Law relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co.
4. C.L. Bansal : Corporate Laws, Excel Book

**MBAC- 407**  
**BUSINESS COMMUNICATION AND IT**

**Objective of the Course:** *To acquaint and groom students on the various skills that are required to communicate effectively in the workplace and also enable them to effectively use Information Technology for communication.*

**Module I: Introduction To Managerial Communication:** Meaning, Importance, Objectives, Principles of Communication, Forms of Communication, Communication process, Barriers of Effective Communication, Techniques of effective Communication, Theories of Communication.

**Module II: Verbal & Non-Verbal Communication:** **Verbal**- Art of Listening and Speaking, choice of Vocabulary, Telephonic conversations, Principles of Effective Speech, Techniques of eliciting response., **Non Verbal** – Meaning and Importance, Body language (Gestures, Postures, Facial Expressions), Dress Codes, Business and Social etiquettes.

**Module III: Managerial Presentations and Technology in communication :** Principles of Effective Presentations, Technical & Non-technical Presentations, Meetings and discussions : Use of audio visual aids, group discussions, Video conferencing, Technology as a medium of communication- Ms Windows, Internet, emails, social media, emerging communication technologies.

**Module IV: Introduction To Managerial Writing, Reports & Minutes:** Principles of effective writing, Business letters - Sales letters, Job application letters, letter of reference, Collection letters, Inquiries; Quotations, Orders, Agency Correspondence, Report writing - Types of Business Reports, Format, essentials of a good report, Organization reports by individual, Report by committee, Memos, Minutes, Circulars and Notices (General), Quotations.

#### **RECOMMENDED BOOKS**

1. Kaul, Asha , Effective Business Communication, Prentice Hall India, 2000.
2. Meenakshi Raman, Prakash Singh, Business Communications
3. Courtland L Boove, John Thill, Abha Chatterjee, Business Communication today, Pearson
4. R C Sharma Krishna Mohan, Business Correspondence and Business Writing
5. Suresh K Basandra : Computer System Today A.H. Wheeler & Co. Ltd
6. Mansfield, Ron : The Compact Guide to Microsoft Office, BPB Publication

**SECOND SEMESTER**  
**MBAC - 411**  
**ENTREPRENEURSHIP DEVELOPMENT**

**Objective of the Course:** *This course shall introduce the learner to the basic concepts of entrepreneurship functions; to sensitise learners as to how it could be developed.*

**Module I: Introduction to Entrepreneurship, Entrepreneurs:** Definition and Concepts, Entrepreneurial Trait, Skills & Competencies, Characteristics of entrepreneurs, woman entrepreneurs, Entrepreneur vis-à-vis Professional Manager.

**Module II: Intrapreneurs:** Functions of entrepreneurs, role of entrepreneurs, Entrepreneurial Culture, Entrepreneurship: Concepts- Phases of entrepreneurship, theories of entrepreneurship.

**Module III: Entrepreneurship Development:** Entrepreneurship environment, approaches to entrepreneurship development, ED Process, Entrepreneurship Development Programme (EDP's).

**Module IV: Directing:** Role of Entrepreneurship in Economic Development. Preparation of Business Plan - The process of setting up small scale enterprise, Barriers to entrepreneurship. Support Institutions/ Organisations promoting / funding for entrepreneurship development – EDB, NIESBUD, EDII, STEPS, SIDBI, NABARD - Specialised Training Institutes, Entrepreneurial Marketing, Entrepreneurial Strategies.

**RECOMMENDED BOOKS:**

1. Roy Rajeev	: Entrepreneurship, Oxford University Press
2. Desai Vasant	: Dynamics of Entrepreneurship Development and Management. HPH
3. Baporikar Neeta	: Entrepreneurship Development & Project Management- Text and Cases, Himalaya Publishing House
4. Mohanty	: Fundamentals of Entrepreneurship Development, Prentice Hall
5. Khanka S. S.	: Entrepreneurial Development, S. Chand & Company Pvt. Ltd
6. Hisrich R D & Peters M P	: Entrepreneurship, Tata McGraw Hill
7. Rabindra N. Kanungo	: Entrepreneurship and Innovation, Sage Publications

**MBAC- 412**  
**HUMAN RESOURCE MANAGEMENT**

**Objective of the Course:** *This course intends to provide knowledge on various dimensions in managing the human resources function of an organization.*

**Module I: Introduction to Human Resource Management:** Meaning and definition, scope, function & objectives of Human Resource Management, Human Resources and Personnel Policies: - Definition, Procedure, Sources, Organisation design and Line and Staff Relationships, Job Design & Analysis - Concept, Job enrichment, job enlargement and job enrichment, benefits or uses of job analysis , Process of Job analysis, Job description & Job specification,

**Module II: Human Resource Planning, Acquisition & Absorption:** Human Resource Planning – Objectives and importance of HRP, Factors affecting HRP, Process of HRP, Meaning of Recruitment & Selection, Difference between recruitment & selection, Recruitment strategies, Sources of Recruitment and Recruitment process, Method/Process of selection, Placement, Induction.

**Module III: Performance Appraisal, Training & Development of Human Resource:** Meaning, Need & Purposes of Performance Appraisal, Common Methods of Performance Appraisal, process of performance appraisal, outcomes of Performance Appraisal. Training & Development: Concept, Methods, Need of Training, Benefits, Difference between training and development, Basic methods of training and development.

**Module IV: Compensation Management and HR Administration:** Nature and Objectives of compensation, Concept of Wages & Salary, Components of Wages, Method of Wage Determination, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Labour welfare: Concept and Objective, Concept of Industrial Relations, Industrial Disputes and Human Resources Records and introduction to HRIS.

**RECOMMENDED BOOKS:**

1. R.S Davar	: Personnel Management & Industrial Relations
2. K. Ashwasthapa	: Human Resource Management
3. Micheal Armstrong	: Human Resource Management - Cases & Practices.
4. Dessler	: Human Resource Management - Pearson Publication
5. Singh, R.C.P	: Labour Welfare Administration in India
6. R. Sarma	: Human Resource Management

## **MBAC - 413**

### **MARKETING MANAGEMENT**

**Objective of the Course:** *This course shall introduce the learner to the basic marketing concepts, functions; market environment and decision variables. Sensitise learners as to how marketing has an important role to play in overall strategy of an organisation.*

#### **Module I: Introduction to Marketing Management:**

Concept, Evolution and Importance of Marketing; Marketing philosophies; Marketing environment; Consumer behavior: consumer markets and industrial markets; Market segmentation, targeting and positioning; Segmenting markets: bases and process, market segmentation and product differentiation; Target market selection; Positioning: nature and importance; Marketing Research.

**Module II: Marketing mix decision - Product decisions:** Marketing Mix : Levels of Product, Product Mix, branding and packaging decisions; Product life cycle; Pricing decisions: objectives and determination, methods of setting price and pricing strategies; Promotion mix: advertising, sales promotion, personal selling, public relations; Distribution: Placement- channels of distribution, levels and types of channels, functions and management of channel members, channel selection and motivation; New Product Development.

**Module III: Service Marketing:** Emergence of services economy, Characteristics of Services, Difference between product and Service; Marketing Challenges of Service. Service Marketing Mix; Delivering Quality of service: Service Gap model, SERVQUAL, Service Strategy.

**Module IV: Issues and developments in Marketing:** Social, ethical and legal aspects of Marketing, Green Marketing, Rural Marketing, Online Marketing, Relationship Marketing, Marketing of Nonprofit Organisations; International Marketing: Reasons for searching global markets, Complexity in International Marketing.

#### **RECOMMENDED BOOKS:**

1. Kotler, Philips : Marketing Management, Pearson/Prentice Hall
2. Ramaswamy & Namakumari : Marketing Management, Planning and Control, Macmillan
3. Kumar, A. and Meenakshi : Marketing Management, Vikas Publishing House  
Bose Biplob : Marketing Management, Himalaya Publishing

**MBAC – 414**  
**FINANCIAL MANAGEMENT**

**Objective of the Course:** *To give detailed idea about modern financial management and its applicability at firm level.*

**Module I: Financial Management:** Meaning, Nature and Scope of Financial management, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions: Investment Decisions, Financing Decisions and Dividend Decisions.

**Module II: Capital Structure & Project Financing:** Theories of Capital Structure: Net Income & Traditional Views, Nature of Investment Decisions; Project Evaluation Criteria – Net Present Value, Internal Rate of Return , Profitability Index, Pay back Period, Accounting Rate of Return : NPV and IRR Comparison, PERT & CPM.

**Module III: Working Capital Management & Dividend Policies:** Concept, importance, kinds and sources of working capital, factors determining working capital, estimation of working capital requirements. Leverage: Operating and Financial importance and benefits, Dividend Policies.

**Module IV: Ratio Analysis & Financial Statement:** Ratio Analysis, Objectives, Uses and limitations, Classification of Ratios; Liquidity, Profitability, Financial and Turnover Ratios; Fund and Cash Flow Statement:- Meaning of Fund flow & cash flow statement, Nature, objective, Difference between fund flow & cash flow statement, computation of fund flow & cash flow statement.

**RECOMMENDED BOOKS:**

1. Brealey, Richard & S.C. Myers : Corporate Finance, McGraw hill
2. Chandra, Prasanna : Financial management, Tata McGraw Hill
3. Hampton, John : Financial Decision making, Prentice Hall
4. Bhattacharya, Hrishikesh : Working Capital Management : Strategies and Techniques, Prentice Hall
5. Pandey, I.M : Financial Management, Vikas Publishing House

**MBAC - 415**  
**OPERATIONS MANAGEMENT**

**Objective of the Course:** *The course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.*

**Module I: Introduction to Operations Management:** Historical development of Operations Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Strategic decisions in operations, competitive priorities. Recent trends in Operations Management.

**Module II: Work Measurements, Product Design & Process Selection:** Stages in Product Design process, Value Analysis. Types of production system, Facility location and Facility Analysis techniques, Facility Layout: Types, Characteristics, Advantages and Disadvantages.

**Module III: Capacity Planning:** Overview of Operation Planning, Aggregate Planning, Capacity Requirement Planning, Scheduling: Concepts, Models, GANTT chart. Inventory Management: Objectives, Factors, Process, And Inventory Control Techniques: ABC, VED, EOQ Analysis, Supply Chain Management: Concepts, Decisions in SCM, SCM Models,

**Module IV: Quality Management, Quality:** Definition, Dimension, Cost of Quality, Deming's 14 principles, PDCA cycle. Statistical Quality Control: Concepts, Control Chart (X, R, p and C chart), Quality certification: ISO(9000), Six Sigma, Total Quality Management (TQM), Just in Time (JIT)

**RECOMMENDED BOOKS:**

1. Krajewski&Ritzman : Operations Management: Strategy and Analysis, Prentice Hall of India.
2. Charry, S.N. : Production and Operation Management: Concepts, Methods & Strategy, John Willy & Sons
3. Terry Hill : Operations Management, Palgrave McMillan (Case Study)
4. Adam Jr., E & Ebert, R. : Production and Operations Management

**MBAC - 416**  
**RESEARCH METHODOLOGY**

**Objective of the Course:** *The basic objective of the course is to develop research skills of students so as to enable them to investigate real business problems, explore linkages and provide solutions.*

**Module I: Introduction:** Meaning of Research, Types of Research, Objectives of research, Research Process, Characteristics of a good research, Problems encountered by researchers in India, Significance of research, Variables & its types.

**Module II: Research Design & Sampling Design:** Meaning & Concepts of Research Design, Features of a good research design, Types of Research Design, Concepts of Sampling, Steps in Sampling Process, Merits & Demerits of Sampling, Probability & Non-Probability Sampling, Errors in Sampling.

**Module III: Data Collection and Scaling Techniques:** Sources of Data: Primary & Secondary Data & their Merits and Demerits, Methods of Collection: Observations, Questionnaire & Interview Techniques, Designing a Questionnaire, Types of Measurement scales, Errors in Measurement, Comparative & Non-Comparative Scaling Techniques.

**Module IV: Data Analysis and Report Preparation:** Editing, Coding, Classification & Tabulation, Hypothesis Testing/Test of Significance, Type I & Type II errors, z-test, t-test, Chi-square test, F test. Importance of Interpretation, Precautions in Interpretation, Format of a Report, Sections of a Report, Precautions for writing Report, Tips for effective Power Point presentation of Reports.

**BOOKS RECOMMENDED:**

1. Naresh K. Malhotra : Marketing Research, Pearson Education
2. Rummel and Ballaine : Research Methodology in Business, Tata McGraw Hill
3. Sellitz, et. al : Research Methods in Social Relations
4. Wilkinson and Bhandarkar : Methodology and Techniques of Social Research, Pearson
5. Colver, V.T : Business Research; Basic Principles & Techniques
6. Moser, C.A : Survey Methods in Social Investigation, Tata McGraw Hill
7. Goode & Hatt : Methods in Social Research, Prentice Hall
8. Young, P.V : Scientific & Social Survey and Research

**MBAC – 417**  
**BUSINESS ENVIRONMENT**

**Objectives of the Course:** *To acquaint the students about the external factors which make up the opportunities for and threats to business and internal factors which decide the strengths and weaknesses of the firm.*

**Module I: Introduction to Business Environment:** Meaning, Types of Environment: internal environment & external environment, competitive structure of industries, competitor analysis, government's role in economy

**Module II: Economic Planning & Industries:** Objectives of the Current Five Year Plan, New Industrial Policy, Public, Private, Joint & Co-operative sectors, Concept of Privatization, Merits & de-merits of Privatization, Price Controls, Industrial Sickness.

**Module III: Financial System & Labour Environment:** Financial System: Monetary Policy & Fiscal Policy, Introduction to Money Market & Capital Market, Stock Exchange & its regulations, Labour Environment: Industrial disputes and its causes, Trade Unions: functions, responsibilities & limitations, Social Security: the Workmen's Compensation Act, 1923, The Employee's State Insurance Act, 1948.

**Module IV: Global Environment:** GATT & WTO: functions of WTO, WTO & India, International Investment: Types of foreign Investment, Significance & Criticisms of Foreign Investment, factors affecting International Investment, MNC: merits and demerits of MNCs, Globalization of business: meaning & essential conditions for globalization, obstacles & factors favouring globalization of Indian business

**RECOMMENDED BOOKS:**

1. Raghunathan, V : Stock Exchanges and Investments, Tata Mc Graw Hill
2. Agrawal, A N : Indian Economy Problems of Development & Planning, Vishwa Prakashan
3. Amarchand D. : Government & Business, Tata McGraw Hill
4. Maheshwari R.P. : Business, Government & Society : A Study of Business Environment, Vikas Publishing House
5. Cherunilam, Francis : Business Environment, Himalaya Publishing House
6. Adhikari K. : Economic Environment of Business, Sultan Chand & Sons
7. WadhuCharan, D : Some Problems of India's Economic Policy, Tata McGraw Hill
8. Ghosh P.K. : Government and Industry, Rupa & Co

**THIRD SEMESTER**  
**MBAC – 501**  
**STRATEGIC MANAGEMENT**

**Objective of the course:** *This course will expose the learners to various perspectives and concepts in the field of Strategic Management. It will help participants to achieve conceptual clarity to develop knowledge for applying these concepts to solve the business problems.*

**Module I: Introduction to Strategic Management**

Definition, nature, scope, and importance of strategy and Strategic Management; Defining strategic intent: Vision, Mission, Goals and Objectives; Process of Strategic Management; Levels at which strategy operates; Approaches to Strategic Decision Making: Mintzberg's Modes of Strategic Decision-Making; Change Management Initiatives.

**Module II: Environmental Appraisal & Industry Analysis:**

Concept of Environment: The Internal Environment, External Environment, Components of External (Macro/Mega) Environment (economic, legal, social, political and technological); Internal Scanning - Organisational Analysis: Product Life Cycle, VRIO Frame Work, Continuum of Sustainability, Value Chain Analysis, McKinsey 7-S Model; Environmental Scanning Techniques; M. Porters Five Forces Model.

**Module III: Strategy Formulation and Choice of Alternatives:**

Strategy Formulation and Choice: Process of Strategic Choice, Challenges in Strategy Formulation; Corporate level Strategies: Growth, Stability, Retrenchment; Porter's Generic Strategies-SBU/Business Level Strategies: Cost leadership, Differentiation and Focus Strategies; Functional Strategies: Marketing, HRM, Finance & Operations Strategies; BCG Matrix; Ansoff's Matrix; Diversification : Related & Unrelated Diversification; Merger & Take-over; Bench Marking (Internal, Competitive & Comparative); Vertical & Horizontal Integration;

**Module IV: Strategy Implementation, Evaluation and Control**

Strategy Implementation: Interrelationship between Strategy Formulation & Implementation, Issues in Strategy Implementation; International Entry Strategies; Strategic Evaluation & Control: Definition, Importance, Process, Tools used for Evaluation & Control, Limitations of Strategic Evaluation & Control, Strategy Audit.

**RECOMMENDED BOOKS:**

1. Arthur A. Thomnson Jr., A.J.Strickland III, John E. Gamble : Crafting and Executing Strategy: The Quest for Competitive Advantage, McGraw Hill
2. Thomas L.Wheelen,J. David Hunger & Krish Rangrajan : Concepts in Strategic Management and Business Policy, Pearson
3. Fred R. David : Strategic Management: Concepts & Cases, Pearson/PHI
4. Robert A. Pitts, David Lei. :Strategic Management Building and Sustaining Competitive Advantage, Thomson South Western
5. Michael E Porter : Competitive Advantage, Free press
6. C. Appa Rao, B.P. Rao & K. Shivramakrishna : Strategic Management and Business Policy, Excel Books

**MBAE – 503 – (M)**  
**CONSUMER BEHAVIOUR**

**Objective of the Course:** *To provide an understanding of the concepts and theories of consumer behavior and its implications in marketing decisions.*

**Module I: Introduction to Consumer Behavior:** Meaning & definition of consumer behavior, Scope of consumer behavior, Development of consumer behavior as a field of study, Difference between consumer buying behavior & organizational buying behavior, Consumer behavior applications in marketing.

**Module II: Individual determinants of Consumer Behavior:** Personality & Consumer: Meaning, characteristics, stages in the development of personality. Self Concept/Self Image: Meaning, Nature & types of self concept, Significance of self concept, Marketing implications of self-concept theory. Consumer motivation: Meaning, Needs & Goals, Dynamic characteristics of motivation, Maslow's Hierarchy of needs. Perception: Meaning, Perceptual process, Factors responsible for perceptual distortion. Consumer Attitude: concept of attitude, factors involved in attitude formation, attitude measurement & attitude change. Learning: Meaning, element of learning process, Behavioral learning theories-Classical Conditioning & Operant Conditioning.

**Module III: Social Influence on Consumer Behavior:** Social Class: Meaning, Social stratification, Factors responsible for social stratification, Characteristics of social class. Group dynamics & Reference Groups: Group, Reasons for formation of groups, Advantages & disadvantages of group, types of groups relevant to Consumer behavior, Reference groups, Types of reference groups. Family: Functions of family, Role of family in decision making process, Consumer socialization process, Family Life Cycle. Culture: Meaning & Characteristics of culture, Cultural & sub-cultural influence in marketing.

**Module IV: Consumer Decision making process & Analytical models of Consumer Behavior:** Buying process: Problem recognition & Information search behaviour, Information processing, Alternative evaluation, Purchase process & Post purchase behavior. Analytical models: Nicosia model, Howard-Sheth model and Engel Blackwell Miniard model.

**RECOMMENDED BOOKS:**

1. Schiffman & Kanuk	: Consumer Behaviour, Pearson
2. Walker	: Consumer Behaviour, Prentice
3. Hawkins, Best, Coney	: Consumer Behaviour, TMH
4. Suja Nair	: Consumer Behaviour in Indian Perspective, Himalaya Publishers
5. S Ramesh Kumar	: Conceptual Issues in Consumer Behaviour Indian Context, Pearson
6. S.A. Chunawalla	: Commentary on Consumer Behaviour, Himalaya Publishers

**MBAE – 504 (M)**  
**SALES & DISTRIBUTION MANAGEMENT**

**Objective of the Course:** *To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.*

**Module I: Conceptual Framework of Selling:** Concept, Objective and functions of Sales Management, Nature & scope of Sales Management, evolution of sales function, Sales Approaches, Sales Planning, Sales Forecasting-methods, Personal Selling, Essential qualities of a Salesman, Types of Sales Organisation.

**Module II:** Recruiting and selecting sales personnel, developing and conducting sales training program, Designing Sales Territories, sales quota, beat, beat plan, concept of primary, secondary Sales and Off takes; Sales Promotion , Objectives and Practices Schemes: Primary scheme, Secondary scheme, Volume Cap and Non Volume Cap; Supervisory styles, Issues of Migration.

**Module III: Concepts of Distribution Channel:** Distribution objectives, functions and relationship with other departments within the organisation, Types of channels and suitability, Criteria for selection of channel intermediaries: Wholesaling and Retailing, Settlement of claims: Leakage & Damage (L&D) Claim, Changing scenario of distribution in India.

**Module IV:** Sales Meeting & Contest, Sales Presentation, Negotiation Process, IT in Sales Management, Supervision of Sales Force, Evaluation of Sales Force, Sales Budgeting & Control: Sales Analysis, Sales Audit and Sales Strategies.

**RECOMMENDED BOOKS:**

1. Still,Cundiff and Govoni	: Sales management : Strategies and Cases, Prentice Hall
2. Jobber & Lancaster	: Selling and Sales Management, Pearson Education
3. Robert J. Calvin	: Sales Management, Tata McGraw Hill.
4. Dalrymple, Cron, and Decarlo	: Sales Management, John Wiley and Sons
5. S.L. Gupta	: Sales & Distribution Management, Excel Books
6. Panda & Sahadev	: Sales & Distribution Management, OUP
7. Pradip Kumar Mallik	: Sales Management, OUP
8. Coughlan, Sten & Ansary	: Marketing Channels, PHI
9. Kapoor & Kansal	: Distribution Management, PHI
10. Stanton and Spiro	: Management of a Sales Force, McGraw Hill
11. Anderson, Joseph, and Bush	: Professional Sales Management, McGraw Hill
12. Manning and Reece	: Selling Today, Pearson Education

**FINANCE**  
**MBAE – 503 - (F)**

**INDIAN FINANCIAL SYSTEMS**

**Objective:** *To provide the students the overview knowledge about the Indian financial system, its components and working.*

**Module-I: Financial system:** Evolution and growth function of financial system; role in economic development; structure and composition of financial system; design of financial system, regulatory bodies, current scenario.

**Module-II: Financial market:** Nature of Indian financial market; classification of financial market; Money market-sub-markets; RBI and money market, Money market instruments, reform in money market. Capital market operation- primary and secondary market, Capital market instruments, Derivatives. Reform in capital market.

**Module-III: Financial institutions:** Importance, Structure and classification of Financial institutions- Banking institution- commercial bank, cooperative bank, regional rural bank. Non-banking institution- Development banks, investment institutions, NBFCs.

**Module-IV: Financial services:** Importance and classification; Asset based services- venture capital, mutual funds, factoring, forfeiting, Leasing, housing finance. Fee based services- merchant banking, Credit rating, stock broking.

**References:**

1. Vasant Desai : Indian financial system and development
2. Bharti V. Pathak : Indian financial system
3. Varshney and Mittal : Indian financial system
4. Gordon and Natarajan : Financial market and services
5. Avadhani, V.A. : Indian capital market
6. Avadhani, V.A : Investment and securities market in India
7. Srivastava, R.M. : Managing of financial institutions
8. L.M. Bolley : Financial institutions and markets
9. Singh, H.K. & Singh, Meera: Mutual Funds and Indian Capital Market, Kanishka Publishers
10. Bhatia, B.S. & Batra, G.S. : Management of Capital Markets, Financial Services and Institutions, Deep & Deep Publications

**MBAE – 504 - (F)**  
**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Objective of the Course:** *To acquaint the students with the dimensions of security analysis and its management.*

**Module I: Introduction:** Investment avenues, structure of capital markets, stocks markets in India, primary and secondary market, SEBI, Power & function of SEBI, Legislation governing SEBI functions, Primary market regulation, secondary market regulation and regulation of mutual funds.

**Module II: Equity Investment and valuation Models:** Dividend valuation model: Zero-growth, constant growth and multiple-growth, Model based on price ratio analysis: P/E approach to equity valuation, price-book ratio and price-sales ratio, selecting quantitative strategies.

**Module III: Portfolio Management:** Phases of portfolio management, investment risk pyramid, asset allocation, portfolio strategies, building investment portfolio, efficient market theory, Value and Growth investing.

**Module IV: Derivatives:** Meaning and uses of Derivatives, Financial Derivatives, Types of Derivatives; Forward and Futures Contract, Strategies of Futures Contract, Closing out of Futures contract; Options, Call & Put options, Advantages and Disadvantages of Options, Difference between Options & Futures.

**RECOMMENDED BOOKS:**

1.	Fischer, Donald E. & Jordan	: Security Analysis and Portfolio Management, PHI
2.	V.K. Bhalla	: Investment Management, S Chand & Company
3.	V.K. Bhalla	: Portfolio Analysis & Management, S. Chand & Company
4.	V.A. Avadhani	: Security Analysis and Portfolio Management, Himalaya Publishers
5.	Donald & Jordan	: Security Analysis Portfolio Management, Prentice Hall

**HRM**  
**MBAE – 503 - (HRM)**  
**HUMAN RESOURCE PLANNING**

**Objective of the Course:** *To introduce a systematic approach to human resource planning for organizational performance.*

**Module I: Strategic Human Resource Planning:** Concepts, The HRP Model, Strategic role of HRP, Strategic Partners in HRP, Key steps in Strategic Manpower Planning, Factors Affecting the time frame of HRP, Benefits of HRP and Common Pitfalls in HRP.

**Module II: Manpower Forecasting:** Forecasting Labor Supply: Concepts, Considerations and Techniques for forecasting Internal Labor Supply, Factors influencing the Supply of External Labor Supply. Forecasting Labor Demand: Concepts, Quantitative & Qualitative Techniques for forecasting labor demand. Planning & Implementation of HR programs to balance labor supply & demand

**Module III: HR Accounting and Audit:** Definition, Objectives, Approaches of HR Valuation, Controlling cost of Human Resources, HR Accounting in India, Concept of HR Audit, Objectives of HR Audit, HR Audit Process, Qualitative and Quantitative Indicators for HR Audit, Scope of HR Audit, Auditing HR Programmes, Audit Report.

**Module IV: HR Information System:** HR Records, Significance of Human Resources records, Fundamental Principles of Record-Keeping, HR Reports: Concepts, Essentials of a Good Report HRIS Concepts, Information Needs in HRM, Requirement Analysis for HRIS, ERP for HRM

**RECOMMENDED BOOKS:**

1. Charles R. Greer : Strategic HRM, Pearson
2. Dipale Kumar Bhattacharya : HR Planning, Excel Books
3. Michael Armstrong : Armstrong's Handbook HRM Practice
4. Hall Gary DeslerBijuVarkkey: Human Resource Management

**MBAE – 504 - (HRM)**  
**INDUSTRIAL RELATIONS & LABOUR LAWS**

**Objective of the Course:** *The course is designed to impart knowledge on Industrial Relations and labour laws that are essential for effective administration and management of the HR function.*

**Module I: Industrial Relations And Disputes:** Origin, Definition, Content and Objectives, Aspects of Industrial Relations, Forms of Disputes, Types of Disputes, Causes of Disputes, Settlements of Disputes-Arbitration Conciliation, Adjudication, Voluntary arbitration, Labour Court, Industrial Tribunal, National Tribunal, Employee Safety, Responsibility for safety Industrial Accident and Industrial Injury, Nature of Accidents,

**Module II: The Factories Act, 1948 and The Minimum Wages Act, 1948:** Factories Act: Approval, Licensing and Registration, Inspecting Staff, Health, Welfare, Working Hours, Annual Leave with wages, Periodical Returns-Registers and Records. Minimum Wages Act: -Fixing Minimum Wages, Advisory Boards and Committees, Wages in Kind, Wages for worker who works for less than normal working day, Wages for two or more classes of work –Minimum time rate wages for piece rate work, Maintenance of Registers and Records

**Module III: Workers Participation in Management, Grievance Handling and Trade Unions Act 1926 :** Concept, Pre-Requisites, Levels Of participation, Benefits of Participation, Causes or sources of grievances, Basic elements of a grievance procedure, Grievance redressal machinery, Trade Unions: Definition and Characteristics, Principles, objectives and Functions, basic features of Trade Union Act, grievance procedure steps in unionized organizations,.

**Module IV: The Payment Of Wages Act and The Payment Of Bonus Act, 1965:** Payment of Wages Act Wage Periods, Time of Payment of Wages, and Deductions which may be made from wages, Maintenance of Registers and Records. Payment of Bonus Act Computation of Gross Profit and Available Surplus, Eligibility and Disqualification for Bonus, Minimum and Maximum Bonus, Calculation of Bonus with respect to certain employees – Proportionate deduction of bonus in certain cases, Computation of number of working days, Set on and Set off of allocable surplus, Special provisions with respect to certain establishments, Deduction of certain amounts from Bonus payable, Time limit for payment of bonus, Presumption about accuracy of balance sheet and profit and loss account, Maintenance of Registers and Records.

**RECOMMENDED BOOKS:**

1. S.D. Puri : Guide on Labour Management forms and precedents (Law, Practice & Procedure), Snow white publications
2. Edwin Flippo : Personnel Management
3. C.B. Mamoria : Personnel Management
4. Rudrabaswaraj : Dynamics of personnel Administration
5. All Bare Acts of the ones mentioned above.

**OPEN ELECTIVE**  
**MBAO - 505**  
**SKILLS FOR MANAGING ORGANISATIONS**

**Objective of the Course:** *This course shall introduce the learner to the basic skills for managing organisations. It aims to focus on variety of skills which will lead to develop individual as well as organizational behavior patterns particularly to the learners who do not possess any formal management education or exposure.*

**Module I: Soft Skills & Personality Development**

Meaning and Importance of Soft Skills, Communication- Process and Barriers of communication, Oral/ Verbal Communication, Non verbal communication, Importance of Attitude, Techniques of personality development.

**Module II: Understanding of Organizational Behaviour**

Meaning of OB, Perception, Attitude, Motivation, Group Behaviour, Leadership, Organizational Culture.

**Module III: Fundamentals of Management Concepts**

Concepts, Functions & Levels of Management, Management skills, Management: Arts or Science, Management vs. Administration, Managerial Roles; Social Responsibility of Management; Basic understanding of HRM, Finance & Marketing concepts.

**Module IV: Entrepreneurial Skills**

Overview of Entrepreneurship, Entrepreneur's Role and Personality, Issue of Entrepreneurial Opportunity, Drafting a Business Plan, Resource Management during the Entrepreneurial Process, Financing options for New Ventures, Role of Entrepreneurial Ecosystem.

**RECOMMENDED BOOKS:**

1. Harold Koontz, Heinz Weihrich & Mark Cannice : Management : A Global and Entrepreneurial Perspective, Tata McGraw - Hill Education
2. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert : Management, Pearson Education
3. Koontz and O'Donnell : Essentials of Management
4. L.M. Prasad : Principles and Practice of Management, Sultan Chand & Sons
5. Meenakshi Raman, Prakash Singh : Business Communication, Oxford
6. Courtland L Boove, John Thill, Abha Chatterjee: Business Communication today, Pearson Education.

**FOURTH SEMESTER**  
**MBAC - 511**  
**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Objective of the course:** *To acquaint the students with the concept of business ethics, its impact on the success of business as well as to gather knowledge of governance of business with relevant case studies.*

**Module I: Business Ethics:** Meaning, Importance, Characteristics, Principles, Scope, Morality and Ethics, Ethics vs. Moral and values, Theories of Ethics, Ethical issues in HRM, Finance and Marketing, International Business Ethics, Indian ethical leadership.

**Module II: Ethical Behaviour and Corporate Social Responsibility:** Code of ethics, Unethical conduct of business, Factors causing unethical conduct of Business, Corporate Responsibility-Concept and evolution, Corporate Responsibility to Shareholders vs. Stakeholders, CSR issues in HRM, Finance and Marketing, Employer's and employees' responsibility to the business.

**Module III: Corporate Governance:** Meaning and Importance, BoD-Appointment, Remuneration, Meetings, Power & Duties of Directors, Directors Liabilities, Chief Executive- Functions of Chief Executive, Managing Directors, Shareholders activism, effective Corporate Governance.

**Module IV: Legal Framework, Control of Corporate Sectors & Corporate Disclosure:** Company Law in India-a brief history of Company Law in India; Formation of Companies, Different Types of Companies, Memorandum of association, Articles of Association, Prospectus, IPO, Inter-Corporate Investments, Protection of Investors and Creditors, Winding up of Companies, Corporate Reporting, Annual Report, Financial Statements, Cadbury's Committee Report, K.M. Birla Committee Report, Case Analysis, Competition Act.

**RECOMMENDED BOOKS:**

1. Alburquerque D : Business Ethics- Principles and Practices, Oxford New Delhi
2. Shekhar R C : Ethical Choice in Business, Response Books: New Delhi, 2010
3. F. Cherulinam : Business & Government, HPH
4. Colley : Corporate Governance (Executive MBA Series), TMG Publishers
5. R. Chandra : Corporate management, Eastern Book House
6. S.S. Gulshan : Company Law, Excel Book

**MARKETING**  
**MBAE – 512 - (M)**  
**ADVERTISING & SALES PROMOTION**

**Objective of the Course:** *The course examines the fundamental concepts, relevance & emergence of advertising and sales promotion.*

**Module I: Foundation of Advertising:** Meaning, nature and objectives of advertising, Advertising as a tool of marketing, Advertising effects, economic and social, Advertising copy, Advertising Budget, Advertising and Children, Advertising scene in India.

**Module II: Advertising Media Policy and Decision:** Meaning and importance, Media planning, Media selection decision-Print media, Electronic media, Outdoor and Transit media, Non-media advertising, Advertising on internet, Managing advertising agency; measuring advertising effectiveness.

**Module III: Introduction to Sales Promotion:** Concepts, Objectives of sales promotion, factors influencing sales promotion growth, merits and de-merits of sales promotion, “Pull or Push” strategies, Trade promotion, characteristics of a successful sales promotion, sales promotion evaluation.

**Module IV: Sales Promotion Tools & Techniques:** Price Discount, Price Packs, Refunds & Rebates, Coupons, Contests and sweepstakes, Premiums, Product Sampling, Continuity Plans, Trade Allowances & Deals, Exchange & Buy back offers, Point of Purchase Materials, Trade Fairs & Event Sponsorships.

**RECOMMENDED BOOKS:**

1. G. E Belch and M. A Belch	: Advertising and Promotion, TMH
2. Batra	: Advertising Management, Pearson
3. Jobber	: Selling and Sales Management, Pearson Education.
4. Clow	: Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2002.
5. Wells	: Advertising: Principles and Practice, Pearson
6. Aaker D	: Building Strong Brands, Free Press
7. S.A. Chunawalla	: Foundations of Advertising: Theory and practices.

## MBAE – 513 – (M)

### SERVICE MARKETING

**Objectives of the course:** *This course shall introduce the learner to the basic understanding of features, role & emergence of service in the economy. The course attempts to explore and evaluate the scope of marketing opportunities and potential in service driven economy.*

**Module I:** Defining services; Reasons for growth in service sector- role, importance and emergence of services sectors in an economy; Services: The Indian scenario; Characteristics of Services - Difference between product and Service; Classification of services. Services Encounters, Service Blueprinting, Flower of service, Introduction to Service Marketing, Service Marketing Triangle.

**Module II:** Service Marketing Mix: The Seven Ps - Product Decisions, Pricing Strategies, Promotion of Services and Placing or Distribution of Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

**Module III:** Service Life Cycle: Stages of new service development. Measuring Service Quality: Service Gap model. SERVQUAL. Deming's PDCA cycle, Service Benchmarking. Service Strategy. Service Quality Problems: Root Cause Analysis-The Fishbone Diagram, Pareto Analysis, Service Strategy.

**Module IV:** Marketing of various Services / Sectors: Marketing of Financial Services, Marketing of Tourism & Hospitality Services, Marketing of Health Services, Marketing of Educational & Professional Services.

#### RECOMMENDED BOOKS:

1. Lovelock, C. Services Marketing	: People Technology, Strategy, Pearson
2. Zeithaml, V. and Bitner, M.	: Services Marketing, McGraw Hill
3. Payne , A	: The Essence of Services Marketing, PHI
4. Nargundkar	: Services Marketing: Text and Cases
5. Venugopal & Raghu V.N.	: Services Marketing, HPH
6. Hoffman, K.D. & Bateson	: Essentials of Service Marketing: Concepts Strategies and Cases, Thompson South Western

**MBAE – 514 – (M)**  
**INTERNATIONAL MARKETING**

**Objectives of the course:** *The objective of this course is to expose students to the conceptual framework of international marketing management.*

**Module I: Introduction:** Concept of international marketing, Distinction between International marketing and Domestic marketing. Theories of International Trade: Theory of comparative Advantage, Theory of absolute advantage, Theory of competitive advantage, Factor Endowment theory. Tariff & non-Tariff barriers.

**Module II: International Marketing Environment, India & World Trade and Constraints:** International Marketing Environment: Economic, Cultural & Political Environment, International Institutions: World Bank, International Monetary Fund (IMF), UNCTAD, India and World Trade: Import and Export Policy, Institutional Infrastructure for Export Promotion: Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards.

**Module III: Procedure and Documents:** Process of Exports, Commercial Documents, Regulatory Documents, Instruments of Payments-Open Accounts, Bills of Exchange, Letter of Credit, Export Finance.

**Module IV: International Marketing Strategies:** Entering International Markets: Reasons for entering International Markets, Concept of market entry, Modes of entry, Factors affecting the selection of entry mode, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

**RECOMMENDED BOOKS:**

1. Bhattacharya, B : Export marketing Strategies for Success, Global Business Press
2. Pripalomi, V.H. : International Marketing, PHI
3. Czinkota, M.R. : International Marketing, Dryden Press, Boston
4. Fayerweather, John : International Marketing, Prentice Hall

## FINANCE

### MBAE – 512 - (F) CAPITAL INVESTMENT AND FINANCING DECISIONS

**Objective of the Course:** *The main objective of the paper is to impart understanding among the students about the nature of sources and investment of fund in present day corporate sector.*

**Module I: Investment:** Meaning & Definition, Nature, Objectives Factor Influencing Selection of Investment, Investment Alternatives, type of investor, investment vs. Gambling, Investment vs. Speculation.

**Module II: Sources of fund;** long term sources, short term sources, leasing, joint ventures and joint stock as a sources of fund.

**Module III: Cost of capital and valuation;** meaning & significance of cost of capital, elements of cost of capital, opportunity cost of capital, calculation of specific cost of capital, computation of WAACC.

**Module IV: Capital Structure:** meaning, determination of optimal capital structure, EBIT-EPS analysis. Theories and assumptions of capital structure: - traditional approach, NOI approach, NI approach.

#### RECOMMENDED BOOKS:

1. J.K. Francis : Investments: Analysis and Management, McGraw Hill
2. Prasanna Chandra : Project Management
3. Van Horne & Wachowicz Jr. : Fundamentals of Financial Management, Prentice Hall.
4. Bhatta, V.K. : Financial Management and Policy, PHI

## **MBAE – 513 – (F)**

### **CORPORATE TAXATION**

**Objective of the Course:** *This course intends to provide the basic idea about the taxation and its management in corporate sector.*

**Module I: Concept and Computation of Tax:** Basic concept, Computation of Corporate Income & tax, MAT, Deduction and Exemptions Relating to Losses, Set off & Carry Forward of Losses.

**Module II: Tax Planning and Administration: Meaning and concept of tax planning and management, tax evasion and tax avoidance,** Income Tax Authorities, Tax Deducted as Sources (TDS), Tax Filling, Advance Tax, Filling of Return, Tax Reliefs, Fines & Penalties for Delay and Defaulter, Search and Seizure, as per Indian Income Tax Act' 1961.

**Module III: Recent Changes in Taxation:** Tax Provision Relating to SEZs, Goods and Services Tax (GST), Authorities for Advances Rulings (AAR), Direct Tax Code, (DTC)

**Module IV: Central Excise Act 1944:** Scope and Nature, basic Conditions for levy of Excise duty, , Classification of Goods-Excisable, Clearance of goods from factory, Important Procedures in Central Excise Relating to Registration of Factory/Warehouses;

#### **RECOMMENDED BOOKS:**

1. Lakhotia, R.N. : Corporate Tax Planning, Vision Publications
2. Singhania, V.K. : Direct Taxes: Law and Practices, Taxman's Publication
3. Singhania, Vinod K : Direct Tax Planning and Management, Taxman's Publication

**INTERNATIONAL FINANCE**

**Objective of the Course:** *To impart knowledge to the students about the fundamentals of international financial management.*

**Module I: Introduction:** International Economic Issues and Dimensions, Finance Function in a Multi-National Firm, International Financial Flows: The Balance of Payment Framework, International Financial system and Institutions; IMF, IBRD, Development Banks.

**Module II: Forex Risk Management and Money Market Instruments:** Forex Markets and Instruments, Exchange Rate: Determination and Forecasting, Managing Accounting Exposures, Managing Transaction Exposures, Money market Instrument; GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Derivatives, Floating Rate Instruments, Loan Syndication and Euro Deposits.

**Module III: International Working Capital management:** Financing Foreign Trade, International Cash Management, International Receivables and Inventory Management.

**Module IV: International Financial Investment and Strategies:** Forex Regulation and Control, International Financing Decision, International Investment Strategy Portfolio investment and Multinational Banking.

**RECOMMENDED BOOKS:**

1. P.G. Apte : International Finance, Tata McGraw Hill
2. P.G. Apte : Global Business Finance, Tata McGraw Hill
3. Jain & Yadav : International Finance, Macmillan,
4. Alam Shapiro : Multinational Finance, Prentice Hall of India,
5. Madhu Vij : International Finance, Excell Books

## **HUMAN RESOURCE MANAGEMENT (HRM)**

### **MBAE – 512 – (HRM)**

## **HUMAN RESOURCE DEVELOPMENT**

**Objective of the Course:** *The objective of the course is to make student aware of the concepts, techniques and practices of Human Resource Development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.*

**Module I: The Fundamentals of HRD:** Concept and significance; Scope of HRD, Need for HRD, HRD Objectives, HRD techniques and outcomes, Relationship between Human Resource Management and Human Resource Development; Challenges of HRD, Functions of a HRD Manager, HRD styles, Emerging perspectives on HRD,

**Module II: Training and Managerial Development :** Concepts and Explanation of Training and Development; linking training and development to company's strategy, Advantages of Training, Training Needs Assessment(TNA)- Meaning, purpose and approaches, Designing a training program ,Training Methods – On- the- job methods (Job rotation, Internship, Committee assignments, Job Instruction, step by step), Off- the-Job methods (Vestibule Training, Role Playing, Simulation, Conference/Discussions, Programmed Instruction), Role of External agencies in Training and Development, Methods of evaluation of Training.

**Module III: Management Development and Career Planning:** MDPs- Principles, Methods (Coaching, Mentoring, In Basket Game, Grid Training), Selection of Techniques of MDP, Career Planning – Meaning, Need, Process, Career Paths, Career Transition and Plateauing, Succession Planning and Fast-Tracking,

**Module 1V: OD and Change Management:** Introduction to OD, Characteristics of OD, OD Models, Assumptions and Beliefs in OD, OD Interventions (Management by objectives (MBO), Sensitivity Training, Action Research, Survey Feedback, Process Consultation, Team Building, Quality of Life, Restructuring), Organisational Change - Role of HR in Change Management, Role and Skills of Change Agents.

### **RECOMMENDED BOOKS:**

1. David Mankin : Human Resource Development, Oxford
2. Wendell L. French and C. H Bell : Organisational Development, Prentice Hall
3. R. Krishnaveni : HRD- A Researcher's Perspective, Excel Books
4. Gary Dessler : Human Resource Management, Pearson
5. VSP Rao : Human Resource Management, Excel Books
6. Dayal and Ishwar : Management Training in Organisations, Prentice Hall
7. Henderson, R.I : Compensation Management in a Knowledge Based World Pearson

## **MBAE – 513 - (HRM)**

### **PERFORMANCE & COMPENSATION MANAGEMENT**

**Objective of the Course:** *To introduce Performance Management principles and tools for an integrated view of performance from human resource management perspective and to introduce compensation management techniques and components.*

**Module I: Introduction to Performance Management:** Concepts of Performance Management, Aims of Performance Management, Key factors leading to effective Performance Management, Differentiation of Terms Related to Performance Management, Basic theories of Performance Management, Overview of Performance Management as a System, Linkage of Performance Management to other HR processes.

**Module II: Performance Management Planning and Operation:** Performance Management Planning Process, Setting objectives - Organisational and individual performance plans ( KPIs), setting mutual expectations and performance criteria, Barriers to Performance Planning, Overview of Performance Management Process, Performance Management cycle at a glance, Mid-cycle Review Process, End-cycle Review Process, Critical Issues related to Performance Appraisal Methods, Competency Mapping, An overview of 360 degree appraisal. Balance Score Card.

**Module III: Performance Management Implementation:** Bottlenecks in performance Management Implementation, Performance Management Documentation –Need and Structure. Performance Appraisal Feedback: -Situations Requiring Feedback and Pitfalls, Components of a Feedback Mechanism and Steps in giving a Constructive Feedback, Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay, Challenges of Linking Performance and Reward

**Module IV: Compensation Management:** Key issues in designing an effective Compensation System, Executive Compensation -Components of Executive Compensation, Performance based pay and incentives, Skill based payments, Team based payments, Broad banding, Profit sharing, Innovations in Compensation Management- ESOPs, Flexi time etc. Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns, Calculation for superannuation, gratuity & bonus

### **RECOMMENDED BOOKS:**

1. A.S Kohli T. Deb : Performance Management ,Oxford Publications
2. Tapomoy Deb : Performance Appraisal & Management, Excel Books
3. Micheal Armstrong : Armstrong's Handbook : HRM Practice , Kogan Pace
4. Garry Dessler : Human Resource Management, Pearson

**MBAE – 514 – (HRM)**  
**INTERNATIONAL HRM**

**Objective of the Course:** *To introduce key aspects of HRM in international business context.*

**Module I: Introduction to IHRM:** Concepts, HRM issues related to Internationalization; Social, Legal and Cultural aspects in International Business, International comparison of HRM practices, Challenges of IHRM, Evolution of Global Organizations.

**Module II: Managing HR across the Border:** Examination of cultural impact on HRM practices in international context (Hofstede Framework), Sources of global workforce. Staffing policy in global business, Relationship between stages of global business evolution and sources of global workforce policy.

**Module II: Developing Global Workforce:** Training issues related to international business operation, Expatriate Selection, Expatriate Preparation and Development, Expatriate Compensation: Types of Compensation Plans, Role of national differences on expatriate compensation. Issues related to global compensation system, Expatriate Repatriation.

**Module IV: HRM in Cross-Border Mergers and Acquisitions:** Nature of M&A's, Motives Behind M&A's, Acquisition Strategies and HR, HR Interventions: Composition of New Board, Assessing Culture, Human Capital Audit & Management Team, Communication, Retaining Talent, Creating New Culture, Aligning Performance and Reward System, Managing Transition.

**RECOMMENDED BOOKS:**

1. K. Aswathappa, Sadhna Dash : IHRM, Tata McGraw Hill
2. Monir H. Tayeb : IHRM & Multinational Company Perspective, Oxford
3. Toney Edwards & Chris Rees : IHRM, Globalization, National System & Multinational Companies
4. Roger Bermelt : International Business: Environment & Operations, Pearson

