


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

For

**MBA
Postgraduate Programme**



**Department of Business Administration
Chaudhary Devi Lal University
Sirsa-125055
2021**


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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 (General), MBA (Honours) and Ph.D. programme from the University campus. In addition, it also offers two-year MBA program and one-year PGDBM through distance education mode under University Centre for Distance Learning. 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 Scheme (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 prepare managers capable of demonstrating effective communication and professional behavioral skills in business settings
- To produce ethically and socially responsible managers both for society and business organizations
- To acquaint students with problem solving skills supported by appropriate analytical and quantitative techniques.


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2.2 Programme Outcomes (POs) of MBA Programme

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.* Finance, Marketing, Organisational Behaviour and Human Resource Management, Bank Management and International Business. MBA programme is a two years programme divided into four semesters. The programme is aimed at following outcomes:

PO1	Business Practical Knowledge: Implementing 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 environment.
PO2	Entrepreneurship, 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 in the society.
PO3	Communication and Other Skills: Create an ability to understand, analyze 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: Understanding group dynamics recognize 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 core areas of expertise at the national and international levels.
PO6	Independent and Reflective Learning: Observe and examine critically the outcomes of one's / own actions and make corrective measures subsequently, and learn from mistakes without depending on external feedback.
PO7	Industry Interaction and Overview: Demonstrate knowledge and understanding of management principles and apply the same to one's own work, as a member and leader in a team, manage projects in the work environment efficiently in respective disciplines and multidisciplinary environments after considering the Socio-economic and financial factors.
PO8	Values, Ethics and Professional Integrity: Acquire and exhibit professional and intellectual integrity, professional code of conduct, ethics of research and impact of research outcomes on professional practices and to contribute for sustainable development of society.

2.3 Programme Specific Outcomes (PSOs) of MBA Programme

PSO1	Business Ethics and Values: Apply ethical principles and commit to business professional ethics and values for discharging all responsibilities within the
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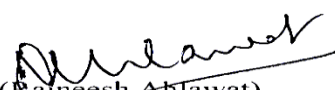
	laid norms of the business and management practices.
PSO2	Social Responsibility and Life-long Learning: Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the broadest context of global business environment dynamics.
PSO3	Environmental Awareness 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.

3. Programme Structure

MBA - a four-semester postgraduate programme is 120 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 courses in consultation with chairperson of the department and Director, University Centre for Outreach Programmes and Extension</i>		28
II	7	26	-	-	-	-			30
III	2	08	5	20	1	4			32
IV	2	06	5	20	1	4			30
Total	Core Credits	64	Discipline Specific Credits	40	Skill Enhancement Credits	8	Open Elective Credits	8	120
%age	Core Credits	53.33	Discipline Specific Credits	33.33	Skill Enhancement Credits	6.67	Open Elective Credits	6.67	100


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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	CC1			OECs offered by other departments or MOOCs (May be enrolled in any of the four semesters)	7
	CC2				
	CC3				
	CC4				
	CC5				
	CC6				
Semester II	CC7			<i>Students have to opt open elective course in consultation with chairperson of the department and Director, University Centre for Outreach Programmes and Extension</i>	8
	CC8				
	CC9				
	CC10-CC20 (Any Four)				
Semester III	CC-21	DSC1-DSC5 (Any 3 for Major Specialization and 2 for Minor Specialization)	SEC-1		8
	CC-22				
Semester IV	CC-23	DSC1-DSC5 (Any 3 for Major Specialization and 2 for Minor Specialization)	SEC-2-SEC-3 (Any 1)		8
	CC-24				


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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)					
Core Course(s)					
1.	MBA/Gen/1/CC1	Management Process and Organizational Behaviour	4	-	4
2.	MBA/Gen/1/CC2	Business Statistics	4	-	4
3.	MBA/Gen/1/CC3	Managerial Economics	4	-	4
4.	MBA/Gen/1/CC4	Business Environment	4	-	4
5.	MBA/Gen/1/CC5	Business Communication	4	-	4
6.	MBA/Gen/1/CC6	Accounting for Managers	4	-	4
7.		Open Elective *	4	-	4
* = Credits for Open Elective(s) shall be earned by the students from other departments.					
			Total	28	-
Semester II (Total Credits: 30, Marks - 750)					
Core Course(s)					
1.	MBA/Gen/2/CC7	Research Methodology	4	-	4
2.	MBA/Gen/2/CC8	Quantitative Techniques	4	-	4
3.	MBA/Gen/2/CC9	Seminar	2	-	2
Any four of the following:					
4.	MBA/Gen/2/CC10	Marketing Management	4	-	4
5.	MBA/Gen/2/CC11	Human Resource Management	4	-	4
6.	MBA/Gen/2/CC12	Corporate Finance	4	-	4
7.	MBA/Gen/2/CC13	Bank Management	4	-	4
8.	MBA/Gen/2/CC14	International Business	4	-	4
9.	MBA/Gen/2/CC15	Computer Fundamentals	4	-	4
10.	MBA/Gen/2/CC16	Production and Operations Management	4	-	4
11.	MBA/Gen/2/CC17	Personality Development	4	-	4
12.	MBA/Gen/2/CC18	Business Legislations	4	-	4
13.	MBA/Gen/2/CC19	Knowledge Management	4	-	4
14.	MBA/Gen/2/CC20	Fundamentals of Insurance	4	-	4
15.		Open Elective *	4	-	4
* = Credits for Open Elective(s) shall be earned by the students from other departments.					
			Total	30	-

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 chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

MBA 2 Year 3rd Semester (Total Credits: 32, Marks - 800)

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


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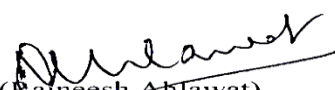

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from the core subjects in 3rd semester (Marketing Management, Financial Management, Organisation Behaviour and Human Resource Management, Banking and Insurance Management and International Business). For introducing the specialization in third semester, there must be at least 10 students. The specializations opted in 3rd semester will remain the same in 4th Semester also *i.e.* major specialization opt in 3rd Semester will remain major specialization in 4th Semester also and minor specialization opt in 3rd Semester will remain minor specialization in 4th Semester also.

Sr. No.	Course Code	Course Title	Credits		
			Theory	Practical	Total
Core Course(s)					
1.	MBA/Gen/3/CC21	Entrepreneurship Development	4	-	4
2.	MBA/Gen/3/CC22	Business Ethics and Corporate Governance	4	-	4
Skill Enhancement Course					
3.	MBA/Gen/3/SEC1	Summer Training Report	-	2	2
Discipline Specific Course					
Specialization: Marketing Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/Gen/3/MM/DSC1	Integrated Marketing Communication	4	-	4
2.	MBA/Gen/3/MM/DSC2	Consumer Behaviour	4	-	4
3.	MBA/Gen/3/MM/DSC3	Service Marketing	4	-	4
4.	MBA/Gen/3/MM/DSC4	Marketing Research	4	-	4
5.	MBA/Gen/3/MM/DSC5	Brand Management	4	-	4
Specialization: Financial Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/Gen/3/FM/DSC1	Security Analysis and Portfolio Management	4	-	4
2.	MBA/Gen/3/FM/DSC2	Management of Financial Services	4	-	4
3.	MBA/Gen/3/FM/DSC3	Financial Markets	4	-	4
4.	MBA/Gen/3/FM/DSC4	Corporate Taxation	4	-	4
5.	MBA/Gen/3/FM/DSC5	Financial Engineering	4	-	4
Specialization: Human Resource Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/Gen/3/HRM/DSC1	Management of Industrial Relations	4	-	4
2.	MBA/Gen/3/HRM/DSC2	Performance Management	4	-	4
3.	MBA/Gen/3/HRM/DSC3	Compensation Management	4	-	4
4.	MBA/Gen/3/HRM/DSC4	Human Resource Planning and Development	4	-	4
5.	MBA/Gen/3/HRM/DSC5	Managing Interpersonal and Group Processes	4	-	4
Specialization: Banking and Insurance Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/Gen/3/BIM/DSC1	Applied Banking	4	-	4
2.	MBA/Gen/3/BIM/DSC2	Retail Banking	4	-	4
3.	MBA/Gen/3/BIM/DSC3	International Banking and Forex Management	4	-	4
4.	MBA/Gen/3/BIM/DSC4	Principles and Practices of Life Insurance	4	-	4
5.	MBA/Gen/3/BIM/DSC5	Principle and Practices of General Insurance	4	-	4
Specialization: International Business (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
1.	MBA/Gen/3/IB/DSC1	International Business Environment	4	-	4
2.	MBA/Gen/3/IB/DSC2	Export Import Procedures and Documentation	4	-	4
3.	MBA/Gen/3/IB/DSC3	Foreign Exchange Management	4	-	4
4.	MBA/Gen/3/IB/DSC4	Multinational Banking	4	-	4
Total (2 CC + 5 DSC + 1 SEC)			32	-	32


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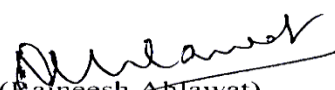

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The students will have to undertake a Research Project during 4th Semester. The topic of Research Project will be finalized in 3rd semester by DRAC on basis of presentation by the students on selected topic duly recommended by the supervisor. The findings of the Research Project will be presented by the student before DRAC. 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.

MBA 2 Year 4th Semester (Total Credits: 30, Marks - 750)

Sr. No.	Course Code	Course Title	Credits		
			Theory	Practical	Total
Core Course(s)					
1.	MBA/Gen/4/CC23	Strategic Management	4	-	4
2.	MBA/Gen/4/CC24	Comprehensive Viva-Voce	2	-	2
Skill Enhancement Course					
3.	MBA/Gen/4/SEC2	Any one of the following: Research Project	4	-	4
	MBA/Gen/4/SEC3	Business Analytics	4	-	4
Discipline Specific Course					
Specialization: Marketing Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/Gen/4/MM/DSC6	Industrial Marketing	4	-	4
7.	MBA/Gen/4/MM/DSC7	Cyber Marketing	4	-	4
8.	MBA/Gen/4/MM/DSC8	Distribution and Logistics Management	4	-	4
9.	MBA/Gen/4/MM/DSC9	Retail Marketing	4	-	4
10.	MBA/Gen/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/Gen/4/FM/DSC6	Corporate Restructuring	4	-	4
7.	MBA/Gen/4/FM/DSC7	Financial Derivatives	4	-	4
8.	MBA/Gen/4/FM/DSC8	International Financial Management	4	-	4
9.	MBA/Gen/4/FM/DSC9	Project Management	4	-	4
10.	MBA/Gen/4/FM/DSC10	Strategic Financial Management	4	-	4
Specialization: Human Resource Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/Gen/4/HRM/DSC6	Training and Development	4	-	4
7.	MBA/Gen/4/HRM/DSC7	Global Human Resource Management	4	-	4
8.	MBA/Gen/4/HRM/DSC8	Organizational Change and Intervention Strategies	4	-	4
9.	MBA/Gen/4/HRM/DSC9	Strategic Human Resource Management	4	-	4
10.	MBA/Gen/4/HRM/DSC10	Labour Laws in India	4	-	4
Specialization: Banking and Insurance Management (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
6.	MBA/Gen/4/BIM/DSC6	Credit Management	4	-	4
7.	MBA/Gen/4/BIM/DSC7	Risk Management	4	-	4
8.	MBA/Gen/4/BIM/DSC8	Rural Banking and Financial Inclusion	4	-	4
9.	MBA/Gen/4/BIM/DSC9	Health Insurance	4	-	4
10.	MBA/Gen/4/BIM/DSC10	Agricultural Insurance	4	-	4
Specialization: International Business (Any 3 Course for Major Specialization and any 2 Course for Minor Specialization)					
5.	MBA/Gen/4/IB/DSC5	International Strategic Management	4	-	4
6.	MBA/Gen/4/IB/DSC6	International Logistics	4	-	4
7.	MBA/Gen/4/IB/DSC7	Regional Economic Blocks	4	-	4
8.	MBA/Gen/4/IB/DSC8	Cross Cultural and Global Management	4	-	4
Total (2 CC + 5 DSC + 1 SEC)			30	-	30


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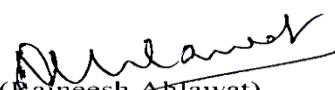

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Table 4: Core Courses Offered by the Department

Course Code	Course Title	Credits
MBA/Gen/1/CC1	Management Process and Organizational Behaviour	4
MBA/Gen/1/CC2	Business Statistics	4
MBA/Gen/1/CC3	Managerial Economics	4
MBA/Gen/1/CC4	Business Environment	4
MBA/Gen/1/CC5	Business Communication	4
MBA/Gen/1/CC6	Accounting for Managers	4
MBA/Gen/2/CC7	Research Methodology	4
MBA/Gen/2/CC8	Quantitative Techniques	4
MBA/Gen/2/CC9	Seminar	2
Any four of the following from MBA/Gen/2/CC10 – MBA/Gen/2/CC20		
MBA/Gen/2/CC10	Marketing Management	4
MBA/Gen/2/CC11	Human Resource Management	4
MBA/Gen/2/CC12	Corporate Finance	4
MBA/Gen/2/CC13	Bank Management	4
MBA/Gen/2/CC14	International Business	4
MBA/Gen/2/CC15	Computer Fundamentals	4
MBA/Gen/2/CC16	Production and Operations Management	4
MBA/Gen/2/CC17	Personality Development	4
MBA/Gen/2/CC18	Business Legislations	4
MBA/Gen/2/CC19	Knowledge Management	4
MBA/Gen/2/CC20	Fundamentals of Insurance	4
MBA/Gen/3/CC21	Entrepreneurship Development	4
MBA/Gen/3/CC22	Business Ethics and Corporate Governance	4
MBA/Gen/4/CC23	Strategic Management	4
MBA/Gen/4/CC24	Comprehensive Viva-Voce	2

Table 5: Discipline Specific Courses Offered by the Department

Course Code	Course Title	Credits
For Marketing Management Specialization:		
MBA/Gen/3/MM/DSC1	Integrated Marketing Communication	4
MBA/Gen/3/MM/DSC2	Consumer Behaviour	4
MBA/Gen/3/MM/DSC3	Service Marketing	4
MBA/Gen/3/MM/DSC4	Marketing Research	4
MBA/Gen/3/MM/DSC5	Brand Management	4
MBA/Gen/4/MM/DSC6	Industrial Marketing	4
MBA/Gen/4/MM/DSC7	Cyber Marketing	4
MBA/Gen/4/MM/DSC8	Distribution and Logistics Management	4
MBA/Gen/4/MM/DSC9	Retail Marketing	4
MBA/Gen/4/MM/DSC10	International Marketing	4
For Financial Management Specialization:		
MBA/Gen/3/FM/DSC1	Security Analysis and Portfolio Management	4
MBA/Gen/3/FM/DSC2	Management of Financial Services	4
MBA/Gen/3/FM/DSC3	Financial Markets	4
MBA/Gen/3/FM/DSC4	Corporate Taxation	4
MBA/Gen/3/FM/DSC5	Financial Engineering	4
MBA/Gen/4/FM/DSC6	Corporate Restructuring	4
MBA/Gen/4/FM/DSC7	Financial Derivatives	4
MBA/Gen/4/FM/DSC8	International Financial Management	4
MBA/Gen/4/FM/DSC9	Project Management	4
MBA/Gen/4/FM/DSC10	Strategic Financial Management	4
For Human Resource Management Specialization:		
MBA/Gen/3/HRM/DSC1	Management of Industrial Relations	4
MBA/Gen/3/HRM/DSC2	Performance Management	4
MBA/Gen/3/HRM/DSC3	Compensation Management	4
MBA/Gen/3/HRM/DSC4	Human Resource Planning and Development	4
MBA/Gen/3/HRM/DSC5	Managing Interpersonal and Group Processes	4


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MBA/Gen/4/HRM/DSC6	Training and Development	4
MBA/Gen/4/HRM/DSC7	Global Human Resource Management	4
MBA/Gen/4/HRM/DSC8	Organizational Change and Intervention Strategies	4
MBA/Gen/4/HRM/DSC9	Strategic Human Resource Management	4
MBA/Gen/4/HRM/DSC10	Labour Laws in India	4
For Banking and Insurance Management Specialization:		
MBA/Gen/3/BIM/DSC1	Applied Banking	4
MBA/Gen/3/BIM/DSC2	Retail Banking	4
MBA/Gen/3/BIM/DSC3	International Banking and Forex Management	4
MBA/Gen/3/BIM/DSC4	Principles and Practices of Life Insurance	4
MBA/Gen/3/BIM/DSC5	Principle and Practices of General Insurance	4
MBA/Gen/4/BIM/DSC6	Credit Management	4
MBA/Gen/4/BIM/DSC7	Risk Management	4
MBA/Gen/4/BIM/DSC8	Rural Banking and Financial Inclusion	4
MBA/Gen/4/BIM/DSC9	Health Insurance	4
MBA/Gen/4/BIM/DSC10	Agricultural Insurance	4
For International Business Specialization:		
MBA/Gen/3/IB/DSC1	International Business Environment	4
MBA/Gen/3/IB/DSC2	Export Import Procedures and Documentation	4
MBA/Gen/3/IB/DSC3	Foreign Exchange Management	4
MBA/Gen/3/IB/DSC4	Multinational Banking	4
MBA/Gen/4/IB/DSC5	International Strategic Management	4
MBA/Gen/4/IB/DSC6	International Logistics	4
MBA/Gen/4/IB/DSC7	Regional Economic Blocks	4
MBA/Gen/4/IB/DSC8	Cross Cultural and Global Management	4

Table 6: Skill Enhancement Courses Offered by the Department

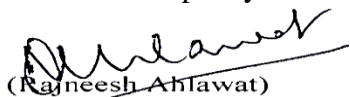
Course Code	Course Title	Credits
MBA/Gen/3/SEC1	Summer Training Report	4
MBA/Gen/4/SEC2	Research Project	4
MBA/Gen/4/SEC3	Business Analytics	4

Table 7: Open Elective Courses Offered for the students of other Departments

Course Code	Course Title	Credits
MBA-OE-01	Fundamentals of Management	4
MBA-OE-02	Communication Skills	4
MBA-OE-03	Entrepreneurship Development	4
MBA-OE-04	Personality Development	4
MBA-OE-05	Fundamentals of Managerial Skills	4
MBA-OE-06	Understanding Human Behaviour	4
MBA-OE-07	Event Management	4

Note:

- 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.
- The total credits of the MBA 2 years (Dual Specialization) programme i.e. from the 1st to 4th semesters will be 120 (Core Courses 64 credits, Discipline specific and Skill Enhancement Course 48 credits and Open Elective 8 credits; Total Marks-3000). Out of total, 8 Credits for Open Electives shall be earned by the students from other departments during 1st and 2nd Semester as per syllabus and scheme of the examination of the concerned department.


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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.


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MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
(MBA/Gen/1/CC1)

Course Credits: 4
Total Marks (70+30) = 100
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: Analyze the different managerial functions in organisation.
CO3: Analyze 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: Meaning, nature and scope of 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-ordinating.

Unit 3 Organizational Behavior: concepts, determinants, challenges and opportunities of OB; 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.

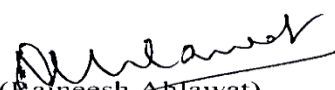
Unit 4 Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

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:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BUSINESS STATISTICS
(MBA/Gen/1/CC2)

Course Credits: 4
Total Marks (70+30) = 100
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 also.
- CO2:** Develop basic concepts of probability and practical understanding of various statistical concepts for the importance of statistics in business.
- CO3:** Compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
- CO4:** Understand basic concepts of Sampling and judge different Hypothetical Tests.

Course Contents:

Unit 1 Basic of Statistics; Univariate analysis: central tendency, dispersion (theoretical concept); Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method.

Unit 2 Probability: Introduction, addition theorem, multiplication theorem, conditional probability, Bayes Theorem. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

Unit 3 Time series analysis: components of a time series and their measurements and uses. Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

Unit 4 Sampling: probability and non-probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, and testing; Statistical Tests: z-test, t- test, F-test, Analysis of variance, Chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

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.
- Khandelwal, A., *Business Statistics*, New Age International Publishers Ltd., New Delhi.
- Sharma, J. K., *Business Statistics*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Richard, I. Levin and David, S. Rubin, *Statistics for Management*, Pearson, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

MANAGERIAL ECONOMICS
(MBA/Gen/1/CC3)

Course Credits: 4
Total Marks (70+30) = 100
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 Managerial Economics: Nature, Scope and Principle; 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; Economies and diseconomies of scale and scope; Production function: Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

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

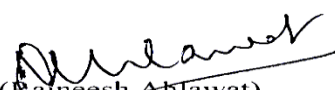
Unit 4 Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

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:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BUSINESS ENVIRONMENT
(MBA/Gen/1/CC4)

Course Credits: 4
Total Marks (70+30) = 100
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 Political, Economic, Socio-Cultural and Technological Environment and identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations

CO3: Evaluate the importance of different legal environment for a business organization.

CO4: Evaluate Multinational Environment with Opportunities and Challenges.

Course Contents:

Unit 1 Business Environment: Nature, Components; 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, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

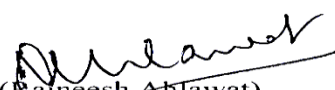
Unit 4 Legislations for Social Responsibilities- Consumer Protection Act, 1986 and its Amendments; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BUSINESS COMMUNICATION
(MBA/Gen/1/CC5)

Course Credits: 4
Total Marks (70+30) = 100
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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


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(Arun Gaur)

ACCOUNTING FOR MANAGERS
(MBA/Gen/1/CC6)

Course Credits: 4
Total Marks (70+30) = 100
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 Cost Accounting with their Usefulness.

CO3: Create and prepare financial statements in accordance with Management Accounting, Ratio Analysis and Cash Flow Statement.

CO4: Analyse Marginal Costing and CVP Analysis.

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.

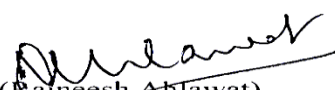
Unit 4 Marginal costing: CVP analysis, break-even analysis, Practical Implications of Marginal Costing; An overview of Standard Costing.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

RESEARCH METHODOLOGY (MBA/Gen/2/CC7)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

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

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Relate with the basic understanding of research methodology in the changing business scenario.
- CO2:** Identify and classify the application of analytical techniques to face the tasks aimed at fulfilling the objective of business decision making.
- CO3:** Apply and demonstrate an understanding of ethical dimensions of conducting research.
- CO4:** Distinguish and examine the necessary experimental techniques that help in scientific decision making.

Course Contents:

Unit 1 Introduction and Definition of Business Research, Types of Research; Scientific Method, Type of Variables; Research Process; Review of Literature, Formulating a research Problem; Constructing Research Hypothesis.

Unit 2 Research Design: Concept, Need and Types of Research Designs; Survey Research: Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research.

Unit 3 Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

Unit 4 Data Analysis: Descriptive Statistics, Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

Suggested Readings:

- Donald, R. Cooper & Pamela, S. Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Kumar, Ranjit., *Research Methodology*, Sage Publication India Pvt. Ltd., New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Sarangi Prasant, *Research Methodology*, Taxmann Publications, New Delhi.
- Sharma, R. K., *Research Methodology*, National Publishing House, New Delhi.

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(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

QUANTITATIVE TECHNIQUES
(MBA/Gen/2/CC8)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support, business analytics, marketing analysis and logistics planning.

Course Outcomes:

After completing the course, students would be able to:

CO1: Define the basic concepts in the field of Quantitative Techniques.

CO2: Apply various methods and techniques to optimize the utilization of the resources.

CO3: Appraise the utility of different methods in finding optimal solutions of the managerial problems.

CO4: Evaluate the performance and suitability of different methods used for efficient utilization of the resources.

Course Contents:

Unit 1 Linear Programming: Formulation of Product Mix Problems, Graphical, Simplex and Artificial Variables Techniques for Solution, Duality; Decision Theory: Decision making under risk and uncertainty, Value of information, Decision Trees; Game theory: Pure & Mixed strategies.

Unit 2 Transportation Problems: Initial Feasible Solution and Optimal Solution; Assignment Problems: Minimization using Hungarian Algorithm; Simulation: Generation of Random Numbers, Monte-Carlo Simulation.

Unit 3 Project Management: Network construction, PERT and CPM; Queuing Theory: Deterministic and Single server-Infinite population probabilistic models; Markov Analysis: Construction of Transition Matrix, Brand Switching Models.

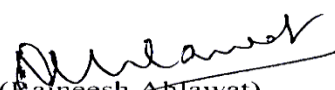
Unit 4 Inventory Management: Elementary EOQ Models with and without discounts; Replacement Models: Replacement Policy for items that deteriorate with time; Sequencing System: Solution of Sequencing Problems.

Suggested Readings:

- Frederick K. Hiller and Gerald J. Lieberman; *Introduction to Operations Research*; Tata McGraw Hill, New Delhi.
- Gupta Prem Kumar & Hira, D.S.; *Operations Research*; S. Chand, New Delhi.
- Panneerselvam, R.; *Operations Research*; Prentice Hall India, New Delhi.
- Sharma, J.K.; *Operations Research Theory and Practice*; Laxmi Publications, New Delhi.
- Vohra, N.D.; *Quantitative Techniques in Management*; Tata McGraw Hill, New Delhi.

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(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

SEMINAR
(MBA/Gen/2/CC9)

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 and to defend difference in opinion towards a topic.

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 Chairperson/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 proforma duly notified to the students in advance.


(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

MARKETING MANAGEMENT
(MBA/Gen/2/CC10)

Course Credits: 4
Total Marks (70+30) = 100
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;

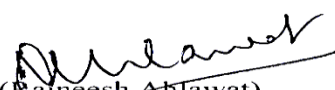
Unit 4 Customer Relationship Management, Relationship Marketing; Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Event Marketing; Holistic Marketing, Online Marketing; Export Marketing.

Suggested Readings:

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

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

HUMAN RESOURCE MANAGEMENT (MBA/Gen/2/CC11)

Course Credits: 4
Total Marks (70+30) = 100
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; Selection; Placement and Induction; Internal Mobility; Training and Development; Succession Planning; Career Planning and Development.

Unit 3 Performance Appraisal and Evaluation; 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.

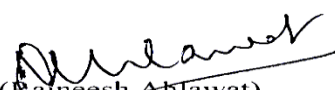
Unit 4 Employee Morale and Productivity: Concept, Factors determining Morale; Industrial Relations; Trade Unions; Dispute Resolution and Grievance Management; Employee Discipline: Disciplinary Action, Domestic enquiry; Employee Participation; Collective Bargaining.

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.
- Patnayak, Bishwjeet, *Human Resource Management*, PHI, New Delhi.
- Rao, V.S.P, *Human Resource Management*, Excel Books, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

CORPORATE FINANCE
(MBA/Gen/2/CC12)

Course Credits: 4
Total Marks (70+30) = 100
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; Leverage: Financial, Operating and Combined Leverage.

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 Markets and Capital Markets.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BANK MANAGEMENT
(MBA/Gen/2/CC13)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking sector.

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand The Banker Customer relationship.

CO2: Familiarize with Credit Policy of Banks.

CO3: Develop deep understanding of reasons of NPAs and other types of risks in Banks.

CO4: Disseminate knowledge about grievance redressal framework of Banks.

Course Contents:

Unit 1 Banking in India - Origin and Evolution; Indian Banking System; Types of Banks and their Functions; Banker Customer Relationship; Customer Service in Banks. Banking Sector Reforms.

Unit 2 Credit Management: Principles and Objectives, Credit Policy in banks, Credit evaluation, Credit Monitoring and follow-up; Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting securities; Priority Sector Lending.

Unit 3 Non-Performing Assets - Trends, Reasons, Recovery Mechanism, Measures of Control; Capital Adequacy in Indian Banks, Risk Management: Meaning and Types- Credit, Market and Operational Risk; Implication of Basel-I, II and III for Indian Banks.

Unit 4 Grievance Redressal- Legal framework, Banking Ombudsman Scheme, NABARD and Rural Banking, E-Banking in India; Emerging Trends in Banking.

Suggested Readings:

- Agarwal O. P., *Banking and Insurance*, Himalaya Publishing House, New Delhi.
- Bhattacharya K. M., *Risk Management in Indian Banks*, Himalaya Publishing House, New Delhi.
- Gomez Clifford, *Banking and Finance*, PHI Learning, New Delhi.
- Murali S., Subbakrishna K. R., *Bank Credit Management*, Himalaya Publishing House, New Delhi.
- Prasad S. Vipradas, *Bank Lending*, Himalaya Publishing House, New Delhi.

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(Arun Gaur)

INTERNATIONAL BUSINESS
(MBA/Gen/2/CC14)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of the paper is to acquaint the students with the fundamentals of international business and to provide an exposure to multiple dimensions of the field and imparts international perspective to business decisions.

Course Outcomes:

After completing the course, students would be able to:

CO1: Describe the different concepts and terms used in the literature of International Business.

CO2: Identify the importance of tariffs, theories, modes, foreign exchange market, international organization and strategies.

CO3: Illustrate and interpret the macroeconomic changes that affect the international business.

CO4: Examine the recent practices followed across functional areas of international business and regulation of international business.

Course Contents:

Unit 1 International Business Environment; Recent Global Trends in International Trade; Theories of International Business; India's Foreign Trade Policy; Foreign Market Entry Strategies.

Unit 2 Role of Export Zones and Export Oriented Units; Export Incentives; International Production and Operation Management, International Taxation, Global Competitiveness and Technological Developments, Global E-Business, Designing Global Organizational Structure and Control, Multi-cultural Management, Global Business Strategy, Global Marketing Strategy.

Unit 3 International Financial Environment; World Trading System and Impact of WTO; Exchange Rate System; Barriers to International Business; Control Mechanism in International Business.

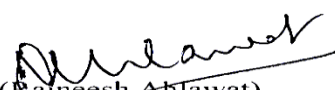
Unit 4 Foreign Investment Decisions; Foreign Direct Investment and Foreign Portfolio Investment, Impact of Foreign Direct Investments on Home and Host Countries; Motives for Foreign Collaborations; Foreign Exchange Markets; External Debt Management; Country Risk Analysis.

Suggested Readings:

- Beth V. Yarbrough and Robert H. Yarbrough. *The World Economy – Trade and Finance*, Thomson Learning, Singapore.
- Cherunilam, Francis. *International Business*, PHI, New Delhi.
- Hill, Charles W.L., *International Business-competency in the Global Marketplace*, Tata McGraw Hill, New Delhi.
- Joshi Rakesh Mohan, *International Business*, Oxford Publication, New Delhi.
- Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

COMPUTER FUNDAMENTALS
(MBA/Gen/2/CC15)

Course Credits: 4
Total Marks (70+30) = 100
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, Types: Analog, Digital and Hybrid; 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; Computer Languages; 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. Concept of Data Communication and Network Topology.

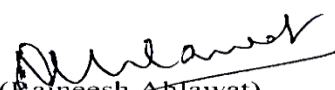
Unit 4 Operating System: Meaning and types; Word Processor: Meaning and Applications; Windows: Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint, Internet: Usage and Applications.

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.

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(Rajneesh Ahlawat)


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(Arun Gaur)

PRODUCTION AND OPERATIONS MANAGEMENT
(MBA/Gen/2/CC16)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to familiarize the students with the important functional areas of production management.

Course Outcomes:

After completing the course, students would be able to:

CO1: Recall different terms used in Production Management.

CO2: Summarize basic concepts in selection of location and layout for production.

CO3: Apply different techniques/methods for effective management of production.

CO4: Evaluate the performance of different methods used for Work Measurement and Time Study.

Course Contents:

Unit 1 Production - Meaning, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning; Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit 2 Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

Unit 3 Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications, Procedure, Waste Management.

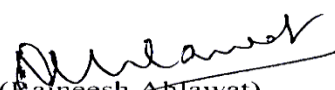
Unit 4 Work Measurement and Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

Suggested Readings:

- Aswathappa, K. and Bhat, K. Shridhara: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Chunawalla, K. and Patel, D. R.: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: *Production and Operations Management*, PHI, New Delhi.
- Saxena J. P.: *Production and Operations Management*, Tata McGraw Hill. New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


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(Arun Gaur)

PERSONALITY DEVELOPMENT
(MBA/Gen/2/CC17)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

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

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand the basic aspects of Personality.

CO2: Make positive attitude and deciding the blocks of success.

CO3: Develop job oriented skills.

CO4: Adjust as per the changed environment.

Course Contents:

Unit 1 Personality: Basics of personality, analyzing strengths and weakness, developing a pleasing personality; Goals setting; self-confidence, Self-esteem and Emotional Intelligence.

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

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

Unit 4 Self-Management, Stress management, Time management, Change management, Conflict management, Boss management, Dealing with difficult people.

Suggested Readings:

- Brown, David, *Dealing with Difficult People*. Harper Collins Publishers, London.
- Manser, Martin, *Time Management*, Harper Collins Publishers, London.
- Narula, S. S., *Personality Development and Communication Skills*, Taxmann Publications Pvt. Ltd., New Delhi.
- Wadker, Alka, *Life Skill of Success*, Sage Publication India Pvt. Ltd, New Delhi.
- Salter, Heather, *Interview Secrets*. Harper Collins Publishers London.

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(Raneesh Ahlawat)


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(Sultan Singh)


(Arun Gaur)

BUSINESS LEGISLATION
(MBA/Gen/2/CC18)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 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 The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts;

Unit 2 Contracts of Indemnity and Guarantee; Bailment and Pledge; Law of Agency; Contract of Sale, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.

Unit 3 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, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer.

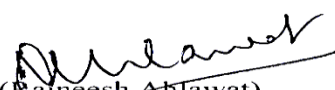
Unit 4 Negotiable Instruments Act: Meaning, Characteristics and Types of Negotiable Instruments; Holder and Holder-in-due-course; Negotiation by Endorsements; Crossing of Cheque and Dishonour of Cheque.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


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(Arun Gaur)

KNOWLEDGE MANAGEMENT
(MBA/Gen/2/CC19)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: This course presents a comprehensive overview of knowledge management.

Course Outcomes:

After completing the course, students would be able to:

CO1: Able to outline the benefits of creation for the knowledge team.

CO2: Identify the benefits of value creation for the Knowledge foundation.

CO3: Illustrate the key concepts, technologies and best practise of Knowledge Culture.

CO4: Compare the different processes and design the strategic framework of Knowledge Application.

Course Contents:

Unit 1 Introduction - Concept of knowledge management, Phases of knowledge development, Knowledge leader, Leading knowledge teams, Developing and sustaining knowledge culture, managing knowledge workers.

Unit 2 Knowledge Foundations – Structural support for knowledge management, HR practices for knowledge management, Knowledge creation, Knowledge capture techniques and Knowledge management technologies.

Unit 3 Knowledge Applications – Developing a core knowledge framework, Knowledge transfer and Knowledge sharing, Developing and managing knowledge repositories, Knowledge portals, Knowledge transfer in e-world.

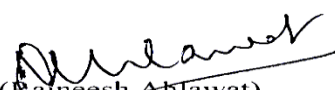
Unit 4 Knowledge Management Audit – Evaluating the knowledge management, Challenges in knowledge management, Ethical, Legal and Managerial issues, Sustainable knowledge management.

Suggested Reading:

- Awad, Elias M and Hassan M. Ghaziri, *Knowledge Management*, Pearson Education, New Delhi.
- Debowski, Shelda, *Knowledge Management*, Wiley India Pvt. Ltd., New Delhi.
- Elias M Awad, Hassan M Ghaziri, *Knowledge Management*, Prentice Hall India Learning Private Limited, New Delhi.
- Warier Sudhir, *Knowledge Management*, Vikas Publications, New Delhi.

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(Arun Gaur)

FUNDAMENTALS OF INSURANCE
(MBA/Gen/2/CC20)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of Life and Health Insurance and various provisions or legal consideration in regards to Insurance sector.

Course Outcomes:

After completing the course, students would be able to:

CO1: Disseminate knowledge with theoretical structures about Insurance.

CO2: Train and equip with the skills of modern Insurance Sector.

CO3: Professional attire, professional communication skills and professional discipline will be inculcated.

CO4: Develop and inculcate the traits of professionalism amongst the students.

Course Contents:

Unit 1 Introduction to Insurance; Types of Insurance, Benefits of Insurance to customers, Role or Importance of Insurance Sector in Economic Development; Risk Associated with Insurance.

Unit 2 Life Insurance: Introduction, Advantages of Life Insurance, Financial Planning, Life Insurance Products, Applications of Life Insurance, Pricing and valuation in Life Insurance, Documentation- Proposal Stage and Policy condition, Underwriting, Payments under a Life Insurance Policy.

Unit 3 Health Insurance: Introduction, Insurance Documentation, Health Insurance Products, Health Insurance Claims, Health Insurance Underwriting.

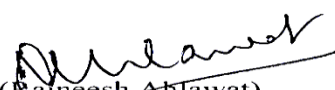
Unit 4 Grievance Redressal Mechanism in Insurance; Legal Principles of an Insurance Contract; Ethics in Insurance; Legal and Regulatory Requirements in Insurance; Insurance Agents, Insurance Brokers, Procedure for becoming Insurance Agent or Insurance Broker.

Suggested Reading:

- Stevens J., Insurance: Best Practical Guide for Risk Management, Property, Liability, Life and Health with Concepts and Coverage, Createspace Independent Publication.
- Reavis M. W., Insurance: Concepts & Coverage: Property, Liability, Life, Health and Risk Management, Imusti Publication.
- Rajda G. F. and McNamara M., Principles of Risk Management and Insurance, Pearson.
- Zweifel P., Roland Eisen, Insurance Economics, Springer Texts in Business and Economics.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

ENTREPRENEURSHIP DEVELOPMENT
(MBA/Gen/3/CC21)

Course Credits: 4
Total Marks (70+30) = 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:** 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; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

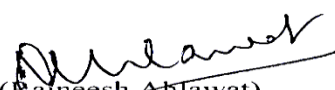
Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

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 Shepherd 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BUSINESS ETHICS AND CORPORATE GOVERNANCE
(MBA/Gen/3/CC22)

Course Credits: 4
Total Marks (70+30) = 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 corporate governance.

CO2: Explain the ethical dimension of doing business.

CO3: Examine the different issues pertaining to corporate social responsibility of business.

CO4: Evaluate the regulatory aspects of corporate governance.

Course Contents:

Unit 1 Ethics: Nature and scope, Relationship with morality, Values and law; Stages of moral and ethical development (Kohlberg's 6 stages); Ethical theories in relation to business – Egoism, Utilitarianism, Kant's ethics, Virtue ethics; Ethical Dilemma: Causes and resolution; Code of conduct.

Unit 2 Business ethics and consumer protection; Business ethics and environment protection: Maintaining ecological balance, Sustainable development; Business ethics and human resources: Workplace issues, Privacy; 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.

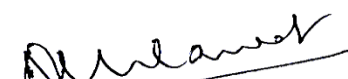
Unit 4 Developments of Corporate Governance: Cadbury Report, Hampel Report and OECD Committee Recommendations, CII, Kumara Mangalam, Narayana Moorthy, Naresh Chandra, J.J. Irani Committee Reports, Kotak Committee Recommendations.

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.
- Marianne M. Jennings, *Business Ethics: Case Studies and Selected Readings*, Cengage Learning, Mason (USA).
- Monks, R. Minow, N. Blackwell, *Corporate Governance*, John Wiley, New Delhi.
- William H. Shaw, *Business Ethics*, Cengage Learning, Boston (USA).

Note:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

SUMMER TRAINING REPORT

(MBA/Gen/3/SEC1)

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.


(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

Specialization: Marketing Management
INTEGRATED MARKETING COMMUNICATION
(MBA/Gen/3/MM/DSC1)

Course Credits: 4
Total Marks (70+30) = 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 – Blade Box Model, AIDAS Model, DAGMAR 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, Integrating marketing communication programme.

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; Advertising agency - functions and types.

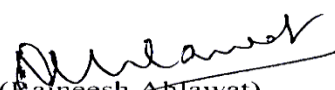
Unit 4 Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, Marketing communication budgeting, Measuring promotional performance, Global marketing communication, Legal and ethical issues in integrated marketing communication.

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:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

CONSUMER BEHAVIOUR
(MBA/Gen/3/MM/DSC2)

Course Credits: 4
Total Marks (70+30) = 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 behaviour 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, Theories and Models of Consumer Behaviour; Consumer Research: Meaning, Process and Methods; Consumer Behaviour 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; Diffusion of Innovation, Opinion Leadership, Adopter Categories.

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.

Suggested Readings:

- Benett, Peter D. & Kassarian, 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.
- Engel, James, Blackwell & Miniard, PW, *Consumer Behaviour*, South eastern College, Zimbabwe.
- Schiffman L. G. & Kanuk, L. L., *Consumer Behaviour*, Pearson Education, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

SERVICE MARKETING
(MBA/Gen/3/MM/DSC3)

Course Credits: 4
Total Marks (70+30) = 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 and evaluation of delivery and performance of series.

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.

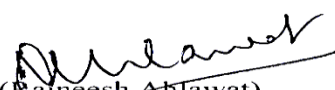
Unit 4 Customer complaining behaviour, Principles and responses to effective service recover Service quality and the gap model; Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

MARKETING RESEARCH
(MBA/Gen/3/MM/DSC4)

Course Credits: 4
Total Marks (70+30) = 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.

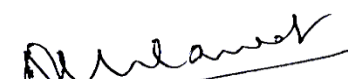
Unit 4 Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

BRAND MANAGEMENT
(MBA/Gen/3/MM/DSC5)

Course Credits: 4
Total Marks (70+30) = 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.

Unit 2 Brand positioning, 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.

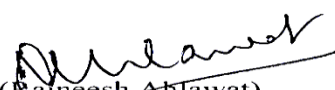
Unit 4 Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, measuring outcomes of brand equity, Capturing market performance.

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.

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(Raneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: Financial Management
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(MBA/Gen/3/FM/DSC1)

Course Credits: 4
Total Marks (70+30) = 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 and portfolio management.

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: Define the concepts and terminologies of portfolio management.

CO4: Summarize the theories underlying portfolio management and able to apply the concepts of portfolio management and solve relevant numerical problems.

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, Risk Measurement, Minimizing Risk Exposures; Investment vs. Gambling and Specialization.

Unit 2 Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors' utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing, market portfolio; capital market theory: CML, SML and Sharpe Single Index Model; Arbitrage Pricing Theory (APT).

Unit 3 Bond portfolio management strategies –bond characteristics, fundamentals of bond valuation, bond & equity portfolio management strategies: passive portfolio strategies & active portfolio strategies.

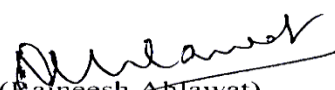
Unit 4 Portfolio Revision: Need and Constraints, Portfolio Revision Strategies and Formula Plans
Portfolio Performance Evaluation: Risk adjusted methods - Sharpe, Treynor's and Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock selectivity and Diversification, Benchmark Portfolio.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

MANAGEMENT OF FINANCIAL SERVICES
(MBA/Gen/3/FM/DSC2)

Course Credits: 4
Total Marks (70+30) = 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:** Acquire the expertise to Identify accounting concepts that enable them to interpret financial data and use it to make informed decisions about the operating performance and financial position of a company.
- CO2:** Acquire knowledge to describe personal financial and investment concepts that enable them to provide customers with advice on investments, insurance, and estate planning.
- CO3:** Proficient to apply the art of salesmanship to enable them to promote the products of the firms they are employed with.
- CO4:** Explain the various concepts related to financial markets and services.

Course Contents:

Unit 1 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Features of Consumer Credit; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 2 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, RBI Guidelines on Credit Cards.

Unit 3 Book Building: Concept and Mechanism of Book Building, Significance and Benefits of Book Building; Bought Out Deals: Meaning and Nature, Mechanisms of Bought Out Deals, Advantages, Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

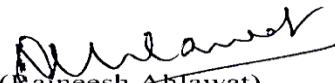
Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Fund, Reasons for Slow Growth; Merchant Bankers: Role and Functions, Problems and Scope of Merchant Banking in India.

Suggested Readings:

- Tripathi, Nalini, *Financial Services*, PHI, New Delhi.
- Gopal C. Rama. *Management of Financial Services*, Vikas Publishing House, New Delhi.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, *Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

FINANCIAL MARKETS
(MBA/Gen/3/FM/DSC3)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The aim of the course is to give an idea to the students about the operations of various types of financial markets.

Course Outcomes:

After completing the course, students would be able to:

CO1: Describe financial market operations.

CO2: Explain the various concepts related to financial markets and services.

CO3: Solve various investment related issues facing the investors.

CO4: Examine how the overall financial system works and various aspects associated with it and able to evaluate the best sources feasible for fulfilling their financial requirements related to the business.

Course Contents:

Unit 1 Introduction of financial markets; Products, Participants and functions; Securities Markets and Economic Development; Recent development in Indian financial market.

Unit 2 Primary Market: Concept, Role, Issuance and Process; Market Design, Demat Issues, Market Indexes: Concept, Types and uses of Market Indexes; Government Securities Market; Debt Market; Instrument and Participants.

Unit 3 Secondary Market: Introduction, Role and Functions; Stock Exchanges: Nature, Functions and Organizational Structure; Membership in NSE & BSE; Role of NSE & BSE; Regulatory Framework; Listing and Delisting of Securities; Online and Offline Monitoring; Trading and Settlements; Margin: Meaning and Uses.

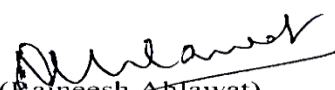
Unit 4 Buy-Back of Securities, Underwriters, Portfolio Managers, Foreign Institutional Investors; Repo and Reverse Repo Rate, ADR/GDR, Securities and Exchange Board of India Act 1992; Government Securities Act 2006.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Management*, S. Chand Publications, New Delhi.
- Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
- Kahn Michael, *A Beginner's Guide to Charting Financial Markets*, Harrimaan Hosue Ltd., UK.
- Pandian, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

CORPORATE TAXATION
(MBA/Gen/3/FM/DSC4)

Course Credits: 4
Total Marks (70+30) = 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 and ability to state the use of various deductions to reduce the taxable income.

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 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.

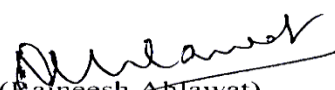
Unit 4 Special Tax Provisions: Tax provisions related to free trade zones; Special Economic Zones; Infrastructure Sector and backward areas, Tax incentives for exporters.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

FINANCIAL ENGINEERING
(MBA/Gen/3/FM/DSC5)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring etc.

Course Outcomes:

After completing the course, students would be able to:

CO1: Define the concept of Financial Engineering.

CO2: Compare different types of risk faced by Indian companies

CO3: Apply techniques of Time value of Money and control

CO4: Differentiate various types of equity policies in India.

Course Contents:

Unit 1 Financial Engineering: Introduction, factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering; Determinations of value of financial instruments and products, Legal aspects of innovative financial products.

Unit 2 Time value of money, Required rate of return, Absolute valuations versus relative valuation, Measuring Return and Risk, Portfolio Consideration and investment horizons, Speculation arbitrage and market efficiency.

Unit 3 Physical tools of the financial manager, 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.

Unit 4 Corporate Restructuring, leveraged buyouts, tax driven deals, takeovers, Future directions in financial engineering, Effect of globalization and technology on financial engineering.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: Human Resource Management
MANAGEMENT OF INDUSTRIAL RELATIONS
(MBA/Gen/3/HRM/DSC1)

Course Credits: 4
Total Marks (70+30) = 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:** Knowledge about vulnerable groups of workers and legal provisions related to them.
- CO3:** Knowledge about the international organizations working for labour and human rights.
- CO4:** Appraise the process of resolving industrial disputes in industrial organizations and compare the industrial relations scenario of different countries.

Course Contents:

Unit 1 Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations; Impact of technological change on industrial relations; Ethical codes and industrial relations; Recent trends in industrial relations.

Unit 2 ILO: Objectives and Impact of ILO on the Indian labour scene; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Movement in India, Trade Union Act; Trade unions and Industrial relations.

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

Unit 4 Participative Management: Concept, Forms, Objectives, Levels; Employee Empowerment: Concept and Role, Quality management, Quality of work life.

Suggested Readings:

- Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
- Monappa, A. *Industrial Relations*, Tata McGraw Hill, 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

PERFORMANCE MANAGEMENT
(MBA/Gen/3/HRM/DSC2)

Course Credits: 4
Total Marks (70+30) = 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 and performance management model for corporate sector.

Course Contents:

Unit 1 Performance Management: Concept, Characteristics, Role, Significance and Process; Performance Appraisal vis-à-vis Performance Management; Performance Management and Strategic Planning Linkages.

Unit 2 Establishing and Operationalizing Performance Management System; Measuring Performance through Results and Behaviour, Conducting Performance Review Discussions.

Unit 3 Performance Management Strategies and Interventions: Reward Based, Career Based, Team Based, Culture Based, Measurement Based, Competency Based, Leadership Based.

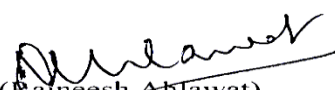
Unit 4 Performance Appraisal: Feedback, Counselling and Coaching, Strategy Maps and Balanced Scorecard; Performance Management and Pay, Performance Management and Training.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

COMPENSATION MANAGEMENT
(MBA/Gen/3/HRM/DSC3)

Course Credits: 4
Total Marks (70+30) = 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: Proficiently make internal consistency.

CO2: Proficiently make external competitiveness.

CO3: Compare compensation practices of various companies and to make employee contributions.

CO4: Students will be able to evaluate compensation practices of multinational companies.

Course Contents:

Unit 1 Compensation: Concept, Importance, Components, Economic and Behavioral Theories, Determinants and Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.

Unit 2 Compensation Practices of MNCs; Managing Employee Compensation: Determination of Inter and Intra Industry Compensation Differentials; Determining the Worth of Jobs; Internal and External Equity in Compensation Package.

Unit 3 Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, ESOP; Compensation of Special Groups: CEOs, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers.

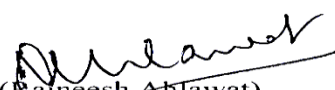
Unit 4 Statutory Provisions governing different Components of Reward System; Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

HUMAN RESOURCE PLANNING AND DEVELOPMENT
(MBA/Gen/3/HRM/DSC4)

Course Credits: 4
Total Marks (70+30) = 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 and evaluate practical solutions of problems related to manpower planning in the organization.

CO4: Develop their own model of HR planning suitable to the organization.

Course Contents:

Unit 1 Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro and Organizational Level; Models and Techniques of Manpower Demand and Supply Forecasting.

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

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

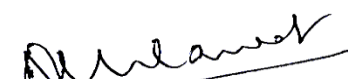
Unit 4 Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, Human Resource Valuation, Human Resource Audit, Multi-skilling.

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.

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(Raneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

MANAGING INTERPERSONAL AND GROUP PROCESSES
(MBA/Gen/3/HRM/DSC5)

Course Credits: 4
Total Marks (70+30) = 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 behavior and demonstrate the role of transactional analyses in interpersonal behaviour.

CO3: Compare various group decision making techniques.

CO4: Evaluate the role of negotiations in group conflicts.

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.

Unit 2 Interpersonal communication: Meaning, Nature, Process; Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- transactional analysis; Interpersonal trust; Competition and cooperation.

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; Team building.

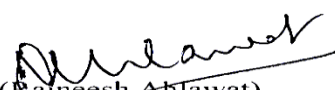
Unit 4 Inter-group relation and conflict: Nature and types of conflicts, Causes and consequences of conflicts and remedial measures of group conflicts; Conflict and organizational performance; Role of negotiation in group conflicts; Distributive and integrative negotiation, Third party negotiation.

Suggested Readings:

- Ivancovich, 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: Banking and Insurance Management

**APPLIED BANKING
(MBA/Gen/3/BIM/DSC1)**

**Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand the Bankers and Customer Relationship.

CO2: Familiarizing with meaning and type of negotiable instruments.

CO3: Identifying the meaning and types of crossing of cheque.

CO4: Demonstrate the importance of material alteration of cheque and holder in due course.

Course Contents:

Unit 1 Bankers and Customer Relationship: General and special relationship, Termination of banker-customer relationship, Opening and closing of accounts of customers, Operation of bank accounts: Rights and obligations of paying banker and collecting banker.

Unit 2 Negotiable Instrument: Meaning, Characteristics, Presumptions, acceptance and types of Negotiable Instrument, Rights and obligations of various parties to an instrument obtained by unlawful means; Negotiation: Modes of negotiation, Negotiation vs. Assignment; Endorsement: Meaning and types, requirements of valid endorsement, regularity of endorsement, liability of endorser; Marking of a cheque: Marking of post-dated cheque, Marking and paying banker, Marking vs. Acceptance.

Unit 3 Presentment and Dishonour: Presentment for acceptance and payment, Rules regarding presentment for payment, Acceptance for honour and payment for honour; Precautions before honouring a cheque, Dishonour of a negotiable instrument, Notice of dishonour, Compensation for Dishonour, Noting and protesting, Discharge of an instrument and parties.

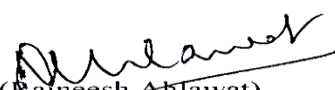
Unit 4 Crossing: Meaning and types of crossing; Protection given to a paying banker, Position of paying banker; Material Alteration: Material alteration by banker, Effects of material alteration, Alteration Authorities by the Act; Payment in due course, Recovery of money paid by mistake, Holder and holder in due course, Privileges to holder in due course.

Suggested Readings:

- Dhal, P. C., *Bank Management: Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E. and Natrajan K., *Banking: Theory, Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A.K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Shekhar, K. C., *Banking: Theory and Practice*, Vikas Publications, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

RETAIL BANKING
(MBA/Gen/3/BIM/DSC2)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To enable the students familiarizing with operational aspects of Retail Banking products and developing suitable strategies to broaden the retail client base.

Course Outcomes:

After completing the course, students would be able to:

CO1: Define the basic terms used in the retail banking sector.

CO2: Know the current retail products available in Indian banks.

CO3: Demonstrate the insights of retailing and related key activities of banks.

CO4: Develop the retail Strategies in Indian banking system.

Course Contents:

Unit 1 Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Products Development Process, Customer Requirements, Liabilities and Assets Products, Approval Process for Retail Loans, Credit Scoring.

Unit 2 Important Retail Asset Products: Home loans, Auto/Vehicle Loans, Personal Loans, Educational Loans: Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayment/Collection.

Unit 3 Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the Cards, Billing Cycle, Credit Points, Funds Transfer.

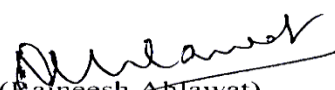
Unit 4 Retail Strategies: Tie-up with Institutions for Retail Loans; Delivery Channels-Branch, Extension Counters, ATMs, POS, Internet Banking, Mobile Banking; Marketing of Retail Products; Customer Relationship Management-Role and Impact of CRM, Stages in CRM.

Suggested Readings:

- Agarwal, O.P., *Fundamentals of Retail Banking*, Himalaya Publishing House, Mumbai.
- Jha, S. M., *Banking Marketing*, Himalaya Publishing House, Mumbai
- Uppal, R. K., *Banking Services and IT*, New Century Publications, New Delhi
- Guruswamy, S., *Banking in the New Millennium*, New Century Publications, New Delhi.
- Indian Institute of Banking and Finance, *Retail Banking*, Macmillan Publishers, Chennai.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

INTERNATIONAL BANKING AND FOREX MANAGEMENT
(MBA/Gen/3/BIM/DSC3)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To familiarize the students with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand the trends in International banking and functioning of International Financial Institutions.

CO2: Understand the sources and methods of raising finance in global market.

CO3: Understand the FOREX market mechanism.

CO4: Understand the role of regulatory bodies in FOREX.

Course Contents:

Unit 1 International Banking: Global Trends and Developments in International Banking, International Financial Centers, Offshore Banking Units, International Financial Institutions: IMF, IBRD, BIS, IFC, ADB, Legal and Regulatory aspects of International Banking.

Unit 2 International Finance: Fundamental Principles of lending to MNCs; International Credit Agencies and Global Capital Markets; Methods of raising Equity and Debt through ECBS, ADRs/GDRs, ECCBS in International Markets.

Unit 3 Framework of Foreign Exchange: Sources and uses of Foreign Exchange, Balance of Payments; Foreign Exchange Market Mechanism, Types of Exchange Rates, Exchange Rate Determination, Convertibility of Indian Rupee; Role of Banks in Forex Markets, Maintenance of Foreign Currency Accounts.

Unit 4 Forex Business: Foreign Exchange Management Act (FEMA); Role of RBI and FEDAI in regulating Foreign Exchange Business of Banks/Authorized Dealers - NRI Customers and various Banking and Investment Products available under FEMA.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hill, New Delhi.
- Bose, R. N., *Fundamentals of International Banking*, Macmillan India, New Delhi.
- Chaudhuri, B. K. and Agarwal, O. P., *Foreign Trade and Foreign Exchange*, Himalaya Publishing House, Mumbai.
- Indian Institute of Banking and Finance, *International Banking*, Macmillan, Mumbai.
- Jeevanandam C., *Foreign Exchange: Practice, Concepts & Control*, Sultan Chand & Sons, New Delhi.
- Rajwade, A.V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

PRINCIPLES AND PRACTICE OF LIFE INSURANCE
(MBA/Gen/3/BIM/DSC4)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective:

The main objective of this course is to acquaint the students with practical aspects of life insurance within the framework of prevailing legislation and familiarizing with the market structure, procedures and practices.

Course Outcomes:

After completing the course, students would be able to:

CO1: Compare and contrast the types of life assurance available in the market.

CO2: Learn the legality and administrative issues of life policies.

CO3: Understand fundamentals of life insurance policies contracts.

CO4: Interpret the regulatory framework of life insurance policies.

Course Contents:

Unit 1 Overview of the Indian Insurance Market - Growth of Insurance business in India, Organisational structure of the Life Insurance Corporation of India (LIC), Postal Life Insurance, Organisational structure of Postal Life Insurance, Appointment of life insurance agents and their functions.

Unit 2 Different types of life insurance plans - Term Plan, Endowment Plan, Money Back Insurance Plan, Whole-Life Insurance Plan; Assignment of life insurance policies, Conditional assignment, Absolute assignment, Process of Assignment, Nomination, Process of Nomination, Features of Nomination - Assignment vs. Nomination,

Unit 3 Life insurance contracts; Insurable interest, Life insurance policy application and process, Proposal form and related documents, Importance of a policy document, Format of a policy document, Policy schedule and its various components, Conditions and privileges in a policy document, Duplicate policies, Premium calculations, Surrender value and non-forfeiture options, Revival of lapsed policies and its types, Revival of postal life insurance policies.

Unit 4 Different types of policy claims, Survival Benefits, Death Claims, Maturity Claims - Submission of Proof of title at claim processing stage, Early Claims & Nonearly claims, Documents required for processing early claims, Death due to un-natural causes or accidents, Nomination, Assignment, Waiver of evidence of title, Claims Concession Clause and Extended Claims Concession Clause, Presumption of Death; Surrender of policies, Foreclosure of insurance policies.

Suggested Readings:

- P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House, Mumbai.
- Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall
- Kutty, S.K., Managing Life Insurance, Prentice Hall of India: New Delhi
- Black, Jr. Kenneth and Harold Skipper Jr., Life and Health Insurance, Prentice Hall, Inc., England.
- K.C. Mishra and C.S. Kumar, Life Insurance: Principles and Practice, Cengage Learning: New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

PRINCIPLES AND PRACTICE OF GENERAL INSURANCE
(MBA/Gen/3/BIM/DSC5)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective:

The main objective of this course is to acquaint the students with practical aspects of General insurance within the framework of prevailing legislation and familiarizing with the market structure, procedures and practices.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Understand the general insurance market, its participants and various acts for its regulations.
- CO2:** Describe forms and other documents used in general insurance.
- CO3:** Understand different types of general insurance policies and its coverage.
- CO4:** Know how to calculate premium of various types of General insurance as well as the knowledge about the claim procedures.

Course Contents:

Unit 1 Insurance Market: Historical – Present scenario, Agents, Corporate Agents, Brokers, Third Party Administrators (TPA) and Surveyors. Insurance Legislation: General Insurance Councils, Amendments to Life Insurance Corporation Act 1956, Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDA and Motor Vehicles Act 1988.

Unit 2 Insurance Forms: Proposal Forms, Cover Notes, Certificate of Insurance, Policy Form, Endorsements, Interpretation of policies, Co-insurance, Standard policies. Fire & Marine Insurance Coverages: Fire insurance coverages, Marine insurance coverages and Types of Marine insurance policies. Miscellaneous Coverages: Motor insurance Liability only policy , Personal Accident insurance, Health insurance, Burglary insurance, Workmen’s Compensation insurance, Fidelity Guarantee.

Unit 3 Specialised Insurances: Industrial All Risks insurance, Advance Loss of Profits insurance, Oil & Energy Risks insurance, Satellite insurance. Underwriting: Objectives and approach, underwriting policy, Class Rated Products, Individually Rated Products, Filing of products, Role of Actuary, Compliance officer, Underwriting Practice in different classes of insurance.

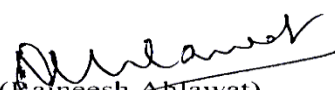
Unit 4 Rating and Premium: Classification of risks, Discrimination, Bonus / Malus, Claims cost, Acquisition cost, Management expenses. Investigation & assessment, Surveyors and loss assessors, Claims documents, Arbitration, Discharge vouchers, Post settlement actions, Recoveries, Salvage & loss minimization.

Suggested Readings:

- Gupta, L. M., *General Insurance Guide-Handbook of General Insurance Policies and Claims*, Dr. L. P. Gupta Publishers New Delhi
- Dayal, Hargovind, *The Fundamentals of Insurance: Theories, Principles and Practices*, Notion Press Publishers, Chennai.
- Mishra, M. N., *Insurance Principles and Practices*, S. Chand Publishers, New Delhi.
- Varshney, Gaurav., *Insurance Laws*, LexisNexis India Publications, New Delhi.
- Mishra, Kaninika, *Life Insurance Underwriting: a Practical Insight*, Deep and Deep Publications, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: International Business
INTERNATIONAL BUSINESS ENVIRONMENT
(MBA/Gen/3/IB/DSC1)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The primary objective of this course is to acquaint the students to emerging global trends.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Skills Ability to demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
- CO2:** Capable to demonstrate awareness of economic, environmental, political, ethical, legal and regulatory contexts of global business practice.
- CO3:** Acquire information technology skills as they apply to today's business environment to solve business problems and to communicate those solutions and to bring capability to generate employability.
- CO4:** Use personal and ethical frameworks to help them respond to ethical dilemmas and develop strong organisational skills.

Course Contents:

Unit 1 International Business: Concept and Types; Types of Environment- Economic, Political, Social, Technological and Cultural Environment; Recent World Trade and Foreign Investment.

Unit 2 Trade Theories; Balance of Payments; Tariff and Non-Tariff Barriers; Regional Blocks: SAARC, ASEAN, EU, NAFTA, IFC, IDA and ADB.

Unit 3 Multilateral Economic Institutions - IMF, World Bank, WTO, UNCTAD, Euro-Currency Market; Licensing; Joint Ventures; Foreign Direct Investment (FDI) and MNCs.

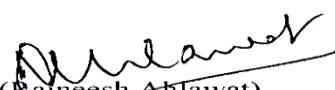
Unit 4 Contemporary Issues in International Business Environment: Negotiating an International Business; Multilateral Settlements, External Relations Approach and World Financial Environment.

Suggested Readings:

- Bhalla, V. K., and Shivaram, *International Business Environment and Business*, Anmol Publications, New Delhi.
- Black and Sundaram, *International Business Environment*, Excel Books, New Delhi.
- Charles W. Hill, *International Business*, Tata McGraw Hill, New Delhi.
- Daniels, John and Lee H., *Globalization and Business*, Prentice Hall of India, New Delhi.
- Daniels, John and Redebaugh, Lee, *International Business Environment and Operations*, PHI, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

EXPORT IMPORT PROCEDURES AND DOCUMENTATION
(MBA/Gen/3/IB/DSC2)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Outcomes:

After completing the course, students would be able to:

CO1: Familiarize with policy, procedures and documentation relating to foreign trade operations.

CO2: Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.

CO3: Apply the concepts learned in terms of export order, delivery and international trade pricing to actual transactions.

CO4: Appraise the role and importance of export-import documentation and procedure framework according to commodities and countries.

Course Contents:

Unit 1 Introduction: Meaning, Nature and Significance of Export Import Procedures and Documentation in International Trade; Procedures and Documentation as Trade Barriers; Export Strategy; Import Strategy; Third Party Intermediaries.

Unit 2 Official Machinery for Trade Procedures and Documentation; Export Order Processing: Registration of Exporters; Export Contract; Export Price Quotations; Main Export Documents; Role of Forwarding Agents; Cargo Insurance and Claim Procedure.

Unit 3 Import Order Processing: Registration of Importers; Import Contract; Import Price Quotations; Import Documents; Methods of Payment in International Trade: Collection of Export Bills; UCPDC Guidelines; Realization of Export Proceeds; Provisions of RBI's Exchange Control Manual; Pre-shipment and Post- Shipment Finance.

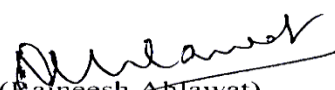
Unit 4 Major Export Promotion Schemes in India: EPCG, Duty Exemption Scheme; DPEB Scheme; Facility for Deemed Exports; EPC; Commodity Boards; Role of EXIM Bank and ECGC; WTO Provisions regarding Export Import.

Suggested Readings:

- Bhalla, V. K. and Ramu S. Shiva, *International Business: Environment and Management*, Anmol Publication, New Delhi.
- Daniel and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Edward, G. Hinkelman, *International Trade Documentation*, University Science Press, New Delhi.
- Jitendra, M. D., *Export Procedures and Documentations*, Rajat Publications, New Delhi.
- Shukla, Shyam, *International Business*, Excel Books, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

FOREIGN EXCHANGE MANAGEMENT
(MBA/Gen/3/IB/DSC3)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The aim of this paper is to expose the students to the functions and operations of foreign exchange market and the intricacies of the risks involved.

Course Outcomes:

After completing the course, students would be able to:

CO1: Describe Future markets.

CO2: Identify market conventions on exchange rate quotation and correctly calculate those quotations.

CO3: Apply information within the global financial environment of foreign exchange to solve problems and make informed decisions.

CO4: Appraise forward exchange rates given spot exchanges rates and rationale behind it.

Course Contents:

Unit 1 Introduction: Meaning and Significance of Foreign Exchange, Foreign Exchange Markets- Meaning, Types, Functions and Working of Foreign Exchange Markets; Institutions of Foreign Exchange markets.

Unit 2 Foreign Exchange Rate Systems; Exchange Rate Forecasting; Exchange Rate: Structural Models of Exchange Rate Determination; Mechanics of Currency Trading; Exchange Rate Regime.

Unit 3 Futures and Options: Meaning, Types and Determination of their Market Value; Over the Counter Trade Options; Fisher Black's Optional Pricing Model; SWAPS: Meaning, Types- Currency, Interest Rate Swaps; Credit Risk of Swaps, Forward Exchange Rate in India; Forward Rate as Risk Adjusted Future Spot Rate.

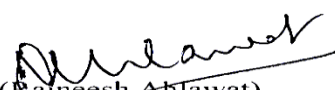
Unit 4 Management of Currency Exposure: Risk Management Process, Objectives of Hedging Policy and its Measurement, Managing Transactions Exposure, Invoicing, Quantity Inertia and Operating Exposure.

Suggested Readings

- Apte, P.G., *International Finance*, McGill, New Delhi.
- Daniels and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Levich, Richard M., *International Financial Markets*, McGraw Hill, New Delhi.
- Wild, John J. and Kenneth, L., *International Business*, Pearson Education, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

MULTI NATIONAL BANKING
(MBA/Gen/3/IB/DSC4)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of the course is to acquaint the students with the institutional operational aspects of multinational banking.

Course Outcomes:

After completing the course, students would be able to:

CO1: Analyse about the foreign banking structure and banking reforms in India.

CO2: Explain the functions of foreign banks and financial institutions.

CO3: Interpret the role of foreign banks for economic development.

CO4: Examine the concept of international banking market in Indian banking.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Organization and Factors of Multinational Banking; Bank Lending and Macro Economic Vulnerability.

Unit 2 Bank Lending and Financial Sector Vulnerability; Lending Booms and Banking Sector Vulnerabilities; Cost of Banking Crisis.

Unit 3 International Banking Market: Meaning and Recent Trends; International Capital Market: Forces, Main Components of the International Capital Market; Investment Banks; Eurocurrency Market; Exchange Bank; Role of Banks in International Money and Capital Markets, and International Banking - Mergers and Acquisitions.

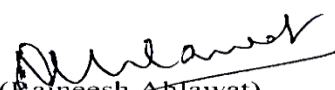
Unit 4 International Payment System; International Asset Liability Management; Strategies for Managing Non-Performing Assets, and International Credit Appraisal Techniques.

Suggested Readings:

- Bhalla, V. K., *International Business Management*, Anmol Publications, New Delhi.
- Fabozzi, Frank J., *Foundations of Financial Markets and Institutions* Pearson Education, New Delhi.
- Valdez, Stephan and Molyneux, Philip, *Introduction to Global Financial Markets*, Palgrave Macmillan, New York.
- Wild, John J. and Wild, Kenneth, *International Business*, Pearson Education, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

STRATEGIC MANAGEMENT
(MBA/Gen/4/CC23)

Course Credits: 4
Total Marks (70+30) = 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: Evaluate the strategy which best fits in achieving the organizational goals.

Course Contents:

Unit 1 Strategy: Concept and Levels, Strategic Decision Making; Schools of thought on Strategy Formulation; 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.

Unit 3 Strategic Analysis and Choice: Strategic Analysis, Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis; Strategic Choice - Process of Strategic Choice, Factors in strategic Choice,

Unit 4 Strategy Implementation: Activating Strategies, Structural, Behavioural, Functional and Operational Implementation; Strategic Evaluation and Control.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

COMPREHENSIVE VIVA-VOCE
(MBA/Gen/4/CC24)

Course Credits: 2;
Total Marks: 50

RESEARCH PROJECT
(MBA/Gen/4/SEC2)

Course Credits: 4
Total Marks: 100

OR
BUSINESS ANALYTICS
(MBA/Gen/4/SEC3)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support and business analytics.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Understand the foundation of Business Analytics and its role in problem solving and decision making.
- CO2:** Analyze the past and current business performance and make informed decisions.
- CO3:** Predict the future by examining the historical data and detecting its pattern and further extrapolating these relationships.
- CO4:** Identify the best alternate to minimize or maximize some object.

Course Contents

Unit 1 Foundations of Business Analytics: Introduction, Evolution and Scope; Data for Business Analytics: Data sets and Data bases, Big data, Metrics and Data Classification, Data Reliability and Validity; Models in Business Analytics; Phases of problem solving. Descriptive Analytics: Data Visualization: Tools for Data Visualization; Data Queries: Tables, Sorting and Filtering;

Unit 2 Summarizing Data; Probability: Basic concepts, Probability Distributions; Statistical Measures: Measures of Location, Dispersion and Shape; Sampling and Estimation: Methods, Errors and Distribution of Sampling; Statistical Inference: Hypothesis testing: One sample, Two samples, Two tailed, ANOVA and Chi square tests.

Unit 3 Predictive Analysis: Forecasting techniques: Qualitative and Judgmental forecasting, Statistical forecasting methods; Time Series and Exponential Smoothing methods; Data Mining, Data Exploration and Reduction; Classification of Data: K-Nearest Neighbors (k-NN) algorithm and Discriminant Analysis; Monte Carlo Simulation.

Unit 4 Prescriptive Analysis: Linear Optimization: Graphical interpretation; Integer Optimization: General, Binary and Mixed Variable Models; Decision Analysis: Formulation of Problems, Decision Strategies with and without outcome probabilities, Decisions with conflicting objectives, Value of information; Utility and Decision Making: Constructing Utility function, Exponential Utility function.

Suggested Readings

- Evans James, *Business Analytics*, Pearson, New Delhi.
- Jay Liebowitz, *Business Analytics: An Introduction*, Auerbach Publications, New Delhi.
- Prasad R. N. and Acharya Seema, *Fundamentals of Business Analytics*, Wiley, New Delhi.
- Purba Halady Rao, *Business Analytics: An Application Focus*, PHI, New Delhi.


(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

- Banerjee Tannushri & Banerjee Arindem, Business Analytics, Sage Publication India Pvt. Ltd., New Delhi.

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(Raneeesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

Specialization: Marketing Management
INDUSTRIAL MARKETING
(MBA/Gen/4/MM/DSC6)

Course Credits: 4
Total Marks (70+30) = 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:

- Havaldar, 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

CYBER MARKETING
(MBA/Gen/4/MM/DSC7)

Course Credits: 4
Total Marks (70+30) = 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

DISTRIBUTION AND LOGISTICS MANAGEMENT
(MBA/Gen/4/MM/DSC8)

Course Credits: 4
Total Marks (70+30) = 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:** Recognize and demonstrate the significant responsibilities of sales person as a KEY individual.
- CO2:** Apply the concepts of logistics for marketing.
- CO3:** Describe and formulate strategies to effectively manage company's sales operations.
- CO4:** Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.

Course Contents:

Unit 1 Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Behavior and Organisation; Distribution Intensity.

Unit 2 Introduction to Distribution Logistics: Nature, Importance and Scope; Integrated logistics; Total cost concept; Concept of customer service; Transportation and Physical Distribution: Selection of transportation modes.

Unit 3 Multi-model transportation; Routing and scheduling in transportation; Design options for a transportation network; Major decision areas of inventory management: Economic Order Quantity; Techniques of Inventory Control.

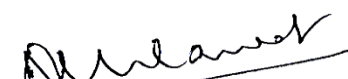
Unit 4 Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling, Performance Measurement and Control.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

RETAIL MARKETING
(MBA/Gen/4/MM/DSC9)

Course Credits: 4
Total Marks (70+30) = 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: Define the different terms used in the retail sector.

CO2: Identify the current retail structure in India.

CO3: Demonstrate the insights of retailing and related key activities.

CO4: Appraise the importance of retailing and its role in the success of modern businesses.

Course Contents:

Unit 1 Retailing: Introduction to Retailing, Organized vs. Unorganized Retailing, Present Retail Scenario, Mushrooming growth of Retail outlets in India, Key Drivers of Retailing in India – Demographic and Psychographic.

Unit 2 Retailing Formats: Different Retail Formats and their characteristics viz. Location, Space/Layout, Merchandising; Vendor Development, Channel Dynamics, Supply Chain Management, Retail Marketing Mix.

Unit 3 Mall Culture: Management of Shopping Malls, Specialty and Department Stores Super-Markets and Hyper Markets, Store Designing, Warehouse Management, Visual Merchandising and Displays, Point of Sale (POS), Store Operations, Location Planning, Site Selection, Atmospherics and Retail Space Management.

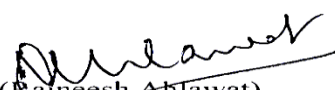
Unit 4 Retail Branding: Building Store Brands, Positioning for Differentiation, Retail Advertising, Sales Promotion, Future Trends in Retailing, Regulatory Environment: Current Economic and Financial policies by Govt. of India for Retail Sector, FDI in Retailing.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

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

Course Credits: 4
Total Marks (70+30) = 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.

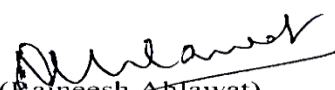
Unit 4 Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: Financial Management
CORPORATE RESTRUCTURING
(MBA/Gen/4/FM/DSC6)

Course Credits: 4
Total Marks (70+30) = 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:** 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 Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A; Handling cross-culture and taxation issues in cross-border M&A.

Unit 2 Demerger: Types of demerger, Reverse merger, Buyback of shares, Leverage buy-out strategy, Merger strategy- Growth, synergy, operating synergy, financial synergy, diversification; Takeover and its types, Takeover strategy, Takeover bids, Legal framework for mergers and acquisitions, Leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Unit 3 Deal Valuation and Evaluation: Factors affecting valuation, Methods of valuation, Cash flow approaches, Economic Value Added (EVA), Sensitivity analysis, Valuation under takeover regulation, Valuation for slump sale, Cost-benefit analysis and Swap ratio determination

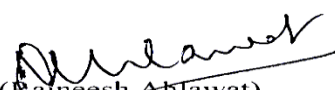
Unit 4 Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholder's Wealth; Methods of payment and financing options in Mergers and Acquisitions, Merger, Acquisitions and Competition Law 2002, SEBI (Securities and Exchange Board of India) Takeover Code 2011, Criteria for negotiating friendly takeover.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

FINANCIAL DERIVATIVES
(MBA/Gen/4/FM/DSC7)

Course Credits: 4
Total Marks (70+30) = 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 concept 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, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivatives Exposure.

Unit 2 Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency 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.
- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Hull, John C., *Options, Futures and Other Derivatives*, PHI, New Delhi.
- Kumar, S. S. S., *Financial Derivatives*, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, SathyaSwaroop, *Financial Derivatives*, Excel Books, New Delhi.

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(Raneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

INTERNATIONAL FINANCIAL MANAGEMENT
(MBA/Gen/4/FM/DSC8)

Course Credits: 4
Total Marks (70+30) = 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: Development of 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 Introduction: Finance Function in a Multinational Firm; Institutional Structure of International Financial Markets; Foreign Exchange Market: Cost and Availability of International Financial Flows.

Unit 2 International Financial Instruments; International Financing: International Aspects of Raising Capital. Capital Budgeting for Foreign Direct Investment; International CAPM.

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

Unit 4 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; International Investment: Factors and Benefits; Direct and Portfolio Management.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

PROJECT MANAGEMENT
(MBA/Gen/4/FM/DSC9)

Course Credits: 4
Total Marks (70+30) = 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: Sketch estimation of Guidelines for Time, Costs and Resources required for Project Management by applying different methods.

CO3: Examine the Scheduling Resources and Reducing Project Duration.

CO4: Evaluate Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager.

Course Contents:

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

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: UNIDO approach and L-M Approach; 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:

- Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
- Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville.
- Little I.M.D. and J.A. Mirrlees, Project Appraisal and Planning for Developing Countries, Hienemann Educational Book.
- OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
- Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

STRATEGIC FINANCIAL MANAGEMENT
(MBA/Gen/4/FM/DSC10)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring, etc.

Course Outcomes:

After completing the course, students would be able to:

CO1: Outline the corporate restructuring at different levels of financial matters.

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

CO3: Apply various tools of leasing to assess business environment.

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

Course Contents:

Unit 1 Strategic Approach to Financial Management; Financial Planning; Financial Forecasting; Corporate Restructuring: Meaning and objectives, Mergers - reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios, Evaluation of merger proposal; Legal accounting and tax issues in merger and acquisitions.

Unit 2 Corporate and distress restructuring; Corporate Control: Mechanism, share repurchase and exchange, Non-voting shares, Disinvestment of Public Sector Undertakings.

Unit 3 Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing from Lessor and Lessee point of view; Lease vs. owned decision; Venture Capital: Concept and developments in India; Process and methods of financing.

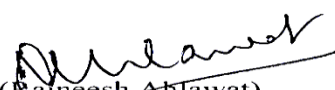
Unit 4 Fiscal Incentives; Corporate Strategy: Financial Policy and shareholder value creation; Linkage between Corporate Strategy and Financial Strategy; Shareholder value-creation, Measurement and management.

Suggested Readings:

- Jakhotiya, G. P., *Strategic Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M. Y. and Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
- Van Horne & James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: Human Resource Management
TRAINING AND DEVELOPMENT
(MBA/Gen/4/HRM/DSC6)

Course Credits: 4
Total Marks (70+30) = 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 theoretical to practical.

CO2: Identify and describe learning styles.

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; Competency Mapping; Role, Responsibilities and Challenges of Training Manager; Training Aids.

Unit 2 Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, 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; Designing the Training Programme: Training Climate and Pedagogy; Developing Training Modules; Instructional objectives and Lesson planning.

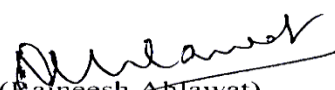
Unit 4 Emerging Trends and Institutions Governing Training Programme: Cross Culture Training, Knowledge Management, Grid Training; E-learning, Government Agencies, Central Board of Workers Education.

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.
- Goldstein, *Training in Organization*, Cengage Learning, 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

GLOBAL HUMAN RESOURCE MANAGEMENT
(MBA/Gen/4/HRM/DSC7)

Course Credits: 4
Total Marks (70+30) = 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.

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, Difference between Domestic and GHRM, Challenges of GHRM, Strategic 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.

Unit 3 Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments; International Compensation Management, International Performance Management, Repatriation.

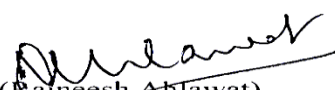
Unit 4 International Industrial Relations; Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and theirs issues, Future of GHRM.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES
(MBA/Gen/4/HRM/DSC8)

Course Credits: 4
Total Marks (70+30) = 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 behaviour.

Course Contents:

Unit 1 Organizational Change: The domain of change, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

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 Organizational Development: An overview, steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development

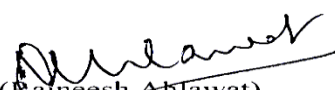
Unit 4 Organizational Culture and Change; Corporate Culture, Types of Culture, Importance, Nature, Formal and Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture and Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

STRATEGIC HUMAN RESOURCE MANAGEMENT
(MBA/Gen/4/HRM/DSC9)

Course Credits: 4
Total Marks (70+30) = 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 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: Demonstrate research and strategies by using both human and technological resources.

CO4: Identify and appreciate the significance of the ethical issues in SHRM.

Course Contents:

Unit 1 Concept of SHRM and HR environment: Investment perspective of SHRM, Evolution of SHRM, barriers to strategic HR, Role of HR in strategic planning; Strategic HR vs Traditional HR.

Unit 2 Strategic fit frameworks: Linking business strategy and HR strategy; HR bundles approach, best practice approach; business strategy and human resource planning, HRM and firm performance linkages: Measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Unit 3 Business Strategy and Human Resource Planning; Sustained, Competitive Advantage through inimitable HR practices; HR Systems: staffing systems, reward and compensation systems.

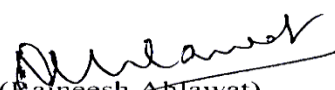
Unit 4 Employee and career development systems, performance management systems; Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

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

Course Credits: 4
Total Marks (70+30) = 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 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: Understand about the problems of wage legislation, social security legislation and human rights.

Course Contents:

Unit 1 Labour Legislation: Objectives, Forms, Significance, Principles, Indian Constitution and Labour Legislations; International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations.

Unit 2 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.

Suggested Readings:

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, 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.
- Saravanavel, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.

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(Raneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

Specialization: Banking and Insurance Management

CREDIT MANAGEMENT

(MBA/Gen/4/BIM/DSC6)

Course Credits: 4

Total Marks (70+30) = 100

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of Credit Management.

Course Outcomes:

After completing the course, students would be able to:

CO1: Know the basic aspects of Credit Management.

CO2: Analyze the role of RBI in sanctioning and monitoring of Credit.

CO3: Examine the various aspects of NPAs in banking sector.

CO4: Analyze the recovery mechanism of NPAs in banking sector.

Course Contents:

Unit 1 Credit Management: Principles and Objectives; Credit Policy in Banks; Types of Bank Advances and Securities, Precautions in Accepting Securities; Attributes of Good Tangible Security.

Unit 2 Credit Planning, Credit Authorization Scheme; Loan Pricing, Need to Improve Quality of Loan Portfolio, Restricting High Growth of Credit to Sensitive Sectors, RBI's Guidelines on Bank Credit Sanctions, Post-disbursal Follow up and Monitoring Credit and Compliance Parameters.

Unit 3 Non-Performing Assets: Meaning and Classification, Income Recognition, Classification and Provisioning of Assets; Reasons, Impacts and Consequences of NPAs; Trends in NPAs, CAMEL Model of Performance Evaluation.

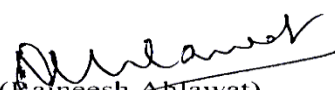
Unit 4 Measures for Recovery of NPAs: Corporate Debt Restructuring, Loan Compromise and One-time Settlement, Recovery through Specialized Branches, Lok Adalats, DRTs and SARFAESI Act.

Suggested Readings:

- Dhal, P.C., *Bank Management—Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., and Natrajan, K., *Banking—Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A.K. and Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., and Jian Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. and Shekhar Lekshmy, *Banking-Theory and Practice*, Vikas Publications, New Delhi.
- Vijayarangan, G., *Bank Credit Management*, Himalaya Publishing House, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

RISK MANAGEMENT
(MBA/Gen/4/BIM/DSC7)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart knowledge to students about the measurement, monitoring and control of risk.

Course Outcomes:

After completing the course, students would be able to:

CO1: Understand the basic aspects of risk and risk based supervision in banks.

CO2: Analyze the measurement and mitigation process of credit risk in banks.

CO3: Understand the market risk and its measurement techniques in banks

CO4: Identify the operational risk and its measurement techniques in Indian banks.

Course Contents:

Unit 1 Risk: Meaning and Types; Risk Management: Meaning, Need, Process, Principles of Risk Management; Solvency Risk: Concept of Capital Adequacy and Risk Based Capital, Risk Based Supervision of Banks: Need, Objectives and Process; Implications of Basel Accord I, II and III for Indian Banks.

Unit 2 Credit Risk: Meaning, Need, Components; Credit Risk Management Techniques, Credit Risk Measurement and Credit mitigation, Credit Risk Models, Managing Risk in Inter-Bank Exposure and Off Balance Sheet Exposure.

Unit 3 Market Risk: Meaning, Need and Components, Asset Liability Management System, Management of Interest Rate Risk, Liquidity Risk, Foreign Exchange Risk, Equity Price Risk, Commodity Price Risk, Measurement of Market Risk: Value at Risk (VaR) and Stress Test Techniques.

Unit 4 Operational Risk: Meaning, Components, Scope and Need to Identify Operational Risk, Measurement of Operational Risk: Basic Indicator Approach (BIA), Standardized Approach (SA), Advanced Measurement Approach (AMA), Operational Risk Capital: An Alternative Approach, Principles of Management of Operational Risk.

Suggested Readings

- Bhattacharya, K. N., *Risk Management in Banks*, Himalaya Publishing House, New Delhi.
- Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, New Delhi.
- Indian Institute of Banking and Finance, *Theory and Practice of Treasury and Risk Management in Banks*, Taxmann Publications, New Delhi.
- Kenneth A. Foot, *Financing of Catastrophic Risk*, University of Chicago Press, Chicago.
- Suryanarayana, A., *Risk Management Models: A Primer*, ICFAI Reader, Hyderabad.
- Vaish, M., *Financial Risk Management*, Dun & Bradstreet - Tata McGraw-Hill Professional: Finance Essentials Series, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

RURAL BANKING AND FINANCIAL INCLUSION
(MBA/Gen/4/BIM/DSC8)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

Course Outcomes:

After completing the course, students would be able to:

CO1: Tell about the Rural banking structure in India.

CO2: Explain the functions of banks and financial inclusion.

CO3: Interpret the role of RBI and other financial institutions for economic development.

CO4: Examine the concept of Priority Sector Financing in Indian banking.

Course Contents:

Unit 1 Rural India: Demographic and Economic features; Financing of Rural Development: Functions and Policies of RBI and NABARD; Rural Credit Institutions, Role and Functions, Role of Information and Communication Technologies in Rural Banking, Regulation of Rural Financial Services.

Unit 2 Financial Inclusion: Concept and its role in inclusive growth, Micro Credit, Micro Insurance Scheme, Business Facilitators and Business Correspondents in Rural Financing, SHGs/NGOs, Linkages with Banking.

Unit 3 Priority Sector Financing: Components of Priority Sector, RBI Guidelines; SHGs and Bank Linkages, Micro-finance: Indian and International Scenario; Government Initiatives: Poverty Alleviation Programmes, Provisions regarding Rural Housing and Educational Loans.

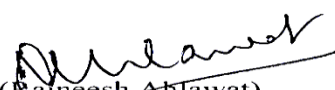
Unit 4 Problems and Prospects of Rural Banking: Problems of Rural Branches of Commercial Banks and Regional Rural Banks, Emerging Trends in Rural Banking, Financing poor as Bankable Opportunity.

Suggested Readings:

- Desai Vasant, *Indian Banking-Nature and Problems*, Himalaya Publishing House, Mumbai.
- Gurusamy, S., *Banking in the New Millennium*, Kanishka Publishers, New Delhi.
- Indian Institute of Banking & Finance, *Rural Banking*, Macmillan, Mumbai.
- Indian Institute of Banking, *Rural Banking Operations*, Taxmann, New Delhi.
- Khan, M.Y., *Indian Financial System*, McGraw Hill, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

HEALTH INSURANCE
(MBA/Gen/4/BIM/DSC9)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objectives:

To acquaint the candidates appearing for Associate ship Examination with the evolution and growth of health insurance sector in India, the constitutional provisions in areas of public health and its different financing models.

Course Outcomes:

After completing the course, students would be able to:

CO1: Know about introduction and evolution, system and infrastructure of health insurance.

CO2: Learn the legality and administrative issues of health insurance

CO3: Understand Basic Principles of Undertaking with its process and Method of Underwriting along with Advantage and Disadvantage of Method.

CO4: Interpret the regulatory framework of health insurance.

Course Contents:

Unit 1 Introduction to Health Insurance: evolution & growth of health insurance in India, understanding the health system in India .infrastructure of the healthcare system. Types of health insurance products in India. Customer services in health insurance.

Unit 2 Health insurance undertaking, Basic Principles of Undertaking, Underwriting process, Numerical Rating Method of Underwriting and Advantage and Disadvantage of Numerical Rating Method, Group Health insurance. Health insurance frauds.

Unit 3 Health insurance policy forms and clauses, life insurance and group insurance, personal accidents insurance, disability benefit plan or income protection, on medical expenses in Health insurance, health insurance data and pricing, Actuarial techniques in health insurance.

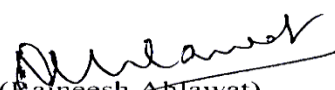
Unit 4 Regulatory and legal aspects of health insurance: principle and practice of health insurance, need for regulation in health insurance, licensing and registration in health insurance, Role of IRDA in health insurance, reinsurance, utility of reinsurance.

Suggested Readings:

- Health Insurance Primer : **Study guide Part A**-Author – American Health Insurance Plans /
- Place - Washington DC., Publisher - American Health Insurance Plans
- Health Insurance nuts and bolts : **Study guide part B**- Author – American Health Insurance Plans /
- Place - Washington DC., Publisher - American Health Insurance Plans
- Life and health insurance handbook—Davis . W. Gregg

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(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

AGRICULTURAL INSURANCE
(MBA/Gen/4/BIM/DSC10)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective:

The main objective this course is to provide a broad overview of Agricultural Insurance. The thrust is on understanding Agricultural/ Crop insurance as a distinct type of insurance, how it is operated abroad and how it evolved in the Indian market.

Course Outcomes:

After completing the course, students would be able to:

- CO1:** Acquainted with the concept of Indian Agriculture system.
CO2: Learn about the role of Indian Agriculture in Indian Economy and various risks associated with it and management of Agricultural Risks.
CO3: Know about evolution of crop insurance in India and various insurance schemes.
CO4: Learn about various methods of Agriculture insurance.

Course Contents:

Unit 1 Introduction to Indian Agriculture: Situation of Agriculture in India ; Growth of Agriculture over the years; Role of Agriculture in Indian Economy Agriculture Distribution and Agricultural Resources; Land records computerization; Agricultural Risks - Changing face of Agricultural Risks in India; Climate Change and Agriculture; Managing Agricultural Risks.

Unit 2 Evolution of Crop Insurance in India: Individual based crop insurance - Pilot Crop Insurance Scheme (PCIS); Comprehensive Crop Insurance Scheme (CCIS); Pardhan Mantri Fasal Bima Yojna (PMFBY); Farm Income Insurance Scheme (FIIS); Obligations of insurers in rural sector; Concept of Agricultural relief; Risk Management considerations.

Unit 3 Crop Insurance: Yield Estimation Methodology; Weather Based Crop Insurance Model: Weather Insurance components; Role of Global Multi-Lateral financial institutions in promoting index based crop insurance scheme (World Bank, World Food Program etc.), Problems associated with crop insurance ; an introduction to Micro-insurance.


Unit 4 Livestock wealth in Indian economy: Importance of livestock and Potential markets for dairy and poultry products; National Dairy Development Board; Government's efforts to promote livestock production; Various techniques and Future of Agriculture reinsurance in India.

Suggested Readings:

- Agriculture, Food Security & Rural Development, Asian Development Bank, ISBN #9780198064664, June 2010.
- Agriculture Risk & Insurance in India, Dr. S S Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore, info@booksfordevelopment.org.
- Agricultural Risk and Insurance in India - Problems and Prospects, S.S. Raju and Ramesh Chand, 2010, Academic Foundation, ISBN - 978-81-7188-765-1.
- Government Support to Agricultural Insurance Authors: Mahul, Olivier; Stutley, Charles J, March 2010, ISBN: 9780821382172, <http://elibrary.worldbank.org/content/book/9780821382172>.
- Agricultural Risk, Insurance & Income, Mishra, Pramod, The Maritime and Insurance Book Shop.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

Specialization: International Business
INTERNATIONAL STRATEGIC MANAGEMENT
(MBA/Gen/4/IB /DSC5)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Management.

Course Outcomes:

After completing the course, students would be able to:

CO1: Know the type of decisions taken at different levels of organisation at International level.

CO2: Explain the process of strategic decision making in an organization and international business entry system.

CO3: Differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

CO4: Evaluate the strategy which best fits in achieving the organisational goals.

Course Content:

Unit 1 Introduction: Nature and Dimensions of International Strategic Management; Domestic versus International Strategic Management; Functions of International Strategic Planning; Pre-requisites and Complexities of International Business Strategy.

Unit 2 Strategies for Foreign Market Entry and Penetration: Growth Strategy; International Business Integration; Strategy for Risk and Stability; Revival Strategies; Restructuring and Divestment; Approaches to Strategy Formulation: Traditional Approach; Modern Approaches-Gap Analysis; Capital Investment Theory; ANSOFF' Adaptive Search Approach.

Unit 3 Portfolio Approaches, Boston's Model; GE-McKinsey Model; Hofer's Model and Shell's Directional Policy Model; Competitive Strategy Vis-à-vis Domestic Firms.

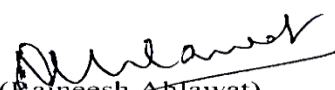
Unit 4 Strategy Implementation: Role and Responsibility of the Corporate Leader; Impact of Competition, Corporate Culture and Personal Values; Organizational Structure for Strategy Formulation; Factors of Successful Implementation of Multinational Strategy.

Suggested Readings:

- Ansoff, H. I., *Corporate Strategy*, McGraw Hill, London.
- Dunning, J. H., *Explaining International Production*, Routledge Revivals.
- Garpand, J. and Farmer, R. N., *International Dimensions of Business Policy and Strategy*, Kent Publishing Co., Boston Massachusetts.
- Porter, M. E., *Competitive Strategy*, Free Press, New York.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Artn Gaur)

INTERATIONAL LOGISTICS
(MBA/Gen/4/IB /DSC6)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Logistics.

Course Outcomes:

After completing the course, students would be able to:

CO1: Recognize and demonstrate the logistics at international business.

CO2: Describe and formulate strategies to effectively manage company's International transport.

CO3: Evaluate the role Ability to illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management and role of IT in logistics.

CO4: Evaluate different techniques for logistic control.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Importance of Logistics and its Interface with Production and Marketing Components.

Unit 2 Logistical Mission, Services and Costs; Logistic Operations Integration; Customer Service; International Supply Chain Relationship; International Supply Contracts; Logistical Resources; Information Forecasting; Inventory Strategy and Management; International Transportation Infrastructure and Management.

Unit 3 International Commercial Documentation; Warehouse Management and Material Handling; Export Packaging; Logistics Positioning; Role of Information Technology in Logistics; Information Management for Global Logistics; Logistics Service Firms and Third Party Logistics.

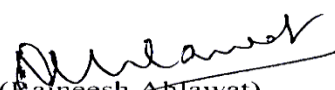
Unit 4 Planning Design Techniques; Planning Costing and Pricing; Operations and Logistics Control; Measuring Performance in Functional and Sectoral Integration; Control and Security Aspects in International Logistics.

Suggested Readings:

- Bowersoze, Douald, J. and J. David Cross, *Logistic Management: The Integrated Supply Chain Process*, McGraw Hill, New Delhi.
- Christopher, Martin, *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*, Pearson Education, New Delhi.
- Khanna, K. K., *Physical Distribution Management: Logistical Approach*, Himalaya Publishing House, New Delhi.
- Laylor, David, *Manufacturing Operations and Supply Chain Management*, Thomsan Learning, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

REGIONAL ECONOMIC BLOCKS
(MBA/Gen/4/IB /DSC7)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To familiarize the students with the theoretical framework of the theory of economic integration and its impact on trade and investment flows among the regions and on the global economy.

Course Outcomes:

After completing the course, students would be able to:

CO1: Recall different terms related to regional blocks and describe the various functions of regional blocks.

CO2: Interpret the various economic issues among the regional blocks vis-à-vis world trade.

CO3: Appraise and distinguish between the strong and weak regional blocks and their reasons.

CO4: Distinguish the role of regional economic blocks as building blocks in the world trade.

Course Contents:

Unit 1 Theory of Economic Integration, Economic Integration and Endogenous Growth, Benefits and costs of Economic Integration, Economic Integration Schemes.

Unit 2 Regional Blocks; Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC; Globalization vs. Regionalization;

Unit 3 Building Blocks and Stumbling Blocks; Ongoing Challenges, Environment Volatility; Rise of Global Mania; Regional Alternatives.

Unit 4 Regionalism in World Economy; Regional Competition; New Organizational Challenges; India's Free Trade Agreements.

Suggested Readings:

- Balkassa, Bela, *Theory of Economic Integration*, Routledge Revivals, New Delhi.
- Dreze, Jean and Sen, Amratya, *Indian Development: Selected Regional Perspective*, Oxford University Press, New Delhi.
- Krugman, Paul R and Obstfeld, M., *International Economics*, Pearson Education, New Delhi.
- Machlup, F, *A History of Thought on Economic Integration*, Palgrave Macmillan, New Delhi.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

CROSS CULTURAL AND GLOBAL MANAGEMENT
(MBA/Gen/4/IB /DSC8)

Course Credits: 4
Total Marks (70+30) = 100
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the International Organizations.

Course Outcomes:

After completing the course, students would be able to:

CO1: Recall different terms used in cross-cultural management.

CO2: Explain conceptual framework of cross-cultural management.

CO3: Demonstrate the process of global management.

CO4: Examine cultural aspects in global management provide practical solution to problems in cross-cultural management.

Course Contents:

Unit 1 Human and Cultural Variables in Global Organizations. Cross Cultural Differences and Managerial Implication; Cross Cultural Research Methodologies and Hofstede's Study.

Unit 2 Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Management of Cultural Diversity.

Unit 3 Cross Cultural Communication and Negotiation; Human Resource Management in Global Organization; Management of Industrial Relations.

Unit 4 Ethics and Social Responsibility in International Business; Western and Eastern Management Thoughts in the Indian Content.

Suggested Readings:

- Alder, N. J., *International Dimensions of Organizational Behaviour*, Cengage Learning, Delhi.
- Bartlett, A. C. and Beamish, W.P., *Transnational Management: Text, Cases and Readings in Cross Border Management*, McGraw Hill Education, New Delhi.
- Dowling, P. J., Schuler S.R. and Welch E.D., *International Dimensions of Human Resource Management*, Cengage Learning, Delhi.
- Hodgett, G., *Cultures Consequence: International Differences in Work Related Values*, Sage Publications, New Delhi.

Note:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

DEPARTMENT OF BUSINESS ADMINISTRATION
Curriculum for Open Elective Course(s) (for the students of other departments)
(With Effect from Academic Session 2021-22)

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 10 students must be required to start the class of an Open Elective Course.

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

Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4
MBA-OE-04	Personality Development	3	1	0	4	4
MBA-OE-05	Fundamentals of Managerial Skills	3	1	0	4	4
MBA-OE-06	Understanding Human Behaviour	3	1	0	4	4
MBA-OE-07	Event Management	3	1	0	4	4

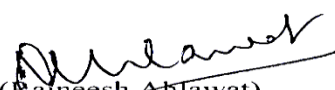
Note:

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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 i.e. 1 st and 3 rd	Entrepreneurship
		Communication Skills
2.	Even Semester i.e. 2 nd and 4 th	Personality Development
		Fundamental of Managerial Skills


 (Rajneesh Ahlawat)


 (Sanjeet Kumar)


 (Sultan Singh)


 (Arun Gaur)

Open Elective Course(s)
FUNDAMENTALS OF MANAGEMENT
(MBA/OE/01)

Course Credits: 4

Total Marks: 100

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:

CO5: Recall the concepts of management in organisation.

CO6: Analyse different Financial Activities for organisation.

CO7: Assess the potential effects Human Resource activities in organisation.

CO8: Explain the Marketing activities and marketing conditions.

Course Contents:

Unit 1 Management: Concept, Nature and Scope; 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, Nature and Scope; 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, Jha Mithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

Note:

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

COMMUNICATION SKILLS
(MBA/OE/02)

Course Credits: 4

Total Marks: 100

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.

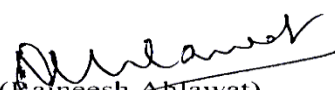
Unit 4 Internal Communication: Memo, Notice, Circular, Order and Proposal; Report-Writing; Agenda and Minutes of the Meeting; External Communication: Meaning, Layout, Parts and features of Business letter.

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.

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(Rajneesh Ahlawat)


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(Sultan Singh)


(Arun Gaur)

ENTREPRENEURSHIP DEVELOPMENT
(MBA/OE/03)

Course Credits: 4

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:

CO5: Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.

CO6: Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.

CO7: Proficient to recognize & seize diverse opportunities for financial gain.

CO8: 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.

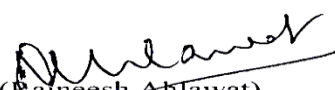
Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme.

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

PERSONALITY DEVELOPMENT
(MBA/OE/04)

Course Credits: 4

Total Marks: 100

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
- Kahneman, 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

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(Raneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arti Gaur)

FUNDAMENTALS OF MANAGERIAL SKILLS
(MBA/OE/05)

Course Credits: 4

Total Marks: 100

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 Wehrick, 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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

UNDERSTANDING HUMAN BEHAVIOUR
(MBA-OE-06)

Course Credits: 4

Total Marks: 100

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.

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(Rajneesh Ahlawat)


(Sanjeet Kumar)


(Sultan Singh)


(Arun Gaur)

EVENT MANAGEMENT
(MBA/OE/07)

Course Credits: 4

Total Marks: 100

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.

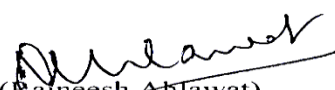
Unit 4 Marketing tools: Advertising and Promotions, Flyers, Posters, Newsletters, Blogs and Tweets; Media tools: Media invitations, Photo-calls, Press releases, Telecast, Radio interviews; Evaluation: Budget, Cost of event, Return on investment, Media coverage, Attendance and Feedback.

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.

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(Sultan Singh)


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