

**Learning Outcomes based Curriculum Framework
(LOCF)**

For

Master of Business Administration (MBA)



**Department of Business Administration
Chaudhary Devi Lal University
Sirsa-125055
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1. About the Department

Established in 2003, the Department of Business Administration engaged in offering quality management education and research. Through effective research, teaching and extension activities, the department constantly seek to strengthen the ongoing process of management and extend the frontiers of management knowledge. Being conscious of its commitment and obligations to the society, it has continuously striven towards upgrading and fine-tuning the skills and insights of the students through well-designed and industry-focused courses. As of today, it offers two-year full time MBA and Ph.D. programme from the University campus. Students from the department are well received by the Corporate Sector for training and placement. In the process, the department has committed faculty and making available a scholastic infrastructure conducive for learning to our students. The main motive is to prepare a class of proficient scholars and professionals with ingrained human values and commitment to expand the frontiers of knowledge for the advancement of society.

2. Learning Outcome based Curriculum Framework

The Choice Based Credit System (CBCS) has evolved into learning outcome based curriculum framework and provides an opportunity for the students to choose courses from the prescribed courses comprising Core, Discipline Specific, Skill Enhancement and Open Elective courses. The courses are evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in evaluation system also enables the potential employers in assessing the performance of the candidates.

2.1 Objectives of the Programme

- To enable students in identifying, assessing and shaping entrepreneurial opportunities in a variety of contexts.
- To acquaint students with problem solving skills supported by appropriate analytical and quantitative techniques.
- To produce ethical and socially responsible managers both for society and business organizations.

- To provide research expertise to scholars by identifying and conducting the research on emerging issues and critical problems of business world.

2.2 Programme Outcomes (POs)

The MBA is a highly prominent management course of modern times and prepares the participants for taking up middle and top level challenging executive assignments in private and public sectors. Accordingly, they are imparted adequate conceptual knowledge and practical training in various functional areas of management *i.e* .Marketing Management, Financial Management, Human Resource Management and Agri-Business Management. MBA is a two years programme divided into four semesters. The programme aimed at following outcomes:

PO1	Business Practical Knowledge and Industry Interaction and Overview: Implement knowledge of management theories and practices to solve the business problems and demonstrate the principles of management and apply in work environment efficiently in respective disciplines and multidisciplinary environments after considering the socio-economic and financial factors.
PO2	Leadership and Business Problem Solutions: Adopt a problem solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society.
PO3	Communication and Other Skills: Create an ability to understand, analyse and communicate global, economic, legal, and ethical aspects of administration and to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions.
PO4	Group Dynamics and Team Management: Understand group dynamics, recognise opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team environment.
PO5	Research and Innovation: Analyse complex managerial problems critically, conceptualize and solve these problems, assess a wide range of potential solutions and arrive at feasible, optimal solutions in the core areas of expertise at the national and international levels.
PO6	Functional Specialization: Understand business administration in multi-functional areas of management like Marketing, Finance, OB&HR, Bank Management, International Business, Production and Operations Management, Information Technology, Rural & Urban, Public System Management and Health Care Administration and to understand and derive meaningful implications about organizational performance.

PO7	Values, Ethics and Professional Integrity: Acquiring professional and intellectual integrity, code of conduct, ethics of research and scholarship, impact of outcomes on professional ethics and an understanding of responsibility to contribute to the community for its sustainable development.
PO8	Employment and Entrepreneurship: Adopt a problem solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society.

2.3 Programme Specific Outcomes (PSOs)

PSO1	Business Ethics and Values: Apply ethical principles and commit to business professional ethics and values for discharging all responsibilities within the norms of the business and management practices.
PSO2	Social Responsibility and Life-long Learning: Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the context of global business environment dynamics.
PSO3	Environmental Awareness for Sustainability: Understanding the impact of the professional business solutions in economic, societal and environmental contexts, and demonstrate the business knowledge for sustainable global business development.
PSO4	Leadership and Professional Skills: Turning out graduates having the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

3. Programme Structure

MBA - a four-semester postgraduate programme is 114 credits weightage consisting of Core Courses (CC), Discipline Specific Elective Courses (DSC), Skill Enhancement Courses (SEC) and Open Elective Courses (OEC).

Table 1: Course and Credit Scheme

Semester	Core Courses (CC)		Discipline Specific Courses (DSC)		Skill Enhancement Courses (SEC)		Open Elective Courses (OEC)*		Total Credits
	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits			
I	6	24	-	-	-	-	A total of 08 credits are to be earned from other Departments or from MOOCs <i>Students have to opt open elective course up to 2nd Semester in consultation with chairperson of the department and Director, University Centre for Outreach Programmes and Extension</i>		28
II	5	20	-	-	1	02			26
III	2	06	5	20	1	04			30
IV	2	06	5	20	1	04			30
Total	Core Credits	56	Discipline Specific Credits	40	Skill Enhancement Credits	10	Open Elective Credits	08	114
%age	Core Credits	49.12	Discipline Specific Credits	35.08	Skill Enhancement Credits	8.78	Open Elective Credits	7.02	100

Table 2: Detailed Breakup of Credits

	Core Course (CCs)	Discipline Specific Course (DSC)	Skill Enhancement Course (SEC)	Open Elective Course (OEC)*	Total Courses
Semester I	CC01	--	--	OECs offered by other departments or MOOCs (May be enrolled in any of the four semesters)	7
	CC02				
	CC03				
	CC04				
	CC05				
	CC06				
Semester II	CC07	--	SEC01	<i>Students have to opt open elective course up to 2nd Semester in consultation with chairperson of the department and Director, University Centre for Outreach Programmes and Extension</i>	6
	CC08				
	CC09				
	CC10				
	CC11				
Semester-III	CC12	DSC01-DSC05 (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)*	SEC02		8
	CC13				
Semester-IV	CC14	DSC06-DSC10 (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)*	SEC03-SEC04 (Any One)		8
	CC15				

*Choose as per availability

Table 3: Course code and Title along with credits detail

Sr. No.	Course Code	Course Title	Credits		
			Theory	Practical	Total
Semester I (Total Credits: 28, Marks -700)			Theory	Practical	Total
Core Course(s)					
1.	MBA/1/CC01	Management Process and Organizational Behaviour	4	-	4
2.	MBA/1/CC02	Accounting for Managers	4	-	4
3.	MBA/1/CC03	Managerial Economics	4	-	4
4.	MBA/1/CC04	Business Environment	4	-	4
5.	MBA/1/CC05	Business Communication	4	-	4
6.	MBA/1/CC06	Computer Fundamentals	4	-	4
7.		Open Elective *	4	-	4
* = Credits for Open Elective(s) shall be earned by the students from other departments.			Total	28	-
					28
Semester II (Total Credits: 26, Marks - 650)			Theory	Practical	Total
Core Course(s)					
1.	MBA/2/CC07	Business Statistics and Research Methodology	4	-	4
2.	MBA/2/CC08	Marketing Management	4	-	4
3.	MBA/2/CC09	Human Resource Management	4	-	4
4.	MBA/2/CC10	Financial Management	4	-	4
5.	MBA/2/CC11	Agri-Business Management	4	-	4
6.	MBA/2/SEC01	Seminar	2	-	2
7.		Open Elective *	4	-	4
* = Credits for Open Elective(s) shall be earned by the students from other departments.			Total	26	-
					26

Summer Training: At the end of second semester, all the students shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee of three members constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

MBA 3rd Semester (Total Credits: 30, Marks-750)

After completing 1st and 2nd Semester, students are required to opt any three optional courses for Major Specialization and two courses for Minor Specialization from each of two specializations apart from the core subjects in 3rd semester (Marketing Management, Financial Management, Human Resource Management and Agri-Business Management). For introducing the specialization in third

semester, there must be at least 05 students. The specializations opted in 3rd semester will remain the same in 4th Semester also.

Sr. No.	Course Code	Course Title	Credits		
			Theor y	Practic al	Tota l
Core Course(s)					
1.	MBA/3/CC12	Entrepreneurship Development	4	-	4
2.	MBA/3/CC13	Business Legislation	2	-	2
Skill Enhancement Course					
3.	MBA/3/SEC02	Summer Training Report	4	-	4
Discipline Specific Course					
Specialization: Marketing Management (Any 3Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/3/MM/DSC01	Integrated Marketing Communication	4	-	4
2.	MBA/3/MM/DSC02	Consumer Behaviour	4	-	4
3.	MBA/3/MM/DSC03	Service Marketing	4	-	4
4.	MBA/3/MM/DSC04	Marketing Research	4	-	4
5.	MBA/3/MM/DSC05	Brand Management	4	-	4
Specialization: Financial Management (Any 3Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/3/FM/DSC01	Security Analysis	4	-	4
2.	MBA/3/FM/DSC02	Management of Financial Services	4	-	4
3.	MBA/3/FM/DSC03	Financial Engineering	4	-	4
4.	MBA/3/FM/DSC04	Project Management	4	-	4
5.	MBA//3/FM/DSC05	Income Tax	4	-	4
Specialization: Human Resource Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/3/HRM/DSC01	Management of Industrial Relations	4	-	4
2.	MBA/3/HRM/DSC02	Performance Management	4	-	4
3.	MBA/3/HRM/DSC03	Compensation Management	4	-	4
4.	MBA/3/HRM/DSC04	Human Resource Planning and Development	4	-	4
5.	MBA/3/HRM/DSC05	Managing Interpersonal and Group Processes	4	-	4
Specialization: Agri-Business Management(Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/3/AB/DSC01	Agri-Business Environment and Policy	4	-	4

2.	MBA/3/AB/DSC0 2	Food Technology and Process Management	4	-	4
3.	MBA/3/AB/DSC0 3	Agri-Supply Chain Management	4	-	4
4.	MBA/3/AB/DSC0 4	Livestock Business Management	4	-	4
Total (2 CC + 5 DSC + 1 SEC)			30	-	30

The students may undertake a Research Project in option of Business Ethics during 4th Semester. The topic of Research Project will be finalized in 3rd semester by DRAC on basis of presentation by the students on selected topic duly recommended by the supervisor. The student before DRAC will present the findings of the Research Project. After the approval of DRAC, three copies of the Research Project, along with plagiarism report, will be submitted by students up to 30th April of the concerned semester/ year during the 4th Semester without any late fee. After that late fee will be charged as per university rules. The workload equal to one credit, who will supervise two students, will be included in teacher's workload.

MBA4th Semester (Total Credits: 30, Marks-750)

Core Courses					
1.	MBA/4/CC14	Strategic Management	4	-	4
2.	MBA/4/CC15	Comprehensive Viva-Voce	-	-	2
Skill Enhancement Course (Any 1 from following 2 Courses)					
3.	MBA/4/SEC03	Research Project	-	-	4
4.	MBA/4/SEC04	Business Ethics	4	-	4
Discipline Specific Course					
Specialization: Marketing Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/4/MM/DSC06	Industrial Marketing	4	-	4
7.	MBA/4/MM/DSC07	Cyber Marketing	4	-	4
8.	MBA/4/MM/DSC08	Distribution and Logistics Management	4	-	4
9.	MBA/4/MM/DSC09	Retail Marketing	4	-	4
10.	MBA/4/MM/DSC10	International Marketing	4	-	4
Specialization: Financial Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/4/FM/DSC06	Corporate Restructuring	4	-	4
7.	MBA/4/FM/DSC07	Financial Derivatives	4	-	4
8.	MBA/4/FM/DSC08	International Financial Management	4	-	4
9.	MBA/4/FM/DSC09	Portfolio Management	4	-	4
10.	MBA/4/FM/DSC10	Corporate Tax Planning	4	-	4
Specialization: Human Resource Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/4/HRM/DSC06	Training and Development	4	-	4
7.	MBA/4/HRM/DSC07	Global Human Resource Management	4	-	4
8.	MBA/4/HRM/DSC08	Organizational Change and Intervention Strategies	4	-	4
9.	MBA/4/HRM/DSC09	Strategic Human Resource Management	4	-	4
10.	MBA/4/HRM/DSC10	Labour Laws in India	4	-	4
Specialization: Agri-Business Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
5.	MBA/4/AB/DSC05	Agri-Business Entrepreneurship	4	-	4
6.	MBA/4/AB/DSC06	Dairy Products Management	4	-	4
7.	MBA/4/AB/DSC07	Agriculture & Post Harvesting Management	4	-	4
8.	MBA/4/AB/DSC08	Bee Keeping Management	4	-	4
Total (2 CC + 5 DSC + 1 SEC)			30	-	30
Or					
1.	MBA/4/CC17	Comprehensive Viva-Voce	-	-	02
2.	MBA/4/SEC05*	In-Company-Project-Work	28	-	28
	MBA/4/SEC05(a)	Dissertation	10	-	10
	MBA/4/SEC05(b)	Presentation	08	-	08
	MBA/4/SEC05(c)	Academic Guide Evaluation	10	-	10
Total (1 CC + 1 SEC)			30	-	30

* **Instructions for In-Company-Project-Work:** The following instructions will be followed:

- 1) If any student gets placement offer, through on-campus placement drive or off-campus, from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority

of the University. The student is bound to inform and submit offer letter (issued by organization where he or she wants to join) in the office of Chairperson (in case of Department of Business Administration and in office of Director/ Principal in case of affiliated institutes) within 15 days of completion of 3rd Semester Examination.

- 2) However, such In-Company-Project-Work will be jointly supervised by the Academic Guide (to be nominated by Chairperson in case of Department of Business Administration and Director/ Principal in case of affiliated institutes) and Industry Guide (to be appointed by the competent authority of the concerned organization, who has offered appointment letter to the student and the organization requires to join immediately). The Academic Guide will get two hours per week credit per student maximum up to ten credits in his or her teaching workload during the semester.

Table 4: Open Elective Courses Offered for the students of other Departments

Course Code	Course Title	Credits
MBA-OE-101	Fundamentals of Management	4
MBA-OE-102	Communication Skills	4
MBA-OE-103	Entrepreneurship Development	4
MBA-OE-104	Personality Development	4
MBA-OE-105	Fundamentals of Managerial Skills	4
MBA-OE-106	Understanding Human Behaviour	4
MBA-OE-107	Event Management	4
MBA-OE-108	Management Thoughts and Thinkers	4

Note:

1. The lectures of each Course will be five in a week which include four lectures and one tutorial for the course having four credits. The Teacher's workload of each course having four credits may be calculated as five hours and two hours for Summer Training Report Presentation and Seminar in a week.
2. The total credits of the MBA programme *i.e.* from the 1st to 4th semesters will be 114 (Core Courses 56 credits, Discipline Specific 40 credits, Skill Enhancement Courses 10 credits and Open Elective 08 credits; Total Marks- 2850). 08 Credits for Open Electives shall be earned by the students from other departments as per syllabus and scheme of the examination of the concerned department.
3. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.

4. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions will carry equal marks.
5. The students will have an option to choose MOOCs/SAWYAM courses offered by another department as an Open Elective Course to earn requisite credits for their degree. The students will opt these course(s) in 2nd and / or 3rd semester of their respective academic programme.

During the PG Programme in Chaudhary Devi Lal University, the student will have to complete minimum Credits designed by the concerned Department. Out of total, 08 Credits for Open Electives shall be earned by the students from other departments as per syllabus and scheme of the examination of the concerned department. Department of Business Administration offers following Open Elective Courses for the students of other departments. Student may adopt only one Course in a Semester. Minimum students to start the class of an Open Elective Course are as per University Norms.

Open Elective Course(s) (for the students of other departments)

Semester	Course Code	Course Title	Credits
Odd Semester i.e. 1 st and 3 rd	MBA-OE-101	Fundamentals of Management	4
	MBA-OE-102	Communication Skills	4
	MBA-OE-103	Entrepreneurship Development	4
	MBA-OE-106	Understanding Human Behaviour	4
Even Semester i.e. 2 nd and 4 th	MBA-OE-104	Personality Development	4
	MBA-OE-105	Fundamentals of Managerial Skills	4
	MBA-OE-107	Event Management	4
	MBA-OE-108	Management Thoughts and Thinkers	4

Note:

1. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.

2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

For adopting MOOC:

Furthermore, Students of any other departments appearing in PG Programme are allowed to adopt following MOOC Courses of Management stream as an open elective as per University norms:

Sr. No.	Semester	Name of Course
1.	Odd Semester	Entrepreneurship
		Communication Skills
2.	Even Semester	Personality Development
		Fundamental of Managerial Skills

**MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
(MBA/1/CC01)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

Course Outcomes:

After completing the course, students would be able to:

CO1: Recall the concepts of management process and different required managerial skills.

CO2: Analyse the different managerial functions in organisation.

CO3: Analyse the behaviour of individuals and groups in organizations understand the implications of organizational behaviour on the process of management.

CO4: Explain the organizational culture and describe group processes, Conflict and Stress Management.

Course Contents:

Unit 1 Introduction to Management; Evolution of Management Thoughts: School of Management Thoughts, Approaches to Management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers.

Unit 2 Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organizational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, Communicating; Controlling; Co- coordinating.

Unit 3 Organizational Behavior: concepts, determinants, challenges and opportunities, contributing disciplines to the OB; Organizational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behavior: Personality; Perception; Values; Attitudes; Learning.

Unit 4 Understanding and Managing Group Processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

Suggested Readings:

- Koontz and Wechrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Robbins, Aggarwal and Madhushree, *Fundamentals of Management*, Pearson Education, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**ACCOUNTING FOR MANAGERS
(MBA/1/CC02)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Understand, describe and apply accounting concepts, principles, techniques and conventions for their routine monetary transaction which are associated with decision making.
- CO2:** Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures and to differentiate between various types of accounting practices being followed within the organization.
- CO3:** Create and prepare financial statements in accordance with Generally Accepted Accounting Principles, which recognize the usefulness of costing to manager and its applications in the business.
- CO4:** Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements. And appraise the performance of organizations with the help of financial statements presented at the end of the year.

Course Contents:

Unit 1 Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

Unit 2 Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation.

Unit 3 Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

Unit 4 Marginal costing: CVP analysis, break-even analysis, Practical Applications of Marginal Costing; An overview of Standard Costing.

Suggested Readings:

- Anthony R. N. and Reace J. S., *Accounting Principles*, Tata McGraw Hill, New Delhi.
- Bhattacharya S. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand, New Delhi.
- Maheshwari, S. N., *Advanced Accounting*, Vikas Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MANAGERIAL ECONOMICS
(MBA/1/CC03)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to acquaint the students with the concepts and techniques used in micro-economic theory and to enable them to apply this knowledge in business decision making.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Define the basic elements of managerial economic aspects of firm.
- CO2:** Explain different theories of managerial economics and forecast demand for a product.
- CO3:** Know what to produce, where to, when to, how to, for whom to produce.
- CO4:** Frame policy for production to minimize the cost and maximum the profit.

Course Contents:

Unit 1 Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

Unit 2 Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Production function: Short term and long run production function, law of variable proportion and return to scale.

Unit 3 Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

Unit 4 Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

Suggested Readings:

- Brigham, E. F., Pappas, J. L., *Managerial Economics*, Dryden Press, Illinois.
- Dwivedi, D.N., *Managerial Economics*, Vikas Publication, New Delhi.
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Peterson, Lewis, *Managerial Economics*, Prentice Hall of India, New Delhi.
- Salvatore, *Managerial Economics in Global Economy*, Thomson Learning, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**BUSINESS ENVIRONMENT
(MBA/1/CC04)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to familiarize the students with the nature and changing dimensions of business environment in India.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Define and trace all the indicators of micro and macro environment affecting business organizations and understand relationship between environment and business and applying the environmental analysis techniques in practice.
- CO2:** Understand Economic, Socio-Cultural and Technological Environment and identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations
- CO3:** Evaluate state policies, Economic legislations and Economic reforms laid by the government
- CO4:** Distinguish and examine the necessary techniques and skills that help them in handling the organization's global and national issues efficiently.

Course Contents:

Unit 1 Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

Unit 2 Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

Unit 3 Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

Unit 4 Legislations for Social Responsibilities- Consumer Protection Act, 1986 and its Amendments; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

Suggested Readings:

- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Bedi, Suresh, *Business Environment*, Excel Books, New Delhi.
- Biswanath, Ghosh, *Economic Environment and Business*, Vikas Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS COMMUNICATION
(MBA/1/CC05)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

Course Outcomes

After completing the course, students would be able to:

CO1: Describe the basics of communication and its importance.

CO2: Understand the various barriers in the communication and the ways to overcome them

CO3: Explain the effectiveness of oral communication and its application in-group presentation.

CO4: Identify and illustrate communication abilities to face corporate challenges.

Course Contents:

Unit 1 Communication: Importance for business organization; Process and Barriers; Principles for effective communication; Dimensions of Communication; Ethics in Communication.

Unit 2 Verbal Communication: Oral and Written; Non-Verbal Communication: Kinesics; Paralanguage; Proxemics; Sign Language. Cross Cultural Communication.

Unit 3 Presentation Skills; Listening Skills; Writing Skills; Speaking Skills; Audience Analysis.

Unit 4 Essentials of effective business correspondence; Business Letter- Types; Proposal writing Report writing; Notices, Circulars, Office Orders, Memos, Agenda and Minutes, Resume' Writing; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

COMPUTER FUNDAMENTALS
(MBA/1/CC06)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to make the students understand the basics of computer.

Course Outcomes:

After completing the course, students would be able to:

CO1: Relate with various software related to office application.

CO2: Explain and identify electronic data transfer takes place and will be able to handle data base management systems.

CO3: Use and operate telecommunication networks which are most commonly used in organizations.

CO4: Evaluate and examine the perspectives of cyber security hence bearing ethical responsibility.

Course Contents:

Unit 1 Fundamentals of Computers: Introduction, Characteristics of Computers; Evolution of Computers: History and Generations, Basic Components of a Computer, their Functions and inter-relation; RAM and ROM.

Unit 2 Computer Hardware and Software; Types of Computer Systems: Personal-Micro, Mini, Mainframe and Super Computer; Data Representation: Number Systems: Binary, Octal and Hexadecimal, and their Inter-Conversions.

Unit 3 Organization of Memories; Representation of Number: Fixed-point and Floating-Point; Representation of Alphanumeric Character Codes; Data Storage: Primary Storage; Secondary Storage; Input and Output Devices.

Unit 4 Operating System: Meaning and types; Word Processor: Meaning and Applications; Windows: Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint, Internet: Usage and Applications.

Suggested Readings:

- Gill N.S., *Computer Network*, Krishna Publishing House, New Delhi.
- Sinha, P. K., *Computer Fundamentals*, BPB Publications, New Delhi.
- Tiwari, H.N., Jain Hem Chand, *Computer Fundamentals and Essential Tools*, International Book House, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS STATISTICS AND RESEARCH METHODOLOGY
(MBA/2/CC07)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The object of this course is to enable the students to learn about the statistical tools and techniques for decision-making.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Recall the knowledge of basic concept / fundamentals of business statistic and apply the knowledge of statistics in their future studies as well as in corporate sector.
- CO2:** Compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
- CO3:** Relate with the basic understanding of research methodology in the changing business scenario.
- CO4:** Identify and classify the application of analytical techniques to face the tasks aimed at fulfilling the objective of business decision making.

Course Contents:

Unit 1 Measures of Central Value; Types of averages; Merits, Limitations and suitability of averages; Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

Unit 2 Correlation Analysis; Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Probable error and coefficient of determination; Regression Analysis, Regression lines and Standard error of estimate.

Unit 3 Research: Meaning, Nature and Scope, Characteristics of Good Research, Steps in Research Process, Ethics in Business Research; Defining a Research Problem; Formulation of Research Hypothesis; Developing a Research Proposal; Research Design: Basic Concepts and Descriptive, Exploratory and Experimental Research Design.

Unit 4 Sampling: Sample and Census Study, Methods of Sampling, Sampling and Non-Sampling Errors, Determination of Sample Size; Tools and Techniques of Data Collection: Checklist, Observation, Interview, Sociometric Techniques, Questionnaire, Schedule, Rating Scales, Reliability and Validity of Instrument; Scaling and Measurement.

Suggested Readings:

- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Sharma, J. K., *Business Statistics*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Donald, R. Cooper & Pamela, S. Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Sharma, R. K., *Research Methodology*, National Publishing House, New Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MARKETING MANAGEMENT
(MBA/2/CC08)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues in the marketing of products and services.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Recall and describe the fundamental concepts related to marketing.
- CO2:** Describe the different approaches of marketing and market segmentation, PLC and NPD.
- CO3:** Demonstrate an understanding of the 4Ps and IMC used by the marketers.
- CO4:** Examine new and upcoming trends of marketing in the ever-dynamic business world.

Course Contents:

Unit 1 Marketing: Nature, Scope and Concept. Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research, Marketing Myopia, Marketing Mix, Understanding Consumer and Industrial Markets; Consumer Behaviour and factors influencing consumer buying behaviour, Buying process.

Unit 2 Market Segmentation, Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Service Marketing; Pricing: Objectives, Methods and Strategies.

Unit 3 Promotion Decisions: Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication; Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing;

Unit 4 Customer Relationship Management, Relationship Marketing; Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Online Marketing; Export Marketing.

Suggested Readings:

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, JhaMithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Kumar Arun, Meenakshi N., *Marketing Management*, Vikas Publication, New Delhi.
- SaxenaRajan, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Ramaswamy V.S., Namakumari S., *Marketing Management Global Perspective*, McGraw Hill Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**HUMAN RESOURCE MANAGEMENT
(MBA/2/CC09)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Recall the terms associated with Human Resource Management.
- CO2:** Discuss various HR practices used in the business world.
- CO3:** Apply various HR practices.
- CO4:** Evaluate the effectiveness of HR practices adopted in the organizations.

Course Contents:

Unit 1 HRM: Concept, Perspective, Significance, Scope and Functions; Evolution, Challenges and Future of HRM; Role of Human Resource Practitioners; HRM in Changing Environment.

Unit 2 Job Analysis: Job description and Job Specification, Human Resource Planning; Recruitment and Selection; Placement and Induction; Internal Mobility; Training and Development; Succession Planning; Career Planning and Development.

Unit 3 Performance Appraisal and Evaluation: Traditional and Modern Methods; Potential Assessment; Job Evaluation and Merit Rating; Exit Policy and its Implications; Employees' Welfare; Compensation and Benefits: Wage Determination and Salary Administration, Fringe Benefits; Rewards and Incentives.

Unit 4 Employee Morale and Productivity: Concept, Factors determining Morale; Industrial Relations and Trade Unions; Dispute Resolution and Grievance Management; Employee Discipline: Disciplinary Action, Domestic enquiry; Employee Participation; Collective Bargaining.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- De Cenzo, D.A & Robbins, S.P., *Human Resource Management*, Wiley, New York.
- Memoria and Memoria, *Human Resource Management*, Himalaya Publishing House, New Delhi.

● Rao, V.S.P, *Human Resource Management*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FINANCIAL MANAGEMENT
(MBA/2/CC10)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

Course Outcomes:

After completing the course, students would be able to:

CO1: Explain the role of financial management and take effective financial decisions.

CO2: Identify Time Value of Money.

CO3: Analyze the importance of Capital Structure, Dividend Policy, Capital Budgeting and various sources of finance.

CO4: Identify Financial Risk and undertake successful Mergers and Acquisitions.

Course Contents:

Unit 1 Financial Management: Nature, Scope, Functions and Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Elements in Process. Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure;

Unit 2 Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average and Marginal Cost of Capital. Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting.

Unit 3 Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy and Dividend Models.

Unit 4 Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Market and Capital Market, Stock Exchange in India.

Suggested Readings:

- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi.
- Kishore, M., *Financial Management*, Taxmann Publications, New Delhi.
- Hone, Van, *Financial Management and Policy*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

AGRI-BUSINESS MANAGEMENT
(MBA/2/CC11)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with various aspects related to administration and working of Agri-Business.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Understand the basic concepts like Nature and scope of Agri-business, Importance of Agribusiness Management.
- CO2:** Understand difference between farm and non-farm sectors, demand for agri-products and its determining factors Supply of Agri-products and its determinants.
- CO3:** understand how different principles like value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises-Laws of returns measurement of agricultural cost A,B,C methods.
- CO4:** Understand Marketing Mix for Agri Products.

Course Contents:

Unit 1 Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems, Principles of farm management decisions.

Unit 2 Principle of variable proportion and cost principle, Principle of factor substitution, Law of equi-marginal returns, opportunity cost principle.

Unit 3 Tools of farm management and farm business analysis, Farm planning and budgeting, Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

Unit 4 Management of farm resources – land, labor, capital, farm machinery, farm building, Risk and uncertainty in farming, Sources of uncertainty in farming, Management strategy to counteract uncertainty, Decision making process in farm business management under risks and uncertainty.

Suggested Readings:

- Heady, E. O and Jensen, H. Farm Management Economics. Prentice Hall.
- Johl, S. S and Kapoor, T. R. Fundamentals of Farm Business Management. Kalyani Publ.
- Kahlon, A. S and Singh, K. Economics of Farm Management in India. Allied Publ.
- Panda, S. C. Farm Management and Agricultural Marketing. Kalyani Publ.

● Dhondyal. S. P. Farm Management. Friends Publication.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**SEMINAR
(MBA/2/SEC01)**

**Course Credits: 2
Total Marks: 50**

Course Objective: The Seminar will be presented by each student on any topic relating to Indian Ethos and Values and current Socio-Economic context.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Define the concept and scope of the seminar topic of their interest relating to Indian ethos or contemporary issues in business.
- CO2:** Review an existing issue related to business that can help them to get ahead.
- CO3:** Illustrate the possible managerial relevance and implications of the specific issue they have approached.
- CO4:** Appraise the relevance of arguments prepared for the topic under consideration.

Important Instructions:

- i. The list of contemporary topics will be announced in the class and at least one topic will be allotted to each student by the Programme Coordinator.
- ii. The Evaluation Committee duly constituted by the Director/Principal will invite a seminar presentation from each student and the evaluation will be done on the basis of communication skills, contents, delivery, body-language and question-answer handling skills of the student on a Performa duly notified to the students in advance.

**ENTREPRENEURSHIP DEVELOPMENT
(MBA/3/CC12)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.
- CO2:** Develop a strong working knowledge of ethics & professional responsibility.
- CO3:** Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.
- CO4:** Proficient to recognize & seize diverse opportunities for financial gain.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Bruce R., and Ireland Duane, R., "*Entrepreneurship: Successfully Launching New Ventures*", Pearson Education, New Delhi.
- Gupta S. L. and Mittal Arun, "*Entrepreneurship Development*", International Book House, New Delhi.

- Hisrich, Robert D., Peters P. Michael and Shephered A. Dean, “*Entrepreneurship*”, McGraw Hill, New Delhi.
- **Jayashree K.**, Kumar S. Anil, Poornima S. C. and Abraham M. K., “*Entrepreneurship Development*”, New Age Publishers, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**BUSINESS LEGISLATION
(MBA/3/CC13)**

**Course Credits: 2
External: 30
Internal: 20
Total Marks: 50
Time Allowed: 2 Hours**

Course Objective: To give an exposure to the students of some of the major commercial laws affecting business.

Course Outcomes:

After completing the course students would be able to:

CO1: Define laws applicable to a business.

CO2: Classify different laws and explain their specific purpose.

CO3: Illustrate cases of law and interpret own manner to solve the problems of business class

CO4: Examine company laws and compare it with previous laws before amendment of 2013.

Course Contents:

Unit 1 Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract. Limited Liability Partnership Act, 2008: Introduction, incorporation and differences with other forms of organization.

Unit 2 The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification.

Unit 3 Negotiable Instruments Act, 1881: Meaning, Characteristics and Types of Negotiable Instruments; Holder and Holder-in-due-course; Negotiation by Endorsements; Crossing of Cheque and Dishonour of Cheque.

Unit 4 Companies Act, 2013: Essential features, Classes of Company; Types of Share Capital; Incorporation of Companies; Memorandum of Association; Article of Association.

Suggested Readings:

- Aggarwal, S. K., Singhal, K., *Business Laws*, Galgotia Publications, New Delhi.
- Datey, V. S., *Business and Corporate Laws*, Taxmann Publications, New Delhi.
- Gulshan, S. S., *Business Law*, New Age International Publication, New Delhi.
- Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
- Kuchhal and Prakash, *Business Legislation for Management*, Vikas Publishing, New Delhi.
- Tulsian P. C., *Business Law*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 20 marks includes mid-term examination (10 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 30 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**SUMMER TRAINING REPORT
(MBA/3/SEC02)**

**Course Credits: 4
Total Marks: 100**

Each student will be required to submit a summer training report to the department for the work undertaken after second semester in an industrial, business or service organization up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

Specialization: Marketing Management
INTEGRATED MARKETING COMMUNICATION
(MBA/3/MM/DSC01)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to make the students to understand the process of marketing communication and to know the contribution of each tool of communication in overall communication strategy.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Explain the components of integrated marketing communication.
- CO2:** Interpret the impact of business environmental factors on the marketing communication strategy.
- CO3:** Distinguish the utility of various promotional tools.
- CO4:** Evaluate the effectiveness of marketing communication strategy.

Course Contents:

Unit 1 Introduction: Concept of Marketing Communication, Marketing Communication Mix, Drivers of Integrated Marketing Mix; Models of Marketing Communication – AIDA Model, DAGMAR Model, PCB model.

Unit 2 Marketing Communication Process: Analysis of Promotional Opportunities, Concepts of Segmentation and Target Marketing, Promotional strategy of formulation and competitive Positioning, Determination of Promotional objectives, Role of Advertising and Promotion.

Unit 3 Advertising plan, Creative Strategy, Advertising Appeal, Creative formats, Stages of Creative Strategy - Idea generation, Copy writing, Layout, Copy testing and diagnosis; Media Planning - traditional and contemporary media; Media Strategy, Media Scheduling, Media Planning Models, Internet and Interactive Media; Advertising Agency - functions and types.

Unit 4 Role of Advertising Agencies, Types of Ad Agencies, Agency Compensation, Marketing Communication Budgeting, Measuring Promotional Performance, Global Marketing Communication, Legal and Ethical issues in Integrated Marketing Communication.

Suggested Readings:

- Belch, George and Belch, Michael, *Advertising and Promotion*, McGraw Hill, New Delhi.
- Clow, Kenneth & Back, Donald, *Integrated Advertising, Promotion and Marketing Communication*, Pearson Education, New Delhi.
- Duncan, Tom, *Principles of Advertising and IMC*, McGraw Hill, New Delhi.

- Percy, Larry, *Integrated Marketing Communication*, Routledge Taylor and Francis Group, London.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CONSUMER BEHAVIOUR
(MBA/3/MM/DSC02)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart the knowledge to students regarding consumer's behaviour and its implications for marketers.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Explain different components of consumer behaviour.
- CO2:** Define various terms associated with the field of consumer behaviour.
- CO3:** Interpret the impact of consumer behavior while framing marketing strategies.
- CO4:** Distinguish the individual and group aspects of consumer behaviour for devising marketing strategy.

Course Contents:

Unit 1 Consumer Behaviour: Meaning, Nature, Scope, Significance of its Study for Marketers, Consumer Research: Meaning, Process and Methods; Consumer Behavior and Marketing Strategy.

Unit 2 Factors Influencing Consumer Behaviour: Psychological, Motivation, Personality, Perception, Learning, Self-Concept; Attitude Formation and Change and their Marketing Implications.

Unit 3 Cultural Influences on Consumer Behaviour: Culture, Subculture and Social Class; Social, Economic, Reference Groups and Family Influences on Consumer Behaviour; Communicating with Consumers: Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications.

Unit 4 Consumer Decision Making: Levels, Process and Marketing Implications; Decision Making Models: Nicosia Model, Howard-Sheth Model, Blackwell Model; Consumerism: Meaning and Implications in India, Cross Cultural Consumer Behavioral Perspective & Implications. Industrial Buying Behaviour, Consumer Behaviour Audit. Current trends and ethical issues in Consumer Behavioural Studies.

Suggested Readings:

- Benett, Peter D. &Kassarjan, Harold H., *Consumer Behaviour*, PHI, New Delhi.
- David L. Loudon and J. Della, Albert, *Consumer Behaviour- Concepts and Applications*, McGraw Hill, New Delhi.
- Del L. Hawkins and David Baugh, *Consumer Behaviour*, McGraw Hill, New Delhi.
- Schiffman L. G. &Kanuk, L. L., *Consumer Behaviour*, Pearson Education, New Delhi

- Majumdar Ramanuj, Consumer Behavior: Insights from Indian Market, PHI New Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**SERVICE MARKETING
(MBA/3/MM/DSC03)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Outcomes:

After completing the course students would be able to:

CO1: Relate service and technology.

CO2: Classify services and recognize service challenges.

CO3: Use marketing research as a tool to understand customers and to deploy employees for service delivery.

CO4: Examine the reasons of service failure and implementing strategies to recover it.

Course Contents:

Unit 1 Introduction to Service Marketing: Role of Services Marketing; Consumer Behaviour in Service Encounters; Customer Interaction, Purchase process; Needs and expectations of customers; Positioning services in Competitive Markets; Search for Competitive advantages; Market Segmentation, Positioning vis-à-vis competitors.

Unit 2 Creating the Service Product: Identifying and classifying supplementary services; Planning and Branding service-products; New Service Development. Designing Communication Mix; Branding and Communication; Effective pricing objectives and foundations for setting prices.

Unit 3 Distributing services; Options for service delivery, Place and time decisions, Delivery in Cyberspace, Role of intermediaries, managing relationship and building loyalty; Customer-Firm relationship; Analyzing and managing customer base; Customer feedback and Service Recovery.

Unit 4 Customer Complaining Behaviour, Principles and responses to effective service recover Service quality and the gap model; Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

Suggested Readings:

- Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, *Services Marketing People, Technology, Strategy*, Pearson Education, New Delhi.
- Rampal, M. K. & Gupta, S. L., *Services Marketing*, Galgotia Publications, New Delhi.
- Rao, K., Rama Mohana, *Services Marketing*, Person Education, New Delhi.

- Shanker Ravi, *Services Marketing - The Indian Perspective*, Excel Books, New Delhi.
- Zeithaml, Valarie A. & Bitner, Mary Jo, *Services Marketing - Integrating Customer Focus across the Firm*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MARKETING RESEARCH
(MBA/3/MM/DSC04)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Outcomes:

After completing the course students would be able to:

- CO1:** Tell the significance and process of marketing research.
- CO2:** Identify skills to conduct professional marketing research.
- CO3:** Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- CO4:** Appraise a marketing research proposal.

Course Contents:

Unit 1 Marketing Research (MR): Introduction, Importance, Nature and Scope, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Unit 2 Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs; Sources of Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods- Questionnaire, Online Surveys, and Observation.

Unit 3 Attitude Measurement and Scaling Techniques: Elementary Introduction to Measurement Scales; Sampling Plan: Universe, Sample frame and Sampling Unit, Sampling techniques, Sample Size Determination; Organization of field work and survey Errors-Sampling and Non-sampling errors.

Unit 4 Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

- Arora, R., Nitin, *Marketing Research*, PHI, New Delhi.
- Beri, G. C., *Marketing Research*, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M, *The Essence of Marketing Research*, Prentice Hall of India, New Delhi.
- Churchill, Gilbert A., *Basic Marketing Research*, Harcourt Canada Ltd., Canada.
- Luck, D. J., *Marketing Research*, Prentice Hall of India, New Delhi.
- Tull, Donald and Hawkin Del, *Marketing Research: Measurement and Methods*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**BRAND MANAGEMENT
(MBA/3/MM/DSC05)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Define basic branding concepts and outline major branding issues.
- CO2:** Identify branding challenges and opportunities.
- CO3:** Apply marketing programme to build brand equity.
- CO4:** Examine and implement different branding programmes.

Course Contents:

Unit 1 Branding: Concept, challenges and opportunities, Brand Equity, Strategic Brand Management: process, concept of Brand Positioning and Re-positioning, Identifying and establishing Brand Positioning and values.

Unit 2 Brand Values, Brand Personality, Brand Image, Brand Identity, Brand Revitalization, Brand Portfolio, Brand Product Matrix.

Unit 3 Brand Hierarchy, Brand Extension and Co-branding; Managing brands over geographical boundaries and market segments; Managing brands over time. Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding,

Unit 4 Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, measuring outcomes of brand equity, Capturing market performance.

Suggested Readings:

- Cowley, Don, *Understanding Brand*, Kogan Page, New Delhi.
- Kapferer, Jean Noel, *Strategic Brand Management*, The Free Press, New York.
- Kapoor, Jagdeep, *24 Brand Mantras*, Sage Publications, New Delhi.
- Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
- Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantage*, McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Financial Management
SECURITY ANALYSIS
(MBA/3/FM/DSC01)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Describe the environment and working of capital markets.
- CO2:** Discuss and differentiate different financial assets and their holding motives
- CO3:** Demonstrate the processes of calculating risk and return of financial assets.
- CO4:** Appraise the processes of doing fundamental and technical analysis

Course Contents:

Unit 1 Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Styles: Contrarian and Momentum Styles; Investment Opportunities; Types of Securities; Real Assets and Mutual Funds; Risk and Return Analysis: Systematic and Unsystematic Risks, Investment vs. Gambling and Specialization.

Unit 2 Fixed Income Securities, Bond Fundamentals. Bond Characteristics. Efficient market Theory. -weak form hypothesis, semi strong form hypothesis and strong form hypothesis. Debt market.

Unit 3 Fundamental Analysis: - Economic Analysis, Industry Analysis and Company Analysis. Technical analysis: Assumptions Dow theory, chart patterns, moving averages and market indicators. Role of intermediaries in security analysis.

Unit 4 Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like www.moneycontrol.com, www.bloomberg.com etc.

Suggested Readings:

- Fischer, Donald E. and Jordon Ronald J., *Security Analysis and Portfolio Management*, PHI, New Delhi.
- Ranganatham, M. & Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MANAGEMENT OF FINANCIAL SERVICES
(MBA/3/FM/DSC02)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

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

Course Outcomes:

After completing the course students would be able to:

CO1: Explain the various concepts related to financial markets and services.

CO2: Distinguish among various financial intermediaries and markets.

CO3: Proficient to apply the art of salesmanship to enable them to promote the products of the firms they are employed with.

CO4: Development of aptitude to identify the monetary and banking issues that are pervasive in all aspects of financial service.

Course Contents:

Unit 1 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance: Conceptual Framework, Financial Evaluation of Hire Purchase Finance.

Unit 2 Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements; Leasing: Meaning, Classification, tax aspects, lease evaluation; Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Credit Cards: Concept and significance, Types of Credit Cards, Billing and payment.

Unit 3 Book Building: Concept and Mechanism of Book Building, Significance and Benefits of Book Building; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization; Venture Capital: Meaning, Process, Stages of Venture Capital.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, Merchant Bankers: Role and Functions, Problems and Scope of Merchant Banking in India; Tax treatment of Mutual Fund Schemes.

Suggested Readings:

- Gaur, Arti and Sweta, *Management of Financial Services*, Pragati Prakashan, New Delhi.
- Tripathi, Nalini, *Financial Services*, PHI, New Delhi.
- Gopal C. Rama. *Management of Financial Services*, Vikas Publishing House, New Delhi.

- Bansal, L.K., *Merchant banking and Financial Services*, Tata McGraw Hill.
- Gurusamy, *Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FINANCIAL ENGINEERING
(MBA/3/FM/DSC03)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: This course aims at enabling the students to understand and analyze financial problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments and strategies.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Define the concept of Financial Engineering.
- CO2:** Different skills required by Financial Engineer Able to apply techniques of Time value of Money and control
- CO3:** Understand process and strategies of Financial Engineering.
- CO4:** Evaluate future directions of Financial Engineering.

Course Contents:

Unit 1 Financial Engineering: Introduction, Scope and Financial Engineering Team, Financial Engineering vs Financial Analysis. Factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering; Determinations of value of financial instruments and products,

Unit 2 Valuation Relationship and Applications: Cash flows, Time value of money, spreadsheets and Compounding, Absolute valuations versus relative valuation, Measuring Return: profit versus rates, Rates of return before and after tax, Rates of return before and compounding. Risk: Portfolio Consideration, investment horizons and leverage.

Unit 3 Physical tools of the financial Engineer, New product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments, Financial Engineering processes and strategies, Asset liability management, Hedging and related risk management techniques, Corporate Restructuring, leveraged buyouts, tax driven deals, takeovers.

Unit 4 Future directions in financial engineering, Effect of globalization and technology on financial engineering. Career opportunities for Financial Engineers. Legal aspects of innovative financial products. Financial reporting tools: the three statements Statement of financial position (balance sheet) – statement of income (P&L) – statement of cash flow.

Suggested Readings:

- Apte P.G., *International Financial Management*, McGraw Hills, New Delhi.
- Kosowski. Robert and Neftci, N. Salih, *Principles of Financial Engineering*, Academic Press, Salt Lake City, USA.

- Marshall Johon F & Bansal Vipul K., *Financial Engineering – A Conceptual Guide to Financial Innovation*, New York Institutes of Finance, New Delhi.
- Shapiro Allan C., *Multinational Financial Management*, Wiley, New Delhi.
- Watsham Terry J., *Futures and Options in Risk Management*, Thomson Business Press, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PROJECT MANAGEMENT
(MBA/3/FM/DSC04)

Course Credits: 4

External: 70

Internal: 30

Total Marks: 100

Time Allowed: 3 Hours

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

Course Outcomes:

After completing the course students would be able to:

CO1: Explain the importance, scope and functions of Project Management.

CO2: Illustrate the Life Cycle of any given project.

CO3: Sketch estimation of Guidelines for Time, Costs and Resources required for Project Management by applying different methods.

CO4: Examine the Scheduling Resources and Reducing Project Duration.

Course Contents:

Unit 1 Project Analysis: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas. Prerequisite of Successful Project Implementation.

Unit 2 Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.

Unit 3 Social Cost and Benefit Analysis, Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.

Unit 4 Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Suggested Readings:

- Kerzner Project Management, CBS Publication, New Delhi.
- Nagarjan, k, Project Management, New Age International, New Delhi.
- Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
- Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville.
- Pinto, Jeffery, project management, pearson Publication. New Delhi

- Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

INCOME TAX
(MBA/3/FM/DSC05)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: This course aims at enabling the students to understand and analyze Income Tax problems and developing their skills for the solution of these problems.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Define the concept of Tax Planning.
- CO2:** Know Income Tax from different sources.
- CO3:** Understand Salary and Tax on Salary.
- CO4:** Evaluate different deductions on Income.

Course Contents:

Unit 1 Concept, Nature, Scope, Importance, Techniques, Advantages and limitations of Tax Planning; Nature, Objectives, process of Tax Management; Tax Planning vs Tax Management, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit 2 Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source (numerical).

Unit 3 Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).

Unit 4 Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals).

Suggested Readings:

- Ahuja, G K & Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House Allahabad.
- Iyengar, A C., Sampat, *Law of Income Tax*, Bharat Law House, Allahabad.
- Singhanian, Vinod and Kapil, *Direct Taxes Law and practice*, Taxman Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Human Resource Management
MANAGEMENT OF INDUSTRIAL RELATIONS
(MBA/3/HRM/DSC01)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To sensitize and expose the students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employees' relations with the management.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand about the problems of unorganized labour and laws applicable to them.

CO2: Know about vulnerable groups of workers and legal provisions related to them.

CO3: Know about the international organizations working for labour and human rights.

CO4: Appraise the process of resolving industrial disputes in industrial organizations.

Course Contents:

Unit 1 Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations;-Ethical codes and industrial relations; Industrial relation system in India.

Unit 2 ILO: Objectives, ILO and Industrial Relations, Structure of ILO; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Act.

Unit 3 Industrial Conflicts: Concept, Classification, Causes, Industrial Dispute Act, 1948; Impact of industrial disputes; Resolution of Industrial Disputes; Employee Discipline and Grievance Management, Collective Bargaining, Conciliation, Arbitration and Adjudication; Management of Strikes and Lockouts.

Unit 4 Participative Management: Concept, Forms, Objectives, tripartite and bipartite bodies; Employee Empowerment: Concept and Role; Industrial relation and technological change, Industrial HRD orders standing.

Suggested Readings:

- Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
- Sen, Ratna, *Industrial Relations in India – Shifting Paradigms*, Macmillan, New Delhi.
- Singh, B. D., *Industrial relations and Labour Laws*, Excel Books, New Delhi.
- Sinha P., Sinha I., Sinha S., *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.

- Bhattacharya, Deepak Kumar, *Human Resource Planning*, excel Books, New Delhi.
- Srivastva, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt. Ltd. New Delhi,

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**PERFORMANCE MANAGEMENT
(MBA/3/HRM/DSC02)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: This course is designed to develop the skills essential for designing and instituting effective performance management system.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand HR implications of organizational strategies.

CO2: Adapt the various terms used to define strategy & its process Utilize HR strategies in Indian & global perspective.

CO3: Give exposure to understand international HR.

CO4: Evaluate the implementation of various performance management practices.

Course Contents:

Unit 1 Introduction to Performance management: Characteristics, Objectives and Principles of Performance Management, Performance Appraisal to Performance Management, Challenges to Performance Management. Performance Management System: Objectives, Functions, Characteristics of effective PMS, Competency based PMS, Electronic Performance Management.

Unit 2 Performance Planning: Characteristics, Objectives, Importance & Methodologies, Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping; Performance Appraisal: Process, Approaches, Methods & Common Rating Errors.

Unit 3 Performance Monitoring: Characteristics, Objectives, Importance and Process of Performance Monitoring. Ongoing Mentoring and Protege Development; Performance Counselling: Principles of Performance Counselling, Performance Counselling Skills & Performance Counselling for higher job performance.

Unit 4 Performance Management Implementation: Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management; Ethics in Performance Management: Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs.

Suggested Readings:

- Aguinis, Herman, *Performance Management*, Pearson Education, New Delhi.
- Kandula, Srinivas R., *Performance Management Strategies, Interventions, Drivers*, Prentice Hall of India, New Delhi.

- Rao, T. V., *Performance Management and Appraisal Systems*, Sage Publications, New Delhi.
- Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
- Kohli, A. S. and Tapomoy Deb, *Performance Management*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**COMPENSATION MANAGEMENT
(MBA/3/HRM/DSC03)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Understand different terms used for compensation management.
- CO2:** Proficient to make internal consistency and external competitiveness
- CO3:** Understand the compensation practices of International companies
- CO4:** Understand the Laws relating to Compensation.

Course Contents:

Unit 1 Compensation: Concept, Importance, Components, Compensation Strategies, Factors Influencing Compensation Management, Economic and Behavioral Theories, Challenges in Compensation, Determinants of Compensation, Ethics in Compensation Management, Recent Trends in Managerial Compensation.

Unit 2 International Compensation Management; Compensation Strategies and Practices of International Firms, Determination of Inter and Intra Industry Compensation Differentials; Equity in Compensation, Ways to Improve Equity in Compensation, Job Evaluation; Concept, Principles, Techniques of Job Evaluation, Process of Job Evaluation.

Unit 3 Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, VRS, ESOP; Executive Compensation: Introduction, Process of setting Executive Compensation, Factors affecting Executive Compensation.

Unit 4 Legal Environment of Compensation, Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

Suggested Readings:

- Bhatia, S. K., *New Compensation Management in Changing Environment*, Deep and Deep Publications, New Delhi.
- Goel, Dewakar, *Performance Appraisal and Compensation Management*, Prentice Hall of India, New Delhi.
- Henderson, R. O., *Compensation Management*, Pearson Education, New Delhi.
- Martocchio, J. J., *Strategic Compensation*, Pearson Education, New Delhi.

- Milkovich, George, Newman and Gernart B., *Compensation*, McGraw Hill, New Delhi.
- Tapomoy, Deb, *Compensation Management*, Excel Books, New Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**HUMAN RESOURCE PLANNING AND DEVELOPMENT
(MBA/3/HRM/DSC04)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Explain conceptual framework of HRP.
- CO2:** Demonstrate the process of HRP.
- CO3:** Compare job related techniques.
- CO4:** Evaluate practical solutions of problems related to manpower planning in the organization.

Course Contents:

Unit 1 Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Stages of Human Resource Planning: Macro and Organizational Level; Demand Forecasting: Assessment and techniques. Human Resource Supply forecasting Assessment and techniques.

Unit 2 Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies: Introduction Career Management: Career Planning, process of Performance Planning, Potential Appraisal: Introduction

Unit 3 Career Development and Succession Planning; Human Resource Development: Concepts, Goals, Challenges and Strategies, Approaches for coping Organizational Change, work scheduling: Introduction

Unit 4 Emerging Trends and Issues in HRPD at Indian context: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, Human Resource Valuation, Human Resource Audit, Multi-skilling.

Suggested Readings:

- Aswathapa, K., *Human Resource Management-Text and Cases*, McGraw Hill Education, New Delhi.
- Bhattacharya, Kumar, Dipak, *Human Resource Planning*, Excel Books, New Delhi.
- Gupta C. B., *Human Resource Planning and Development*, Sultan Chand & Sons, New Delhi.
- Patanayak, Biswajeet, *Human Resource Management*, PHI, New Delhi.
- Dessler, G., *Human Resource Management*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MANAGING INTERPERSONAL AND GROUP PROCESSES
(MBA/3/HRM/DSC05)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Define different concepts of Interpersonal and group processes.
- CO2:** Explain interpersonal behaviour.
- CO3:** Demonstrate the role of transactional analyses in interpersonal behaviour.
- CO4:** Compare various group decision making techniques.

Course Contents:

Unit 1 Group Dynamics: Types and structure of Groups, Stages of Group Development and change; Group Cohesiveness: Factors contributing to Group Cohesiveness, Influence processes- Power and Politics in Groups; Organizational Power and Influence in Organization

Unit 2 Interpersonal Communication: Meaning, Nature, Process; Theories of Group Development: Uncertainty Reduction Theory, Social Exchange Theory, Cognitive Dissonance Theory; Organizational Culture and its change.

Unit 3 Group Decision Making: Meaning and Process; The Vroom Yetton Model, Techniques of Group Decision Making, Advantages and disadvantages of Group Decision Making; Group Synergy.

Unit 4 Inter-Group Relation and Conflict: Nature and types of Conflicts, Causes and consequences of Conflicts and remedial measures of Group Conflicts; Role of Negotiation in Group Conflicts; Distributive and Integrative Negotiation, Third party negotiation.

Suggested Readings:

- Ivanclvich, Konopaske, Matteson, *Organizational Behaviour and Management*, McGraw Hill, New Delhi.
- Jerald G. B., Baron Robert, *Behaviour in Organization*, Prentice Hall of India, New Delhi.
- Luthans, Fred, *Organizational Behaviors*, Tata McGraw Hill, New Delhi.
- Robbins, S. P., *Organizational Behaviour*, Pearson Education, New Delhi.

- Worley and Cummings, *Organizational Development and Change*, Cengage Learning, Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Agri-Business Management
AGRI-BUSINESS ENVIRONMENT AND POLICY
(MBA/3/AB/DSC01)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Agricultural services in Indian economy.

CO2: Know about impact of liberalization, privatization and globalization on Agri business sector.

CO3: Analyze about Agro- Industries in India and Abroad.

CO4: Identify Agri business policies in India.

Course Contents:

Unit 1 Role of Agriculture in Indian Economy; Problems and policy changes relating to Farm Supplies, Farm Production, Agro Processing, Agricultural Marketing, Agricultural Finance etc. in the country.

Unit 2 Structure of Agriculture - Linkages among Sub-Sectors of the Agri-Business sector; Economic reforms and Indian agriculture; Impact of Liberalization, Privatization and Globalization on Agri-Business sector.

Unit 3 Emerging trends in Production, Processing, Marketing and Exports; Policy Controls and regulations relating to the Industrial Sector with specific reference to Agro-Industries.

Unit 4 Agri-Business Policies- concept and formulation; New Dimensions in Agri-Business environment and policy.

Suggested Readings:

- Adhikary M. *Economic Environment of Business*. S. Chand & Sons.
- Aswathappa K. *Essentials of Business Environment*. Himalaya Publ.
- Francis Cherunilam. *Business Environment*. Himalaya Publ.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FOOD TECHNOLOGY AND PROCESSING MANAGEMENT
(MBA/3/AB/DSC02)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to acquaint the students with different food processing techniques and their management.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Know about Food Industry in India.
- CO2:** Recall the concepts of Food Processing.
- CO3:** Analyze Quality Management in Food Industry.
- CO4:** Know about Food industry products.

Course Contents:

Unit 1 Present status of Food Industry in India; Organization in Food Industry; Introduction to operations of Food Industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

Unit 2 Basic principles of food processing and food preservation by manipulation of parameters and factors and application of Energy, Radiations, Chemicals and Biotechnological Agents; Packaging of Foods.

Unit 3 Analysis of costs in Food Organization; Risk Management; Laws and regulations related to Food Industry and Food Production and Marketing; Quality Management – Quality Standards, PFA, ISO, etc.

Unit 4 Case studies on project formulation in various types of Food Industries –Milk And Dairy products, Cereal Milling, Oil-Seed and Pulse Milling, Sugarcane Milling, Honey Production, Baking, Confectionery, Oil and Fat processing, Fruits and Vegetable Storage and Handling, Processing of Fruits and Vegetables, Egg, Poultry, Fish and Meat Handling and Processing, etc.

Suggested Readings:

- Acharya SS & Aggarwal NL. 2004. *Agricultural Marketing in India*. Oxford & IBH.
- Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Blackie.
- Jelen P. 1985. *Introduction to Food Processing*. Reston Publishing.
- Potly VH & Mulky MJ. 1993. *Food Processing*. Oxford & IBH.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**AGRI-SUPPLY CHAIN MANAGEMENT
(MBA/3/AB/DSC03)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Recall the concepts of Supply Chain in Business
- CO2:** Appraise role of supply chain in agricultural marketing.
- CO3:** Apply the concepts of logistics for marketing.
- CO4:** Identify concept of Distribution, transportation and Warehousing.

Course Contents:

Unit 1 Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

Unit 2 Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

Unit 3 Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.

Unit 4 Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

Suggested Readings:

- Altekar RV. 2006. *Supply Chain Management: Concepts and Cases*. Prentice Hall of India.
- Monczka R, Trent R & Handfield R. 2002. *Purchasing and Supply Chain Management*. Thomson Asia.

- Van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**LIVESTOCK BUSINESS MANAGEMENT
(MBA/3/AB/DSC04)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Live Stock Industry in India.

CO2: Identify Meat and Poultry Products.

CO3: Know about Plant Management.

CO4: Identify the concept of marketing activities of animal products.

Course Contents:

Unit 1 Present status of livestock products industry in India – Dairy, Meat Poultry, Skin, Hides Wool.

Unit 2 Meat and Poultry Products- Manufacturing technologies of Meat and Meat Products, Egg and Poultry Products; production processing and utilization of Wool and Animal by products.

Unit 3 Plant Management- Production planning and control needs and techniques of Production Control, Packaging, preservation and storage system for livestock Products; Transportation system for Domestic Markets And International Markets.

Unit 4 Marketing and distribution of Animal Products; quality standard for various products; environmental and legal issues involved.

Suggested Readings:

- Forrest JC. 1975. *Principles of Meat Science*. Freeman Publ.
- Robertson GL. 1993. *Food Packaging Principles and Practices*. Marcel Dekker.
- Sukumar De 1980. *Outlines of Dairy Technology*. Oxford Univ. Press.
- Walstra et al. 2006. *Dairy Science and Technology*. 2nd Ed. Taylor & Francis.
- Yadav 1993. *Comprehensive Dairy Microbiology*. Metropolitan Publ.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**STRATEGIC MANAGEMENT
(MBA/4/CC14)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Outcomes:

After completing the course students would be able to:

CO1: Outline the type of decisions taken at different levels of organization.

CO2: Explain the process of strategic decision making in an organization.

CO3: Apply various tools to assess business environment.

CO4: Differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

Course Contents:

Unit 1 Strategy: Characteristics, Concept and Levels, Strategic Decision Making; Strategic Management: Elements and Models in Strategic Management Process; Strategic Intent, Vision, Mission, Goals and Objectives, Strategic Business Unit.

Unit 2 Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level and Business Level Strategies. Concept of value chain. Core Company Competitive advantage.

Unit 3 Strategic Analysis and Choice: Strategic Analysis, Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis, Corporate Social Responsibility.

Unit 4 Strategy Implementation: Activating Strategies, Structural, Behavioral, Functional and Operational Implementation; Strategic Evaluation and Control. *McKinsey 7S framework.*

Suggested Readings:

- Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management –Concepts and Applications*, PHI, New Delhi.
- Jauch and Glueck, *Business Policy and Strategic Management*, TMH, New Delhi.
- Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Pearce and Robinson, *Strategic Management–Formulation, Implementation and Control*, McGraw Hill Publishing, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**COMPREHENSIVE VIVA-VOCE
(MBA/4/CC15)**

**Course Credits: 2
Total Marks: 50**

**RESEARCH PROJECT
(MBA/4/SEC03)**

**Course Credits: 4
Total Marks: 100**

Guidelines of Research Project are attached separately.

OR

**BUSINESS ETHICS
(MBA/4/SEC04)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

Course Outcomes:

After completing the course students would be able to:

CO1: Describe the different concepts of Business Ethics.

CO2: Explain the ethical dimension of business in 21st century.

CO3: Understand the Corporate Governance and its Regulatory Framework.

CO4: Know the key constituents of corporate governance

Course Contents:

Unit 1 Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Dilemma: Causes and resolution, Ethical Issues in Business, Business Ethics in 21st Century.

Unit 2 Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management. Role of outside stakeholders on ethics: Media, Public and Judiciary, IT and ethics.

Unit 3 Nature and Evolution of Corporate Governance, Agency problems; Internal Corporate Governance Mechanism: Board of Directors, Functional Committees of Board; External Corporate Governance Mechanism: Regulators, Gate keepers; Corporate Governance Ratings. Regulatory framework of corporate governance in India; SEBI guidelines on corporate governance; reforms in the Companies Act.

Unit 4 Corporate management vs. governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO. Developments of Corporate Governance: Cadbury Report, Hampel Report and OECD Committee Recommendations and CII.

Suggested Readings:

- Balachandran & Chandrasekaran, *Corporate Governance and Social Responsibility*, PHI Learning, New Delhi.
- Fernando A. C., *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
- Fernando, A. C., *Corporate Governance* Pearson Education, New Delhi.
- William H. Shaw, *Business Ethics*, Cengage Learning, Boston (USA).
- Shikha Neeti and Sharma Geetanjali., *Corporate Governance in India: Principles and policies*, Cengage India, New Delhi
- Goel Sandeep, *Corporate Governance: Principles and practices*. McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Marketing Management
INDUSTRIAL MARKETING
(MBA/4/MM/DSC06)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To lay a foundation for understanding of complex dimensions of Industrial Marketing.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Describe terms, concepts, and nature of industrial marketing.
- CO2:** Compare industrial marketing with consumer marketing.
- CO3:** Interpret the role of each stakeholder in industrial marketing value chain.
- CO4:** Appraise competitor marketing strategy.

Course Contents:

Unit 1 Nature and Scope, Industrial vs. Consumer Marketing, Understanding Industrial Markets: Organizational Customers, Classifying Industrial Products, Nature of Demand in Industrial Markets.

Unit 2 Industrial Buyer Behaviour, Industrial Purchasing System, Industrial Marketing Research, Industrial Marketing Strategy, Strategic Planning, Assessing Marketing Opportunities.

Unit 3 Segmentation of Industrial Markets, Product Positioning, Product Decisions and Strategies, Industrial Services. Industrial Marketing Communication, Sales Force Management, Advertising and Sales Promotion.

Unit 4 Industrial Pricing, Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy, Logistics Management.

Suggested Readings:

- Havaladar, Krishna K., *Business Marketing*, Tata McGraw Hill, New Delhi.
- Kotler, Koshy, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi.
- Reeder, Robert R., *Industrial Marketing: Analysis, Planning and Central*, Prentice Hall of India, New Delhi.
- Vitale, Robert, *Business to Business Marketing*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**CYBER MARKETING
(MBA/4/MM/DSC07)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Explain and identify cyber space.
- CO2:** Use and operate e-networks which are most commonly used in organizations.
- CO3:** Question and test the various operations of the internet.
- CO4:** Evaluate and examine the perspectives of cyber security hence bearing ethical responsibility.

Course Contents:

Unit 1 Cyber-space: Concept of Cyber Space and Internet, advantages and Challenges in using Internet, Customer Relationship Management, Knowledge Management.

Unit 2 E-Marketing: Introduction to E-commerce, Advantages and limitations of cyber marketing, Future Trends and Challenges in Cyber Marketing, E-retailing, Interactive KIOSKS in the retail environment, Search engines.

Unit 3 World-Wide-Web: Concept of world-wide-web, Website Management, Web Hosting, Blogs, Viral marketing, Permission marketing, Home page, Hits, Views, Visits, Hyperlinks,

Unit 4 E-Marketing Strategies: Media and marketing strategies for cyber marketing, Advertising on Internet, Public relations and Promotion on Internet, Measuring Effectiveness of Interactive Media vis-à-vis Traditional Media. Future of marketing-gamification and apps.

Suggested Readings:

- Ahuja, Vandana, *Digital Marketing*, Oxford Publishing House, New Delhi.
- Kheglar, Thomas Jr., *Web Advertising and Marketing*, Premier Press, USA.
- Lewis H. G., Lewis Robert D., *Selling on the Net: The Complete Guide*, NTCI Contemporary Publishing, Chicago.
- Mantravadi, Pramod M, *E-Marketing: The Emerging Trends*, ICFAI University Press, Hyderabad.
- Prasad, R, *Digital Marketing*, ICFAI University Press, Hyderabad.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**DISTRIBUTION AND LOGISTICS MANAGEMENT
(MBA/4/MM/DSC08)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to enable students to understand the importance and dynamics of a firm's physical distribution functions and logistics.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the terms used in distribution and logistics.

CO2: Apply the concepts of logistics for marketing.

CO3: Create an efficient distribution and logistics system for an organization.

CO4: Apply the concepts to solve practical distribution and logistics problems.

Course Contents:

Unit 1 Distribution Channels: Role of Distribution Channels, Number of Channels, Factors affecting choice of Distribution; Channel Behavior and Organisation; Channel Design Decision; Channel Management Decisions.

Unit 2 Introduction to Logistics Management: Nature, Role, Scope and Evolution of Logistics Management; Integrated logistics; Total cost concept; Concept of customer service; Components of Customer Service, Customer Service Cost, Customer Service Measurement; Major Components/Decisions of Logistics Management.

Unit 3 Transportation Decisions: Role of Transportation in Logistics, Elements of Transportation Cost, Selection of Transportation Mode, Multi-model transportation; Routing and scheduling in transportation; Design options for a transportation network; Inventory Management: Role of Inventory Management in Logistics, Elements of Inventory Costs, Major decision areas of inventory management: Techniques of Inventory Control.

Unit 4 Warehousing: Modern concept of warehousing; Role and Types of warehouse; Warehouse Functions, Planning warehousing operations; Site selection, Warehouse layout, Packaging: Role of Packaging in Logistics, Factors affecting packaging decisions, Material Handling: Concept, Factors affecting Material Handling decisions, Distribution Control and Performance Evaluation.

Suggested Readings:

- Bowersox E.W. and Smykay D.J., *Physical Distribution Management*, Macmillan Publishers, Noida.
- Gupta, S. L., *Sales & Distribution Management*, Excel Books, New Delhi.

- Khanna, K. K., *Physical Distribution Management*, Himalaya Publishing House, New Delhi.
- Lambert, D. M., James R.S., *Strategic Logistics Management*, Tata McGraw Hill, New Delhi.
- Martin, Christopher and Gordon Wills, *Marketing Logistics and Distribution Planning*, Allen and Unwin, Michigan.
- S.A.Chunawala: *Sales and Distribution Management*, Himalaya Publishing House, New Delhi
- Bhattacharyya, SK, *Logistics Management*, S Chand, India

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RETAIL MARKETING
(MBA/4/MM/DSC09)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To understand the growing importance of organized retailing in India and changing purchasing and spending habits of consumers.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Understand the key aspects of retailing and retail sector.
- CO2:** Identify the current retail structure and retailing strategy.
- CO3:** Understand the retail product, brand and merchandise management and related key activities.
- CO4:** Identify the key activities related to store operations, retail atmospherics and store space management

Course Contents:

Unit 1 Retailing: Introduction to Retailing its characteristics, functions and activities. Organized vs. Unorganized Retailing, Present Retail Scenario in India, Key Drivers of Retailing in India, Retail Customer Behavior. Managing Retail Chains and Franchising.

Unit 2 Retailing Formats: Different Retail formats and their characteristics, Retail Market Segmentation: Segmentation, Targeting and Positioning, types of Retail Markets. Retail Location Strategy: level of location decision and its determining factors, types Of Retail Locations, types of Consumer Goods and location decision and selection of specific site. Retail Marketing Mix.

Unit 3 Retail Product Management: role of product management in retail, product assortment strategy, criteria for selection of physical properties, product quality and packaging. Retail Brand Management: retail store as brand, drivers of retail brand, retail brand strategy. Merchandise Management. Retail Pricing: objectives, approaches and strategies.

Unit 4 Store Operations: role of a store Manager, Retail Atmospherics and Retail Space Management Man: importance, role and components of Atmospherics, color schemes, Store Space Management, walls as retail selling tools, physical materials in retail store designing. Customer Relationship Management in Retailing. Supply Chain Management-

Suggested Readings:

- Bajaj C., Varma N., *Retail Management*, Oxford University Press, New Delhi.
- Berman, Berry and Evans, Joel R., *Retail Management: A Strategic Approach*, Pearson Education, New Delhi.

- Diamond, Jay and Gerald, Pintel, *Retailing*, Prentice Hall, New Delhi.
- Gilbert, David, *Retail Marketing Management*, Pearson Education, New Delhi.
- Singh Harjit, *Retail Management, A Global perspective*, S. Chand Publishing, New Delhi.
- Pradhan Swapna: *Retailing Management: Text and Cases*, McGraw Hill, New Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**INTERNATIONAL MARKETING
(MBA/4/MM/DSC10)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: To understand the growing importance of international marketing.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the peculiarities of international marketing.

CO2: Develop the students' ability to devise marketing mix for international marketing.

CO3: Familiarize with the cross –cultural behaviour and its management for successful Operations of the international firms.

CO4: Differentiate the marketing practices at domestic and global level.

Course Contents:

Unit 1 International Marketing: Nature, Scope, Risks and Benefits; International Marketing environment; Assessing global marketing opportunities; Barriers facing international marketers. WTO provisions relevant to international marketing.

Unit 2 Understanding foreign consumers; Research and information system for International Marketing; Foreign Market Entry Strategies; Product development for Foreign Markets; International Market Segmentation and Product Positioning; Branding and Packaging Decisions; International Product Life Cycle.

Unit 3 Intermediaries in International Distribution; Channel selection, Evaluation and strategies; International Advertising and Promotion; Challenging of International Selling; Pricing decisions in International Marketing.

Unit 4 Structure of International Distribution Logistics; Price quotations and terms of sale; Basic Export Procedure and Documentation; Cargo Insurance; Methods and instruments of Trade Financing.

Suggested Readings:

- Cateora, R. P. and L. J. Grahans, *International Marketing*, McGraw Hill. New Delhi.
- Keegan, W. J., *Global Marketing Management*, Prentice Hall of India, New Delhi.
- Onkvisit, Sak and Shaw, *International Marketing*, Prentice Hall of India, New Delhi.
- Paul, Justin and Kapoor Ramneek, *International Marketing: Text and Cases*, McGraw Hill Education, New Delhi.
- Walter, I. and Murray T., *Handbook of International Business*, Wiley, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Financial Management
CORPORATE RESTRUCTURING
(MBA/4/FM/DSC06)

Course Credits: 4

External: 70

Internal: 30

Total Marks: 100

Time Allowed: 3 Hours

Course Objective: This course is designed to provide an understanding of the essential elements and methods for restructuring of business organizations.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Capable to generate employability to describe and explain the management of corporate capital structure.
- CO2:** Proficient to evaluate corporate projects using scenario, sensitivity, and simulation analysis.
- CO3:** Acquire the expertise of measures of cost of capital and financial leverage to form long-term financial policies for business.
- CO4:** Apprise and evaluate real-world cases in corporate restructuring and valuation.

Course Contents:

Unit 1 Corporate Restructuring: Meaning, Need and Scope; Mergers and Acquisitions: Introduction, Types; Cross-border Mergers and Acquisitions: Issues and challenges; Handling cross-culture and taxation issues in cross-border M&A.

Unit 2 Demerger: Types, Reverse merger, Buyback of shares, Leverage Buy-Out Strategy; Takeover: Meaning, Types, Strategy, Takeover Bids, Legal Framework; Hostile tender offers; Takeover Defenses -Financial Defensive Measures, Coercive Offensive Defense, Anti-Takeover Amendments, Poison Pill Defense; Financial Restructuring and Divestiture; Funding Options for M&A. Strategic Alliances and Joint Ventures, Employee Stock Ownership.

Unit 3 Deal Valuation and Evaluation: Factors Affecting Valuation, Valuation Techniques, Cash Flow Approaches, Economic Value Added (EVA), Sensitivity Analysis, Cost-Benefit Analysis and Swap Ratio Determination.

Unit 4 Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on Shareholder's Wealth; Mode of Payment and financing options in Mergers and Acquisitions; Regulatory Aspects of Valuation: Legal & Regulatory aspects related to Valuation such as SEBI Regulations/ RBI Regulations; Income Tax Implications.

Suggested Readings:

- Gupta, Manju, *Contemporary Issues in Mergers and Acquisitions*, Himalaya Publishing House, New Delhi.

- Ramanujan. S., *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill, New Delhi.
- Sundarsanam, *Creating Value from Mergers and Acquisitions*, Pearson Education, New Delhi.
- Weston, Fred, Chung, Kwang S. and Siu Jon A., *Takeovers, Restructuring and Corporate Governance*, Pearson Education, New Delhi.
- Rabi Narayan Kar, Minakshi, *Mergers Acquisitions & Corporate Restructuring*, Taxmann, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FINANCIAL DERIVATIVES
(MBA/4/FM/DSC07)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to give an in-depth knowledge of the functioning of derivative securities market.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Describe the concepts and terminologies of financial and commodity derivatives.
- CO2:** Explain the models used for pricing/valuation of derivatives
- CO3:** Interpret innovations in financial and commodity markets
- CO4:** Appraise investment opportunities in derivative market.

Course Contents:

Unit 1 Financial Derivatives: Introduction, Types of Derivatives, Traders in Derivatives Markets; Factors driving the growth of derivatives.

Unit 2 Forwards: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards, Hedging; Strategies using forwards.

Unit 3 Futures: Meaning, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures and Currency Futures.

Unit 4 Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options; Swaps: Meaning, Types and Valuation of Swaps.

Suggested Readings:

- Bansal Manish and Bansal Navneet, *Derivatives and Financial Innovations*, Tata McGraw Hill, New Delhi.
- Chugh, Aman and Maheshwari Divik, *Financial Derivatives*, Pearson Education.
- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Kumar, S. S. S., *Financial Derivatives*, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, SathyaSwaroop, *Financial Derivatives*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**INTERNATIONAL FINANCIAL MANAGEMENT
(MBA/4/FM/DSC08)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Develop aptitude skills to analyse financial statements using standard financial ratios of liquidity, activity, debt, profitability, and market value.
- CO2:** Calculate capital budgeting and resource allocation.
- CO3:** Generate employability to describe and explain the management of corporate capital structure.
- CO4:** Evaluate corporate projects using scenario, sensitivity, and simulation analysis.

Course Contents:

Unit 1 International Financial Management: Overview, Finance Function in a Multinational Firm; Goals of MNC; Foreign Exchange Market: Motive for Using; Eurocurrency Market, Euro credit Market, Eurobond Market, International Stock Markets; Cost and Availability of International Financial Flows.

Unit 2 International Financial Instruments: Equity-Based Financial Instruments, Debt-Based Financial Instruments And Derivative Instruments: Forward Market, Futures Market, Options Market, European Currency Options, Swap Market, International Aspects of Raising Capital.

Unit 3 Determining Financial Structure of Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Risks of Financing; Assessing and Managing Political/Country Risk.

Unit 4 Contemporary Issues in International Financial Management; International Working Capital Management: Aspects of International Cash Management, Investment Criteria and Borrowing Decisions, Centralized vs. Decentralized Cash Management; International Receivables Management; Securitization of Receivables.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hills, New Delhi.
- Buckley, A., *Multinational Finance*, Pearson Education, New Delhi.
- Maurice, D. Levi, *International Finance*, Routledge, New Delhi.
- Shapiro, A. C. and Moles Peter, *International Financial Management*, Wiley, New Delhi.

- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Sharan V., *International Financial Management*, PHI, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**PORTFOLIO MANAGEMENT
(MBA/4/FM/DSC09)**

**Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice Portfolio Management.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Define the concepts and terminologies of portfolio management.
- CO2:** Construct and revision of portfolio.
- CO3:** Examine and evaluate portfolio performance
- CO4:** Apply the concepts of portfolio management and solve relevant numerical problems

Course Contents:

Unit 1 Introduction of Portfolio Management: - Meaning, objectives and process of Portfolio Management, qualities of Portfolio Manager, Assets management companies, investment alternatives, sources of investment information, Portfolio Management Intermediaries.

Unit 2 Theories of Portfolio Selection and Management- Markowitz Portfolio Theory: CAPM: Capital Asset Pricing Model, Sharpe Single Index Model; Arbitrage Pricing Theory (APT), International Portfolio Investment: - benefits, investment overseas decisions, market categories and risk in International Diversification.

Unit 3 Portfolio Management Strategies –Passive Portfolio Management Strategies and Active Portfolio Management Strategies. Portfolio Construction: - Traditional and Modern approaches, SEBI guidelines on Portfolio Management.

Unit 4 Performance Evaluation: Risk Adjusted Methods - Sharpe, Treynor's and Jensen's Performance Index; Portfolio Revision: Need and Constraints, Portfolio Revision techniques.

Suggested Readings:

- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, McGraw Hill Education, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., *Security Analysis and Portfolio Management*, PHI, New Delhi.
- Ranganatham, M. & Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.
- Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CORPORATE TAX PLANNING
(MBA/4/FM/DSC10)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Outcomes:

After completing the course students would be able to:

CO1: Describe how the provisions in the corporate tax laws can be used for tax planning.

CO2: Describe Taxation operations.

CO3: Explain different types of incomes and their taxability and expenses and their deductibility.

CO4: Learn various direct and indirect taxes and their implication in practical situations.

Course Contents:

Unit 1 Concepts of Tax Planning, avoidance, evasion and management, Requisites of successful Tax Planning; Tax Planning with reference to setting up a new Business; Form of Business Organization, Locational aspects and nature of Business.

Unit 2 Computation of Total Income and Tax liabilities of Companies; Tax Planning and Financial Management decision regarding Capital Structure, Dividend Policy, inter-corporate dividends and bonus shares.

Unit 3 Special Tax Provisions: Tax provisions related to free trade zones; Special Economic Zones; Infrastructure Sector and backward areas, Tax incentives for exporters.

Unit 4 Tax Planning and Managerial Decisions: Tax Planning in respect of Own or Lease, Sale of assets used for scientific research, make or buy and shut down or continue decision; Tax Payment, Tax collection at source, advance payment of Tax; Filing of Income Tax return by Companies.

Suggested Readings:

- Ahuja, G K & Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House Allahabad.
- Iyengar, A C., Sampat, *Law of Income Tax*, Bharat Law House, Allahabad.
- Ranina, H. P., *Corporate Taxation: A Handbook*, Orient Law House, New Delhi.
- Singhanian, V. K., *Direct Taxes: Planning and Management*, Taxmann, New Delhi.
- Srinivas, E. A., *Handbook of Corporate Tax Planning*, Tata McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Organization Behaviour and Human Resource Management
TRAINING AND DEVELOPMENT
(MBA/4/HRM/DSC06)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Outcomes:

After completing the course students would be able to:

CO1: Identify skills which are transferable from teaching to training.

CO2: Understand the role of Training system and processes in Organization.

CO3: Relate learning styles to activity types and tasks

CO4: Define motivation and relate it to training contexts

Course Contents:

Unit 1 Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment; Role, Responsibilities and Challenges of Training Manager; Training Aids.

Unit 2 Training Methods and Techniques: Role Playing, Lecture and Audio-visual, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Behaviour Modeling; Management Games, Simulations, T-group Method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Unit 3 Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Consideration in designing the effective training programme: Training Climate and Pedagogy.

Unit 4 Issues in Training and Employee Development Developing Training Modules; Instructional objectives and Lesson planning. Grid Training; E-learning, Management Development: Characteristics of managers, Implications, Sources of Knowledge acquisition.

Suggested Readings:

- Agochia, Devendra, *Every Trainer's Handbook*, Sage Publications, New Delhi.
- Blanchard, P. Nick, and James W. Thacker, *Effective Training-Systems, Strategies and Practices*, Pearson Education, New Delhi.
- McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi.

- Noe, Raymond, *Employee Training and Development*, McGraw Hill Education, New Delhi.
- Rao, V.S.P., *Human Resource Management*, Excel Books, New Delhi.

Note:

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**GLOBAL HUMAN RESOURCE MANAGEMENT
(MBA/4/HRM/DSC07)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand HR implications of organizational strategies at global level.

CO2: Adapt the various terms used to define strategy & its process Utilize HR strategies in Indian & global perspective.

CO3: Give exposure to understand international HR.

CO4: Discuss the human and cultural variables in global organisations.

Course Contents:

Unit 1 Global Human Resource Management: Concept, Nature, approaches of GHRM differences between Domestic and GHRM, Challenges of GHRM; Cross Cultural Issues in GHRM.

Unit 2 Hofstede's Study, Cross Cultural Differences and Managerial Implications, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism nature of culture, cultural dimensions and cross cultural differences.

Unit 3 Managing and Supporting Global Assignments: International Recruitment and Selection, staffing policies and selection criteria, Training and Development for Global Assignments; International Compensation Management, International Performance Management. Repatriation: challenges, benefits, process and managing repatriation.

Unit 4 International Industrial Relations; nature, approaches and issues before employer, employees and government. Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and their issues, Future of GHRM.

Suggested Readings:

- Aswathappa, K., Dash, Sadhna, *International Human Resource Management*, Tata McGraw Hill, New Delhi.
- Bedi, Kishore, *Global Human Resource Management*, Wisdom Publications, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Dowling, P. J., Welch, D. E., *International Human Resource Management*, Cengage Learning, Delhi.

- Edwards, T., Rees, C., *International Human Resource Management*, Prentice Hall India , New Delhi.
- Tony Edwards, *International Human Resource Management*, Pearson Education.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
5. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES
(MBA/4/HRM/DSC08)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Develop the skills and ability to explore the conceptual, theoretical and practical perspectives on change management.
- CO2:** Acquire the understanding of analyzing the different approaches to managing organizational change and understand the utilization of competencies required for effective change management at organization, group and individual levels.
- CO3:** Proficient to devise effective intervention strategies and function as an internal HR consultant to an organization in transition.
- CO4:** Acquire the ability to understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior.

Course Contents:

Unit 1 Organizational Change: Managing and leading change: Theories, types of planned change, models of planned change- Kurt Lewin model, Burke-Litwin Model, Roberts and Porras model; Overview of Change activities: Motivating change, managing the transition, Role of change agent.

Unit 2 Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Development of Learning Organization; Organizational Diagnosis- Meaning and Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

Unit 3 General introduction to Organization Development: Competencies and Ethics of OD Practitioner. OD Interventions: Individual, Interpersonal, Group process approaches
Techno structural Interventions: Restructuring Organizations, Employee involvement, Work Design, Social technical system approach.

Unit 4 Organizational Culture and Change; Types of Corporate Culture, Importance, Nature, Formal and Informal Components of Organizational Culture.

Suggested Readings:

- Cameron Esther, *Change Management*, Kogan Page, Canada.
- Cummings, Thomas G. and Christopher G. Worley, *Organization Development and Change*, Cengage Learning, Delhi.

- French, W. L. and. Bell, C.H. *Organization Development*, Pearson Education, New Delhi.
- Sharma, R. Radha, *Change Management and Organisational Transformation*, McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**STRATEGIC HUMAN RESOURCE MANAGEMENT
(MBA/4/HRM/DSC09)**

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To develop in-depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems, practices.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Demonstrate an understanding of the strategic human resources management process and its importance to organizational effectiveness by learning the competence skills.
- CO2:** Demonstrate an understanding of processes and tools commonly used to attract, develop and retain a high-performance workforce and employability.
- CO3:** Explore the relationship between management of people and pursuit of an organization's strategic goals and objectives.
- CO4:** Demonstrate the ability to SHRM effectively.

Course Contents:

Unit 1 Strategic HRM: Introduction, components, objectives, benefits, barriers and HR environment, Evolution of SHRM, Investment perspective of SHRM, Role of HR in strategic planning, Difference between traditional HRM and SHRM.

Unit 2 Human Resource Evaluation: concept, approaches, rationale for HR evaluation, Linking business strategy and HR strategy; HR bundles approach, best practice approach; Human Resource Planning: objectives, significance, business strategy and HRP, process of HRP. Measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Unit 3 HR Systems: staffing systems, reward and compensation systems. Employee and Career Development Systems, Performance Management Systems.

Unit 4 Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring and other HR practices.

Suggested Readings:

- Agarwala, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Belcourt, Maonica and Kenneth Mc Bay, Ying Yong and Margaret Yep, *Strategic Human Resource Planning*, Nelson, Canada.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Mello, Jeffrey A., *Strategic Human Resource Management*, Cengage Learning, Delhi.

- Dreher, George and Thomas Dougherty, *Human Resource Strategy*, McGraw Hill, New Delhi.
- Ekta Sharma, “Strategic Human Resource Management and Development, Pearson education.

Note:

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

LABOUR LAWS IN INDIA
(MBA/4/HRM/DSC10)

Course Credits: 4
External: 70
Internal: 30
Total Marks: 100
Time Allowed: 3 Hours

Course Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

Course Outcomes:

After completing the course students would be able to:

CO1: Understand the various labour laws and related terminology.

CO2: Explain the importance of various labour legislations.

CO3: Apply the knowledge of labour laws in their working organizations

CO4: Distinguish the employee rights and obligations according to the legal environment.

Course Contents:

Unit 1 Labour Legislation: Nature, Objectives, Need and Importance of Labour Legislations in India, Types of Labour Legislation, Principles, Indian Constitution and Labour Legislations.

Unit 2 International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations. Regulative Legislations: Trade Union Act, Industrial Disputes Act and Factories Act.

Unit 3 Wage Legislations: Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act and Payment of Bonus Act.

Unit 4 Social Security Legislations: Workmen's Compensation Act, Employee State Insurance Act, The Employees' Provident Funds and Miscellaneous Provisions Act and Maternity Benefit Act, Payment of Gratuity Act.

Suggested Readings:

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, New Delhi
- Singh, B.D., *Labour Laws for Managers*, Excel Books, New Delhi
- Padhi, P.K., *Labour and Industrial Laws*, Prentice Hall of India, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi.
- Saravanel, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Specialization: Agri-Business Management
AGRI-BUSINESS ENTREPRENEURSHIP
(MBA/4/AB/DSC05)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to expose the learner to the fields of project management and entrepreneurship development.

Course Outcomes:

After completing the course students would be able to:

CO1: Acquire the knowledge to conduct business and project planning.

CO2: Develop a strong working knowledge of ethics & professional responsibility.

CO3: Demonstrate Project feasibility for Business.

CO4: Proficient network methods for new business.

Course Contents:

Unit 1 Entrepreneurship, Environmental factors affecting success of a Business, reasons for the failure and visible problems for Business, developing effective Business plans, Procedural steps in setting up of an industry. Life cycles of new business.

Unit 2 Concept, characteristics of Projects, types of Projects, Project Identification, and Project's Life Cycle.

Unit 3 Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Feasibility, Social Cost-Benefit Analysis, Project Risk Analysis.

Unit 4 Network Methods: Meaning, Network Analysis, Requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.

Suggested Readings:

- Chandra P. *Project Management*. Tata McGraw Hill.
- Gopal Krishan P & Nagarajan K. *Project Management*. New Age.
- Hisrich RD & Peters MP. *Entrepreneurship*, Tata McGraw Hill.
- Kaplan JM. *Patterns of Entrepreneurship*. John Wiley & Sons.
- Nandan H. *Fundamentals of Entrepreneurship Management*. Prentice Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all

selecting one question from each unit including the compulsory question. All questions carry equal marks.

**DAIRY PRODUCTS MANAGEMENT
(MBA/4/AB/DSC06)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to understand the business of Milk and Dairy in Indian Market.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Dairy Products.

CO2: Know about Dairy Business in India.

CO3: Gain Knowledge about Marketing of Dairy Products.

CO4: Know about Feed Business.

Course Contents:

Unit 1 Dairy Products- Manufacturing technologies of various Dairy Products and Byproduct Utilization.

Unit 2 Dairy Development and Business in India: An overview; Operation Flood, Milk Cooperatives and other initiatives. Milk and Dairy Products as food; Dairy processes.

Unit 3 Marketing and processing of Dairy Products. Quality Standards applicable to production and marketing of Dairy Products.

Unit 4 Feed Management; Dairy Product Trade.

Suggested Readings:

- Forrest JC. 1975. *Principles of Meat Science*. Freeman Publ.
- Mountney GJ. *Poultry Products Technology*. 2nd Ed. AVI Publ.
- Robertson GL. 1993. *Food Packaging Principles and Practices*. Marcel Dekker.
- Sukumar De 1980. *Outlines of Dairy Technology*. Oxford Univ. Press.
- Walstra et al. 2006. *Dairy Science and Technology*. 2nd Ed. Taylor & Francis.
- Yadav 1993. *Comprehensive Dairy Microbiology*. Metropolitan Publ.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all

selecting one question from each unit including the compulsory question. All questions carry equal marks.

**AGRICULTURE & POST HARVESTING MANAGEMENT
(MBA/4/AB/DSC07)**

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to understand Harvesting and Horticulture Management.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Harvesting Management.

CO2: Know about horticultural concept.

CO3: Know Post-harvest management in horticulture

CO4: Identify Quality standards and packaging of horticulture products

Course Contents:

Unit 1 World production and agriculture in India; present status of agriculture industry in India and emerging scenario.

Unit 2 Management of Horticultural Crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against Insect-Pest, Weeds: Pre and Post-Harvest Management for Quality and Shelf Life.

Unit 3 Post-Harvest Management in Horticulture- Procurement Management, important factors for Marketing, Standardization and Quality Control, Packaging.

Unit 4 Post-Harvest Management in Horticulture- development of Fruit-Based Carbonated Drinks, development of dehydrated products from some important fruits, storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits. Market structure and export potential of fruits.

Suggested Readings:

- Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Blackie.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**BEE KEEPING MANAGEMENT
(MBA/4/AB/DSC08)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to acquaint the students with different food processing techniques and their management.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Bee Keeping

CO2: Identify the Business of Bee Keeping in India.

CO3: Analyse bee box and other tools used in Bee Business.

CO4: Manage Bee comb and colony.

Course Contents:

Unit 1 Introduction to Bee Keeping; History, Present scenario & scope of Bee Keeping in India.

Unit 2 Selection of Bee Species & Races. Identification of Flora and location of site.

Unit 3 Procurement of Bee Box and other tools. Building & division of Comb and Colony.
Manage insects and diseases and nuisance in Bee Hives.

Unit 4 Knowledge the scientific methods of Bee Keeping, Different species and races of Honey Bees: Specific Characteristics and suitability for geographic condition.

Suggested Readings:

● Acharya SS & Aggarwal NL. 2004. *Agricultural Marketing in India*. Oxford & IBH.

● Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Blackie.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

Open Elective Course(s)
FUNDAMENTALS OF MANAGEMENT
(MBA-OE-101)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To facilitate an understanding of concepts, principles and functions of management.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of management in organisation.

CO2: Analyse different Financial Activities for organisation.

CO3: Assess the potential effects Human Resource activities in organisation.

CO4: Explain the Marketing activities and marketing conditions.

Course Contents:

Unit 1 Management: Concept; Management Process, Principles and Functions of Management; Management as an Art, Science and Profession; Levels of Management; Management versus Administration, Managerial Roles.

Unit 2 Financial Management: Concept, Approaches, Objectives, Functions and Importance; Organization of Finance Functions; Sources of finance and Time Value of Money.

Unit 3 Human Resource Management: Concept, Scope, Significance and Functions; Job Analysis: Job Description and Job Specification; Human Resource Planning; Recruitment and Selection; Training and Development: Objectives, Types and Methods.

Unit 4 Marketing: Concept Marketing Mix; Market Segmentation: Introduction, Importance and Basis of Segmentation; Product Mix, Product Life Cycle; Advertising and Sales Promotion.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, JhaMithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**COMMUNICATION SKILLS
(MBA-OE-102)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively and handling inter as well as intra organizational issues.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of Communication in organisation.

CO2: Analyse different types of Communication in organisation.

CO3: Assess the role of audience in communication.

CO4: Explain Internal and External Communication.

Course Contents:

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Barriers in Communication; Guidelines for Effective Communication; 7 C's of Communication, Ethics in communication.

Unit 2 Types of Communication: Verbal - Oral and Written Communication, Non-verbal - Kinesics, Proxemics and Para Language; Modern forms of Communication, Cross Cultural Communication.

Unit 3 Audience Analysis, Writing Skills, Listening Skills, Speaking Skills, Presentation Skills, Negotiation Skills.

Unit 4 Internal Communication: Memo, Notice, Circular, Order and Proposal; Report-Writing; Agenda and Minutes of the Meeting; External Communication: Meaning, Layout, Parts and features of Business letter.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.

- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT
(MBA-OE-103)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.
- CO2:** Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.
- CO3:** Proficient to recognize & seize diverse opportunities for financial gain.
- CO4:** Capable to create entrepreneurship skills in students. After studying they form their own business.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Brace R., and Duane, R., *Entrepreneurship*, Prentice Hall, New Jersey.
- Gupta S. L. and Mittal Arun, *Entrepreneurship Development*, International Book House, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.

- Kumar S. Anil, Poornima S. C. and Abraham M. K., *Entrepreneurship Development*, New Age Publishers, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PERSONALITY DEVELOPMENT
(MBA-OE-104)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

Course Outcomes:

After completing the course students would be able to:

CO1: Analyse the basics of Personality and develop a strong Personality.

CO2: Capable to innovate Leadership skills.

CO3: Able to analyse resume writing, Interview skills, Group discussion.

CO4: Capable to analyse Stress management, Time management, Conflict Management.

Course Contents:

Unit 1 Personality: Basics of personality, analyzing strengths and weakness, developing a pleasing personality; Goals setting; Building self-confidence and Team building.

Unit 2 Leadership skills, Making positive attitude a way of life, Building blocks of success, Making smart decisions, Positive thinking and Character building.

Unit 3 Preparation for self-introduction, Sense of dressing, Body language, Application and resume writing, Interview skills, Group discussion skills, Etiquettes and manners.

Unit 4 Stress management, Time management, Change management, Conflict management, Boss management, Dealing with difficult people and getting things done through others.

Suggested Readings:

- Brown, David, *Dealing with Difficult People*, Harper Collins Publishers, London
- Kahnean, Daniel et. al, *On Making Smart Decisions*, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, *Time Management*, Harper Collins Publishers, London
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, *Getting Things Done*, Harper Collins Publishers, London

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FUNDAMENTALS OF MANAGERIAL SKILLS
(MBA-OE-105)**

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The main objective of this course is to familiarize the students with fundamentals of managerial skills.

Course Outcomes:

After completing the course students would be able to:

CO1: Recall the concepts of different skills in organisation.

CO2: Analyse the concept of Motivation and also Analyse Maslow's Need Hierarchy Theory, Herzberg's Motivation-Hygiene theory, McGregor's Theory X and Theory Y, Theory Z, Equity theory.

CO3: Assess the concept of work stress.

CO4: Explain Organizational change in different conditions.

Course Contents:

Unit 1 Skills: Concept, types and need of managerial skills; Decision Making: concept, types of decisions, decision making process; Approaches for decision making, creativity and innovation; Group Decision Making - methods of group decision making, positive and negative aspects of group decision making, and techniques of improving group decision making.

Unit 2 Motivation: Concept and theories of motivation - Maslow's Need Hierarchy Theory, Herzberg's Motivation-Hygiene theory, McGregor's Theory X and Theory Y, Theory Z, Equity theory, Carrot and Stick approach, Contingency approach; Motivational applications - financial and non-financial incentives; Leadership: concept and leadership theories, leadership styles and qualities of a good leader.

Unit 3 Work Stress: Concept causes and effects of stress; Stress Management - individual and organizational coping strategies; Conflicts: concept, stages, types - positive and negative, intrapersonal and interpersonal, individual, group and organizational level of conflicts; Managing conflicts - curative measures and conflicts resolution.

Unit 4 Organizational Change: Concept, nature and factors in organizational change; resistance to change: factors in resistance to change and overcoming resistance to change; role of change agents; Organizational Culture: concept and impact of organizational culture, creating and maintaining organizational culture.

Suggested Readings:

- Gupta C. B., *Management - Theory and Practice*, Sultan Chand & Sons, New Delhi.

- Koontz and Wechrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Robbins, S.P., *Management*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**UNDERSTANDING HUMAN BEHAVIOUR
(MBA-OE-106)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to familiarize the students with basic behavioural process in organization.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Recall the concepts of Human Behaviour and analyse the concept and determinants of Personality.
- CO2:** Analyse concept of Perception and Learning.
- CO3:** Assess the concept of Attitude and Values.
- CO4:** Capable to Explain Emotional Intelligence.

Course Contents:

Unit 1 Human Behaviour: concept, process, and managerial implications; factors causing individual differences and Implications of individual differences; Personality: concept, personality theories, determinants of personality, personality traits affecting behavior, personality traits of Indian managers.

Unit 2 Perception: concept, process and importance; perceptual selectivity, perceptual organization, interpersonal perception: factors in perceiver, person perceived and situational factors; developing perceptual skills; Learning: concept and components; theories of learning - conditioning, cognitive and social, and factors affecting learning.

Unit 3 Attitudes: concept, theories of attitude formation, attitude and behaviour, factors in attitude formation, attitude measurement, effects of employee's attitude, attitude change: methods of attitude change and developing positive attitude by the employees; Values: concept and types; factors in value formation, values and behaviour.

Unit 4 Emotional Intelligence: concept, applying emotional intelligence in organizations, developing emotional intelligence, managing emotions; Power and Politics: basis of power and contingency approach of power, power distribution in organization, sources and limits of authority.

Suggested Readings:

- Luthans, Fred, *Organizations Behaviour*, Tata McGraw Hill, New Delhi.
- Morgan, C. T. and King, *Introduction to Psychology*, McGraw Hill, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Robert, A. Baron, *Psychology*, Pearson, New Delhi.

- Stephen P. Robbins, Seema Sanghi, *Essentials of Organizational Behaviour*, Pearson, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**EVENT MANAGEMENT
(MBA-OE-107)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The purpose of this course is to make the students familiar with techniques and skills required for successful organisation of special events.

Course Outcomes:

After completing the course students would be able to:

- CO1:** Recall the concepts of Event Management.
- CO2:** Analyse the concept of Leadership.
- CO3:** Assess Marketing Tools for Event.
- CO4:** Explain Media Tools and different Evaluations for Events.

Course Contents:

Unit 1 Principles of Event Management; Types of events: Sports, Rallies, Wedding, Festivals, Educational and Corporate events; Developing mission, Establishing objectives, Preparing event proposal.

Unit 2 Leadership Traits and characteristics, Crowd management, Major risks and emergency planning; Event Budget; Different types of sponsorships, Strategic development and Implementation.

Unit 3 Purpose, Venue, Timing, Guest list, Invitations, Food & drink, Room dressing, Equipment, Protocols, Dress codes, Staging, Guest of honor, Speakers, Media, Photographers, Podium, Exhibition.

Unit 4 Marketing tools: Advertising and Promotions, Flyers, Posters, Newsletters, Blogs and Tweets; Media tools: Media invitations, Photo-calls, Press releases, Telecast, Radio interviews; Evaluation: Budget, Cost of event, Return on investment, Media coverage, Attendance and Feedback.

Suggested Readings:

- Anton Shone & Bryn Parry, *Successful Event Management*, Cengage Learning, New Delhi.
- Chaturvedi Ashutosh, *Event management, a professional approach*, Global India Publications, New Delhi.
- Glenn Bowdin, William O'Toole, Johnny Allen, Rob Harris, Ian McDonnell, *Events Management*, Routledge Publishers, New Delhi.
- Lynn Van Der Wagen & Brenda R Carlos, *Event Management*, Pearson, New Delhi.

- Razaq Raj, Paul Walters & Tahir Rashid, *Event management, an integrated & practical approach*, Sage, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.