

**ACADEMIC REGULATIONS  
AND  
SYLLABUS FOR  
MBA PROGRAMME**



**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY  
ORISSA, ROURKELA  
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# **REGULATIONS FOR MBA PROGRAMME**

## **1.0 Duration of Curriculum and Calendar**

- 1.1** The regular MBA Program is of two years duration. Each year shall be divided into three trimesters. First trimester shall ordinarily begin in August and end in October. Second trimester shall begin in November and end in January. Third trimester shall begin in February and end in April. In addition, there will be a Summer internship that shall ordinarily begin in May and end in July. Sometimes due to delay in admission formalities, if the First trimester (for fresh students) is delayed by few days, the subsequent Second and Third Trimester may be correspondingly delayed. But in no case the summer internship duration shall be less than 6 weeks. It would be desirable to have 60 teaching days per trimester excluding examinations.
- 1.2** The Part-time MBA program shall be of 3 years duration and there shall be 9 (nine) trimesters in all. There shall be no internship for the part time MBA program. The course duration shall be at par with the regular MBA program.
- 1.3** Each year, the University shall draw an Academic Calendar and the same shall be non-negotiable and strictly adhered to. The Academic Calendar for the batch shall be notified at the beginning of the academic program of the First year.
- 1.4** The Curriculum and Syllabus shall be modified with approval of Academic Council positively once in every three years to keep the same up-to-date. However, minor modifications can be done as and when necessary with the approval of the Vice-Chancellor. The modification so done shall be placed in the immediate next Academic Council Meeting for ratification.

## **2.0 Eligibility for Admission**

- 2.1** A graduate shall only be eligible for admission into the regular 2 years MBA Program of the University. He/She should have secured a valid rank of Orissa JEE/ CAT/XAT/MAT score.

- 2.2** Similarly, the minimum qualifications for taking admission into part-time MBA program shall be any graduate with minimum of two years of experience in supervisory capacity in any organization.
- 2.3** A Student shall have to first get admission into the University as bonafide student as per University regulations before commencement of instruction in First Trimester. All admitted students will be issued Registration card by the University.
- 2.4** At the beginning of each trimester (except first), a student has to register for all the subjects. Only such registered students will be allowed to attend classes and appear at examinations.
- 2.5** Admission shall ordinarily close as per notification by the appropriate authority
- 2.6** No inter-college transfer shall be allowed. Under extraordinary circumstances (closure of a college / withdrawal of recognition / affiliation by AICTE / University), however, the University may transfer students from one affiliated institution/college to another in the same program at any time during the continuation of the program. The college / institution to which such candidates are transferred shall have to admit them and allow them to complete the program.

### **3.0 Subject-wise Registration and Eligibility to Appear at Examinations**

- 3.1** All Registered Students of the University have to register for each of the subject they are required to study and appear at examination before commencement of a trimester. Except in the first trimester, where a student is automatically registered for all subjects of the trimester, a student has to apply to the University in a specified format for subject-wise registration for the term with prescribed fees through his/her college principal. The same will be scrutinized and registration confirmation will be given by the university to each student.

**3.2 Registration for Electives:** In the second year, (in the 3<sup>rd</sup> year in case of Part-time MBA program) students are required to register for subjects in the elective areas as per the academic curriculum. The students are required to choose two elective groups as provided in the curriculum. No subject in the elective area will be allowed for registration if there are less than 10 (ten) students opting for the particular elective subject in a college/institute. University will not allow an elective subject to be registered if there are less than 60 (sixty) students opting for the subject under the university.

**After the seventh day of the registration of students for the said trimester, the University will intimate the affected colleges if a particular elective subject will not be offered by the university under the above conditions. The affected colleges then will have to ensure the rectifications within three days with fresh registration under intimation to the university.**

**3.3 Registration by a student promoted with backlog:** A student who has been promoted with backlog (XP) shall first register his present trimester subjects and thereafter, register his back log papers of the previous year of corresponding trimester.

**3.4 Attendance of Class:** A student shall be eligible to appear in an examination provided he/she pursues a regular course of study in respective subject and attends at least 75% of classes in each theoretical and practical subject, held during the trimester. The attendance shall be considered from the date of admission of the candidate in the institution/college. The college shall prepare a time table and notify the same to the students before the beginning of classes in the Trimester

**3.5 Concessions:** A student who has been absent for short periods on medical ground or due to participation in cultural, sports, other academic/official assignments in the interest of the institution/ college/ University/ government with prior written permission of the head of the institution/ college shall be permitted a maximum of additional concession of 10% in attendance and would

be eligible for appearing in examination with a minimum of 65% of attendance in a trimester. No students shall be allowed to appear at University Examination/ Special Examination with shortage of attendance below 65% in any of the registered subject.

**3.6 Relaxation on account of Medical Ground:** A student who has been absent on medical ground may be allowed to appear at examination provided he/she has attended at least 65 percent of classes and (i) a medical board and (ii) the Principal has recommended for such relaxation.

**3.7 Registration Fee and Examination Fee to be paid at the beginning:** A student shall be admitted to examination in a subject only if he/she has registered for that subject, paid necessary registration and examination fee in the beginning of the trimester.

**3.8 Admit Card:** A candidate shall be allowed in an examination only after he/she is issued an Admit Card for the relevant examination by the college. The college shall obtain clearance on eligibility from the University.

**4.0 Grading System:**

**4.1** A letter grading system shall be followed in the University. The uniform Grading System to be followed for all Academic Programs (except Ph..D. and D.Sc) shall be as described below:

A Seven Point grading system of base of 10 shall be followed in the University. Categorization of the grades and their correlation shall be as under.

Qualification	Grade	Score on 100 Percentage Points	Point
Outstanding	‘O’	90 & above upto 100	10
Excellent	‘E’	80 & above but less than 90	9
Very Good	‘A’	70 & above but less than 80	8
Good	‘B’	60 and above but less than 70	7
Fair	‘C’	50 & above but less than 60	6
Pass	‘D’	37 & above but less than 50	5
Failed	‘F’	Below 37	2

**NB:** Grade D shall be Pass Grade for theory and Grade C shall be pass grade for other items such as lab etc.

**4.2** A student's level of competence shall be categorized by a **GRADE POINT AVERAGE** to be specified as:

**TGPA** - Trimester grade point average.

**CGPA** - Cumulative grade point average.

**4.3 Definition of terms:**

a) POINT - Integer quawng each letter grade.

b) CREDIT - Integer signifying the relative emphasis of individual course item(s) in a trimester as indicated by the Course structure and syllabus.

c) CREDIT POINT- (b) X (a) for each course item.

d) CREDIT INDEX-  $\Sigma$  CREDIT POINT of course items in a trimester.

e) GRADE POINT- Credit Index  
AVERAGE  $\Sigma$  CREDITS

**TRIMESTER GRADE POINT AVERAGE (TGPA)**

$$\text{TGPA} = \frac{\text{CREDIT INDEX}}{\Sigma \text{ CREDITS}} \quad \text{for a trimester}$$

**CUMULATIVE GRADE POINT AVERAGE (CGPA)**

$$\text{CGPA} = \frac{\Sigma \text{ CRIDIT INDEX of all previous trimesters}}{\Sigma \text{ CREDITS of all previous trimesters}} \quad \text{upto a trimester}$$

**5.0 Rules for Examinations**

**5.1** The MBA program shall consist of following items.

1. Theory (End term and one Mid Term test)
2. Practical/Laboratory (including Personality Growth Lab)
3. Summer Training Project
4. Dissertation Paper and Viva
5. Seminar (for Part time MBA program)

The schedule for these items along with their credit points for each trimester shall be as per rules approved by Academic Council from time to time.

### **Personality Growth Test:**

- The respective college shall organize personality growth labs as per the methods mentioned in the detailed syllabus in the 3<sup>rd</sup> trimester of the 1<sup>st</sup> year.
- The respective college shall, however, conduct the Personality Growth Test through the help of the concerned faculty and an outside expert in the field at the end of the 3<sup>rd</sup> Trimester. The college/institution shall forward the marks to the University for inclusion and declaration of the 3<sup>rd</sup> Trimester result.
- Each student shall be examined and evaluated based on the following components.
  - Impromptu task assignment                      10 points
  - Conversation    20 points
  - Presentation    20 points
  - Discussion    20 points
  - Interviews    30 points

**5.2 End-term examinations:** At the end of each trimester, there shall be an examination (herein after called End-term examination) conducted by the University as per the academic calendar already notified by the University earlier.

**5.3 Appearing examinations in failed subjects:** A candidate securing F grade in any paper of the Trimester Examinations in the First year has to re-register for the same and appear at the respective end-trimester examinations conducted in the 2<sup>nd</sup> year along with the 1<sup>st</sup> year students to clear the failed subjects.

### **5.4 Special Examination:**

Special examination may be conducted by the University every year during August for the students having back papers in 2<sup>nd</sup> year provided they have registered and appeared these papers during their normal trimester examinations in the 2<sup>nd</sup> Year of MBA. (Explanation: There shall be no special examination on 1<sup>st</sup> year papers.)

In order to appear for the back papers in the special examination a student shall have to register for the said papers.

**5.5 Special Examination Centres:** The Special examination shall be held at selected centres.

### **5.6 Evaluation of Theory Papers:**

The performance of a candidate in a theory subject shall be evaluated on 100 points basis with the following components:

- |    |   |           |
|----|---|-----------|
| a) | End term examination of three hours duration each | 70 points |
| b) | One Mid-Term Test of two hours duration each      | 30 points |

**Evaluation of Mid-term Tests:** The subject teacher shall evaluate the mid term test papers and show the evaluated answer papers to the students and discuss the test problems in the class.

**Forwarding Mid-term tests marks to the University:** The colleges shall send the individual scores of the students on each paper to the University within 7 days of the close of the Mid-term Tests.

**5.7 Evaluation of Summer Training Project:** Each student has to undergo a summer internship training program in a business concern for duration of 6 to 8 weeks on completion of the 1<sup>st</sup> year studies. On completion of the training he/she has to prepare a project report and submit the same to the respective college during the 4<sup>th</sup> Trimester.

Each student shall be required to make a presentation on the project to the committee and must appear before the committee for evaluation. The respective Principals shall form a committee comprising faculty members and experts in the field and notify the date of the viva voce.

The college shall forward the grade of the students well before the start of the 4<sup>th</sup> Trimester End Term Examinations.

A summer project will be evaluated based on following parameters:

- Scope of the Project and understanding 10 points
- Analysis and its relation to literature 10 points
- Interpretation of results and recommendations 20 points
- Presentation 30 points
- Viva Voce 30 points

**5.8 Evaluation of Dissertation in the 6<sup>th</sup> Trimester (Regular program):**

Each and every student has to write a dissertation paper on a subject of interest from the electives chosen by him/her in consultation with a faculty of the college (who shall act as

the project guide). He/She shall register the topic with the college authority **in the beginning of the 5<sup>th</sup> Trimester** and shall undertake the project work under the guidance of the project guide. **The project shall not be carried out in group.** The candidates must complete the project work and submit the dissertation paper to the college well **before the start of the 6<sup>th</sup> Trimester End-term Test.** The college Principal shall form committee(s) comprising the Project Guide and an expert in the field to conduct viva and evaluate the dissertations. Each candidate must appear before the committee for making presentation on the dissertation paper and viva voce. The Principal shall forward the marks secured by the students in the dissertations and viva to the Director (Examinations) before commencement of the End Term Tests for the 6<sup>th</sup> Trimester / 9<sup>th</sup> Trimester, as the case may be.

Evaluation of the Dissertation project will be done on following points.

▪ Relevance, Scope and Dimension of the Project	10 points
▪ Relation to literature/application	10 points
▪ Methodology	10 points
▪ Quality of Analysis and Results	10 points
▪ Interpretations and Conclusions	10 points
▪ Report	30 points
▪ Viva Voce	20 points

Minimum score for a Pass in Project item is 50 percentage points.

### **5.9 Evaluation of Laboratory Works**

A Laboratory paper shall have 4 Assignments/ Tests. Each Test/ Assignment shall have equal percentage points. The teacher concerned shall evaluate each such test/assignment. He/She shall maintain all records for scrutiny by University for one trimester. The college shall send the score of the student to the University well ahead of the respective End-term Test. Minimum score for a Pass in Laboratory work shall be 50 percentage points.

### **5.10 Evaluation Responsibility:**

- a) The teacher imparting instruction is solely responsible for evaluation of Class Tests and Practical works. He/She is also responsible for maintaining all records to justify his/her evaluation scheme and score thereof.

- b) Neither the Principal nor the Management shall have right to change the score assigned by a teacher. However, if the Principal is convinced that the scores assigned by a teacher is biased, he/she shall appoint a committee where that teacher concerned will be a member for review. The decision of the committee shall be final and binding. The decision with revised score shall be sent to the University for necessary action.

### **5.11 Pass in a Subject item**

A candidate shall be declared to have passed a subject if

- a) In a Theory Paper, he/she has secured a minimum of 25 marks out of 70 in the End-term Examination **AND** obtained a total of 37 marks taking the Mid-term and End-term tests together. Scoring ‘zero’ in the mid-term test or not appearing at it at all will not disqualify him to be declared as PASS in that paper if he/she scores 37 marks in the End- term examination alone.

- b) In a Practical / Laboratory Paper, he/she has secured minimum of 50 Percent marks.

### **6.0 Promotional Rules:**

#### **A. Passed and Promoted (denoted as P)**

A candidate shall be promoted to the 2<sup>nd</sup> Year provided he/she has passed all the papers of the 1<sup>st</sup> Year Examinations.

#### **B. Promoted with Backlog Papers (denoted as XP)**

A candidate shall be declared promoted with backlog papers provided he/she

- has registered all the papers and appeared at least 3 (three) theory papers in each of the Trimester Examinations of the 1<sup>st</sup> Year; and
- has secured a minimum CGPA of 4.50 at the end of the 3<sup>rd</sup> Trimester.

### **6.1 Examination Rules for the Students in “XP” Category:**

The students with XP category shall appear the failed and non appeared papers of the 1<sup>st</sup> Year in the 2<sup>nd</sup> Year / subsequent years along with the students of their lower batch in the corresponding Trimesters. (e.g. Students failed in a paper in the 1<sup>st</sup>/2<sup>nd</sup>/3<sup>rd</sup> Trimesters

shall appear the paper in the corresponding regular Trimesters examination conducted in the subsequent years for the lower batch students).

The mid-test term test marks obtained by such students initially will be accepted for final computation of marks for declaration of result.

## **6.2 Students in “X” Category :**

- Students shall not be eligible for promotion to the 2<sup>nd</sup> Year and hence shall be grouped as “X” category under the following situations :
  - (i) He/she has failed to secure minimum CGPA of 4.50 at the end of all the Trimester examinations of the 1<sup>st</sup> Year;
  - (ii) He/she has not appeared at least 3 (three) theory papers in any Trimester examination;
- They (X category students) may register themselves as fresh students in the 1<sup>st</sup> Year in the same institution. In the repeat year if he/she secures CGPA less than 4.50, then he/she has to quit the BPUT system.
- The marks obtained by such candidates in their earlier Mid-term tests shall be ignored for computation of final results.

## **7. Award of Degree:**

- In order to pass the MBA program a candidate must secure at least Pass Grade in each of the Theory, Practical, Project and Viva Voce items and has secured a minimum of CGPA of 5.50. Further, he/she must have fulfilled the academic requirements to be eligible for award of the degree.
- The overall performance of a successful candidate for the award of a degree shall be based on the combined results of all the examinations of the MBA programme.
- A candidate’s level of competence shall be categorized in accordance with the Cumulative Grade Point Average.
- A candidate shall be eligible to be admitted to the Master of Business Administration (MBA) degree of the University provided he/she
  - (i) has cleared the minimum prescribed credit requirements with minimum of Pass grade in each Theory subject and C Grade for other subject items,

- (ii) has secured minimum CGPA of 5.50 or above,
- (iii) has no disciplinary or court cases relating to College/University matters pending against him/her, and
- (iv) has not been convicted for any cognizable offence.

**8. Program Design:** The two year MBA program shall carry a total credit point of 120 as indicated in the **Annexure I** and the detailed break-up is mentioned below:

- There shall be 23 core (compulsory) papers of 3 credits each in the 1<sup>st</sup> and 2<sup>nd</sup> years.
- There shall be 10 elective papers of 3 credits each in the 2<sup>nd</sup> year.
- There shall be 4 compulsory lab courses of 2 credits each.
- There shall be one compulsory PG Lab which shall carry 3 credits.
- The summer internship training program of 6 to 8 weeks duration shall carry 5 credit points (3 credits for project report and 2 credits for oral presentation and viva). This shall be evaluated in the 4<sup>th</sup> trimester, and the marks shall be intimated to the university by the college along with other marks for the 4th trimester.
- There shall be a dissertation during the 6<sup>th</sup> trimester carrying 5 credit points (3 credit points for written report and 2 credit points for oral presentation and viva).

**9. Award of Degree:**

The degree certificate and the mark sheet shall be awarded to the successful candidates by the University. The degree shall be a general MBA degree. It will not mention any specialization. The transcript showing the subjects cleared shall show the focus of the candidate

**10. Time of completion of the course:**

A candidate can complete the regular 2 years MBA program within a maximum period of 4 (Four) Years. If he/she fails to clear the program within this period, his/her name shall be deemed to have been struck off from the register of the University. Similarly, a candidate who has registered for Part Time MBA program can clear the degree program within a maximum period of 6 years.

**11. Time Table of Instructions:**

Each constituent/affiliated college has to prepare Time table for the subjects (Theory and Practical) being offered in a trimester at least 15 calendar days before the course wise registration of students to that trimester. The time table must also mention the teacher

who is to handle subject. If the subject is handled in more than one section, the names of the teachers handling all the sections should be given. Each constituent/affiliated college shall have to submit Time Table at least 10 calendar days before registration.

**12. Registration of Teachers.**

- a) Each regular faculty engaged in teaching of a theory paper, supervision of Practical and Project work, shall be a registered teacher of the University.
- b) A teacher of a constituent / affiliated college of the University has to get himself/herself registered with the University before he/she handles the formal instruction. The college shall forward the registration form of the faculty concerned in prescribed format with necessary fees to the University.
- c) Save as otherwise provided in this regulation, only a registered teacher of the University shall be permitted to get involved in teaching, invigilation, examination and evaluation processes.
- d) The University reserves the rights to cancel the registration of a teacher, if the performance of a teacher is found to be unsatisfactory and his/her conduct is unbecoming of a teacher with out assigning any reason for the action.

**Sd/-  
Vice-Chancellor &  
Chairman, Academic Council**

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**Annexure-I (A)**  
**Course Design in the 1<sup>st</sup> Year MBA Program**  
**CORE COURSES**

<b>Trimester – I</b>					
Code	Theory	Credit	Code	Lab	Credit
MBC-101	Organization Structure & Mgt.	3	MBL-101	Communicative English Lab	2
MBC-102	Organizational Behaviour	3			
MBC-103	Quantitative Methods	3			
MBC-104	Financial Accounting	3			
MBC-105	Managerial Economics	3			
MBC-106	Communicative English	3			
		18			02
<b>Total = 20</b>					
<b>Trimester – II</b>					
MBC-201	Marketing Management-I	3	MBL-201	Managerial Computing Lab	2
MBC-202	Human Resource Management	3	MBL-202	Business Communication Lab	2
MBC-203	Operations Management	3			
MBC-204	Financial Management-I	3			
MBC-205	Managerial Computing	3			
MBC-206	Business Communication	3			
		18			04
<b>Total = 22</b>					
<b>Trimester – III</b>					
MBC-301	Marketing Management-II	3	MBL-301	Mgt. Information System Lab	2
MBC-302	Industrial Relations	3	MBL-302	Personality Growth Lab	3
MBC-303	Business Law	3			
MBC-304	Financial Management-II	3			
MBC-305	Management Information System	3			
MBC-306	Business Research	3			
		18			05
<b>Total = 23</b>					
<b>1<sup>st</sup> Year Grand Credit Total (20 + 22 + 23) = 65</b>					

## Annexure-1 (B)

### Course Design for the 2<sup>nd</sup> Year MBA

### Core and Elective Courses

Particulars		Trimester – IV	Trimester - V	Trimester - VI
<b>Core Papers</b>		<ul style="list-style-type: none"> <li>• MBC-401: Cost and Management Accounting</li> <li>• MBC-402: Insurance and Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBC-501: Business Ethics &amp; Corporate Governance</li> <li>• MBC-502: Banking Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBC-601: Strategic Management and Entrepreneurship</li> </ul>
<b>Electives (Choose Two Groups)</b>	<b>Marketing</b>	<ul style="list-style-type: none"> <li>• MBE-411: Consumer Behavior</li> <li>• MBE-412: Advertisement Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-511: Sales and Distributions Management</li> <li>• MBE-512: Services Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-611: Product and Brand Management</li> </ul>
	<b>Finance</b>	<ul style="list-style-type: none"> <li>• MBE-421: Security Analysis and Portfolio Management.</li> <li>• MBE-422: Financial Services</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-521: Financial Derivatives</li> <li>• MBE-522: Project Appraisals</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-621: Strategic Financial Management</li> </ul>
	<b>Retailing</b>	<ul style="list-style-type: none"> <li>• MBE-431: Retail Marketing</li> <li>• MBE-432: Retail Strategy and Planning</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-531: Merchandise Management</li> <li>• MBE-532: Retail Store Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-631: Customer Service &amp; CRM</li> </ul>
	<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• MBE-441: Human Resource Planning</li> <li>• MBE-442: Compensation Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-541: Human Resource Development</li> <li>• MBE-542: Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-641: Human Relations Legislations</li> </ul>
	<b>Systems and IT</b>	<ul style="list-style-type: none"> <li>• MBE-451: RDBMS</li> <li>• MBE-452: E- Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-551: Enterprise Resource Planning</li> <li>• MBE-552: Software Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-651: Information Security &amp; Cyber Law</li> </ul>
	<b>Operations Management</b>	<ul style="list-style-type: none"> <li>• MBE-461: Materials Management</li> <li>• MBE-462: Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-561: Service operations Management</li> <li>• MBE-562: Quality Management</li> </ul>	<ul style="list-style-type: none"> <li>• MBE-661: Project Planning and Control</li> </ul>

- No college shall offer an elective group if less than 10 students opt for the same in the 4<sup>th</sup> Trimester. Groups selected in the 4<sup>th</sup> Trimester shall continue in the 5<sup>th</sup> and 6<sup>th</sup> Trimesters.

**Annexure-1 (C)**  
**Summary Distribution of Credit Points**

<b>1<sup>st</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
Six Core Papers of 3 credits each	18
English Communication Lab	02
<b>Total Credit Points</b>	<b>20</b>
<b>2<sup>nd</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
Six Core Papers of 3 credits each	18
Managerial Computing Lab	02
Business Comm. Lab	02
<b>Total Credit Points</b>	<b>22</b>
<b>3<sup>rd</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
Six Core Papers of 3 credits each	18
M.I.S. Lab	02
Personality Growth Lab	03
<b>Total Credit Points</b>	<b>23</b>

<b>4<sup>th</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
Two Core Papers of 3 credits each	06
Four Elective Papers of 3 credits each	12
Summer Project and Presentation	05
<b>Total Credit Points</b>	<b>23</b>
<b>5<sup>th</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
Two Core Papers of 3 credits each	06
Four Elective Papers of 3 credits each	12
<b>Total Credit Points</b>	<b>18</b>
<b>6<sup>th</sup> Trimester</b>	
<b>Coverage</b>	<b>Credit</b>
One Core Paper of 3 credits	03
Two Elective Papers of 3 credits each	06
Dissertation and Viva	05
<b>Total Credit Points</b>	<b>14</b>

# **1<sup>st</sup> Year**

# **MBA**

**1<sup>ST</sup>**

**TRIMESTER**

# **MBC-101: ORGANISATION STRUCTURE & MANAGEMENT**

## **Module – I Evolution of Management Thoughts (6 Hours)**

Contributions from Classical, Behavioral, Quantitative, Contingency, Systems and Modern theories; Managerial roles & skills, Management as a Science, Art or Profession.

## **Module – II Forms of Organization (6 Hours)**

Nature of Organization – Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies – Concepts of holding and subsidiary companies, Comparison and Choice of structures, Features of International Organizations and Multi-national Companies.

## **Module – III Organizational Structure (9 Hours)**

Formal & Informal Organization - Line and staff organization, Delegation, Decentralization, Structural configurations of Functional, Divisional, Matrix, Network, Virtual and Learning Organizations; Federal decentralization, Principles underlying designing of a structure.

## **Module – IV Organizational Process (9 Hours)**

Management Process – Fundamentals of Planning, Organizing, Staffing, Directing, Co-ordination, Controlling; Corporate culture.

### **Text Books:**

1. Samuel C. Certo - Modern Management, Tenth Edition , Pearson
2. Koontz and Weihrich – Essentials of Management, TMH

### **Reference Books:**

1. Hellriegel, Jackson & Slocum - Management – A competency based approach, Thomson
2. Sharma and Gupta; Organisation Structure and System, Kalyani Publishers
3. Ricky W. Griffin – Management, Biztantra, New Delhi
4. VSP Rao – Management Text & Cases, Excel Books, New Delhi
5. Robbins- Fundamentals of Management, 5<sup>th</sup> Edition, Pearson Education, New Delhi.
6. Mary Jo Hatch – Organisation Theory – Oxford
7. Jones – Organisational Theory, Design and change- Pearson Education
8. Hall, Richardt – Organizations: Structure, Processes and Outcomes, 8<sup>th</sup> Edn, PHI.
9. Giuseppe Bonazzi- How to study an Organization, S. Chand.
10. R. Daft, Understanding the Theory & Design of Organization, Cengage Learning/Thomson

# **MBC-102: ORGANIZATIONAL BEHAVIOUR**

## **Module-I Understanding and Managing Individual Behaviour: (7 hours)**

Organization Behaviour: Concept, Nature and scope, S-O-B-C Model, Personality: Determinants and Theories, Matching Personality with Job, Perception: Meaning and Process, Learning Process, Attitude: Formation, Components, Characteristics & Measurement.

## **Module-II Person to Person Relationship and Group Behaviour: (9 hours)**

Formation of groups, Theory and stages of group development, Types of groups, Group norms, Cohesiveness, Models of small group behaviour, Group effectiveness, Team Building, Conflict and conflict resolution, Leadership Pattern – Leader, Followers and Situation and leadership effectiveness, Leadership Styles, Theories – Trait theory, Managerial Grid theory and contingency theory.

## **Module-III Motivation: (7 hours)**

Motivation – Concept, Nature and Process, Theories of Motivation, Need priority Model, Theory X and Theory Y, Two Factor Theory, E.R.G. Model, Valence-expectancy theory, Equity theory.

## **Module-IV Organizational Climate and Culture: (7 hours)**

Management of Stress: Potential sources, Consequences and coping strategies; Organizational culture, Concept, Types of culture, organizational climate Vs organization culture, Factor contributing towards creating and sustaining culture ; Organisational Change- concept, process, Resistance to change and overcoming Resistance.

### **Text Books:**

1. Robins & Sanghii – Organisational Behaviour, Pearson Education, New Delhi.
2. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
3. Meshane and Sharma, Organisational Behavior, TMH

### **Reference Books:**

1. Udai Pareek – Understanding Organisational Behaviour, Oxford
2. Gupta and Joshi; Organisational Behaviour, Kalyani Publishers
3. Rao & Narayan – Organisational Theory & Behaviour - Konark
4. P.G. Aquinas, Organisation Behaviour, Excel Books.
5. Kinicki & Kreither – Organisational Behaviour, TMH.
6. Hellriegel – Organisational Behaviour – Thomson Learning
7. Lawrence – Applied Management Science - John Wiley
8. Luthans - Organisational Behaviour – TMH
9. Heresy & Blanchard – Management of Organization Behaviour, PHI
10. Uma Sekharan – Organisational Behaviour – TMH



6. Srivastav, Shenoy, Sharma, QT for Management Decisions, New Age
7. Gupta.S.P- Fundamental of Statistics, Sultan Chand
8. D.R. Anderson, Quantitative Methods for Business, Cengage/Thomson
9. N D Vohra, Quantitative Techniques, TMH
10. Gupta, S.C. Statistical Method, Himalaya Publication
11. Sharma, A; Statistics for Management, HPH

## **MBC-104: FINANCIAL ACCOUNTING**

### **Module-I: Fundamentals of Accounting (7 hours)**

- Accounting as a business function and language of business.
- Functions and objectives of Accounting.
- Users of Accounting information.
- Limitations of Accounting.
- Cyclical nature of business and Accounting cycle.
- Accounting Equation.
- Accounting events and transactions.
- Classification of Transactions and their effects on Accounting Equation.
- Statements showing the effect of transactions on assets, liabilities and capital.
- Accounting concepts – as applicable to Balance Sheet and Income Statements.
- Accounting Standards
- The Rules of Debit and Credit

### **Module-II: Recording Transactions. (7 hours)**

- The Journal
- The ledger postings.
- Subsidiary Books of Accounts.
- Capital and Revenue transactions
- Fixed Assets and Depreciation policy

### **Module-III: Preparation of Financial Statements. (10 hours)**

- Trial Balance
- Trading Account
- Manufacturing Account
- Profit & Loss Account
- Balance Sheet.

### **Module-IV: Company Accounts. (6 hours)**

- Authorized Share Capital, Kinds of Share Capital .
- Subscribed, issued, paid up share capital.

- Format of Income Statements and Balance Sheet.
- Issue of share capital, preference share capital and Debentures and journal entries for the same.

### **Text Books**

1. Jawaharlal & Srivastava – Financial Accounting Principles and Practices- S. Chand
2. Ramachandran, Accounting for Management, TMH
3. Gupta- Financial Accounting for Management: An Analytical Perspective – Pearson

### **Reference Books:**

1. M. Satapathy; Financial and Management Accounting, Vrinda Publications.
2. Agarwal, Accounting made easy, TMH
3. Sehgal, Fundamentals of Financial Accounting – Taxman
4. Narayanswamy, Financial Accounting – A Managerial Perspective- PHI
5. Jain & Narang, Financial Accounting – Kalyani
6. Ashok Banerjee, Financial Accounting – Excel
7. Bal. Sahu & Das , A New Approach to Accounting - S.Chand & Co.
8. Warren, Financial Accounting, Cengage/Thomson
9. A.K.Bhattacharyya, Essentials of Financial Accounting, PHI

## **MBC-105: MANAGERIAL ECONOMICS**

### **Module-I Demand and Supply Analysis: (8 hours)**

Introduction to ME, Demand Analysis for Decision Making-Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, demand estimation, demand forecasting. Production Analysis, Laws of Return to scale, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems)

### **Module-II Cost and Pricing Analysis: (8 hours)**

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), short run and long run cost functions, Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly).

### **Module-III Macroeconomic Policy: (7 hours)**

An overview of macro economic policy, a circular flow of Income, Methods of measuring national Income, Concepts of consumption, savings and investment. Determinants of consumption and savings. New Economic Policy-LPG and stabilization.

#### **Module-IV Business Cycle:**

**(7 hours)**

Causes of Inflation and Deflation,; Business cycle, consequences and measures to solve the problems of business cycle. An introduction to International Trade with emphasis on WTO and its Agreements, Foreign exchanges.

#### **Text Books:**

1. P.L.Mehta - Managerial Economics, Sultan Chand
2. H.L. Ahuja, Managerial Economics, S. Chand
3. Keat, P.G., P K Young and S.Banerjee,- Managerial Economics, Pearson

#### **Reference Books:**

1. Goyal, Ghosh, Raychoudhury, Managerial Economics, TMH
2. Salvatore, Managerial Economics – Worldwide Applications, Oxford
3. D.N. Dwivedi, Managerial Economics, Vikas Publishing House
4. Maheswari, Y. – Managerial Economics, PHI.
5. Samuelson- Economics, Tata-McGraw Hill.
6. Shappiro - Macro Economics, Tata McGraw Hill.
7. Suma Damodaran - Managerial Economics, Oxford Publication.
8. Dominic Salvatore, Managerial Economics, Oxford
9. Mithani.D.M – Managerial Economics:Theory and Application, Himalaya
10. Varshnay and Maheswari - Managerial Economics, Sultan Chand
11. Sumitra Pal - Managerial Economics – Macmillan.
12. Atmanand ,Managerial Economics, Excel Books
13. William Boyes, The New Managerial Economics, Biztantra.
14. Hirschey, Economics for Managers, Cengage/Thomson
15. Thomas and Maurice, Managerial Economics, TMH

## **MBC-106: COMMUNICATIVE ENGLISH**

**Objectives:** The objectives of the program of in Communication and Soft Skills are to

- a. Enhance the employability of students of technical and managerial disciplines at BPUT by developing in them the required skills of communication in English, so as to enable them to
  - i **speak** correctly, intelligibly and fluently as well as to **listen** and comprehend accurately when spoken to, so as to be able to communicate effectively and with confidence in a variety of social, academic and work-related situations ;
  - ii **read** and comprehend accurately the various kinds of written texts which they may be expected to deal with ;
  - iii **write** effectively in a number of different genres (forms) of writing, relevant to social, academic and work-related needs ;

- b. create an awareness of and foster the development of interpersonal skills (soft skills), personality traits, attitudes and that are required for effective functioning in the business world.

**Module 1 The Elements of Communication (6 hours)**

- 1.1 the importance of communication through English at the present time
- 1.2 factors that influence communication: sender, receiver, channel, code, topic, message, context, feedback
- 1.3 the importance of audience and purpose
- 1.4 the information gap principle : given and new information ; information overload
- 1.5 critical and creative thinking
- 1.6 verbal and non-verbal communication: body language

**Module 2 The Sounds of English (6 hours)**

- 2.1 vowels, diphthongs, consonants, consonant clusters
- 2.2 the International Phonetic Alphabet (IPA) ; phonemic transcription

**Module 3 Stress and Intonation (6 hours)**

- 3.1 syllable division and word stress
- 3.2 sentence rhythm and weak forms
- 3.3 contrastive stress in sentences
- 3.4 intonation : falling, rising and falling-rising tunes
- 3.5 varieties of Spoken English : Standard Indian, American and British
- 3.6 problems of Indian speakers (particularly from the Eastern region) in the pronunciation of English.

**(Note:** This unit should be taught in a simple, non-technical manner, avoiding technical terms as far as possible.)

**Module 4 Review of English Grammar (12 hours)**

- 4.1 stative and dynamic verbs
- 4.2 the auxiliary system ; finite and non-finite verbs
- 4.3 tense and time
- 4.4 aspect
- 4.5 voice
- 4.6 modality
- 4.7 negation
- 4.8 interrogation ; reported and tag questions
- 4.9 complex noun phrases
- 4.10 concord
- 4.11 phrasal verbs

(**Note** The teaching of grammar should be treated as a diagnostic and remedial activity and integrated with communication practice activities. The areas of grammar in which errors are common should receive special attention when selecting areas for review. Teaching need not be confined to the topics listed above.)

**Books recommended:**

1. Effective English Communication by Mohan, TMH
2. Effective Technical Communication by M.Ashraf Rizvi (Tata McGraw Hill)
3. Business Communication Today by Bovee et al ( Pearson)
4. “Ship or Sheep” by Ann Baker (Cambridge)
5. “Tree or Three” by Ann Baker (Cambridge)
6. A University Grammar of English by Quirk et al (Pearson)
7. Business Communication by Meenakshi Raman and Prakash Singh (Oxford)
8. Speaking and writing for effective Business Communication by Francis Soundararaj, Macmillan

## **MBL -101: COMMUNICATIVE ENGLISH SKILLS - LAB**

Lab sessions will be used to provide communication practice, particularly in Listening and Speaking. Practice should be conducted in groups of 6-8 students.

The emphasis will be on developing correctness in speech as well as writing. Communication practice will mainly focus on the common grammatical errors made by students, which can conveniently be identified through the writing which they produce for the Lab sessions. Points of grammar should be explained by highlighting these errors, instead of presenting grammar in isolation.

In speech practice, there will be an additional focus on correct pronunciation. Training students to speak English with a neutral accent is an important objective.

### **a. Phonemic transcription using IPA symbols**

The objective in introducing phonemic transcription is to enable students to find out the correct pronunciation of words with the help of a dictionary, which will help them to monitor and correct their own pronunciation.

- i transcription of words and short sentences in normal English orthography (writing) into their IPA equivalents ;
- ii transcription of words presented orally ;
- iii conversion of words presented through IPA symbols into normal orthography
- iv syllable division and stress marking (in words presented in IPA form)

### **b. Listening**

- i listening with a focus on pronunciation (ear-training) : segmental sounds, stress, weak forms, intonation
- ii listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.

Students should be exposed to several varieties of English during listening practice – e.g. Standard Indian, British and American.

**c. Speaking**

- i pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences
- ii practising word stress, rhythm in sentences, weak forms, intonation
- iii reading aloud of dialogues, poems, excerpts from plays, speeches etc. for practice in pronunciation
- iv practice in the production of scripted as well as unscripted conversation ; speaking briefly (for 2-3 minutes) on topics of interest ; taking part in debates and group discussions

**d. Reading**

Students will be required to read and comprehend at least 10 simple passages of 100-300 words each, on topics of general as well as professional interest. The texts will be supported by suitable exercises designed to foster comprehension skills and vocabulary enrichment, together with study skills (note making) and reference skills (using a dictionary).

Training will be provided in techniques of efficient reading, e.g.

- i. reading silently, without lip movement, sub-vocalization, pointing with the finger, head movement etc.
- ii reading at speeds of at least 250 words per minute
- iii constructing a mental schema of the text being read — i.e.,
  - \* looking at the title/heading and mentally reviewing the information which the reader already possesses on the subject / topic
  - \* making predictions about the text
  - \* deconstructing the text into ‘chunks’ or blocks of ideas, instead of reading from one word or sentence to the next
  - \* guessing the meanings of unfamiliar words from the context
  - \* identifying the central idea as well as supporting ideas
  - \* preparing notes in diagrammatic form after reading a text, showing the main idea and supporting ideas and the relationships between them

**e. Writing**

Students will be given practice in writing paragraphs, short essays, letters, summaries etc. The focus will, as explained above, be almost entirely on grammatical correctness. (The focus will shift to features of connected discourse during subsequent semesters.)

**f. Project**

Students will be required to produce and submit by the end of Trimester 1 a 350-500 word project report on any topic, preferably of a non-technical nature, selected by them. The project should involve data collection, analysis and reporting.

**Lab Tests:**

1 <sup>st</sup> Lab test	25 marks
2 <sup>nd</sup> Lab test	50 marks
3 <sup>rd</sup> Lab test	25 marks

The Lab tests will test the skills (listening, speaking, reading and writing) practiced during Lab sessions in each trimester. There will be no testing of theoretical knowledge.

**2<sup>ND</sup>**  
**TRIMESTER**

## **MBC-201: MARKETING MANAGEMENT-I**

- Module-I Marketing Concepts & Challenges: (7 hours)**  
Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Marketing in 21<sup>st</sup> Century(Concepts of Green Marketing, Social Marketing), Marketing Mix.
- Module-II Marketing Planning & Control (8 hours)**  
Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analysing the competitors, Defining the competitive strategy and Marketing Control- Control process.
- Module-III Understanding Customer and Marketing Information System: (8 hours)**  
Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process, MIS-subsystems, Conducting Marketing Research and Demand forecasting.
- Module-IV Marketing Strategy: (7hours)**  
Market Segmentation, Targeting and Positioning, Brand Equity and Crafting Brand Positioning.  
Case studies on relevant topics.

### **Text Books:**

- 1 Kotler & Armstrong , Principles of Marketing, Pearson Education./PHI
- 2 Rajan Saxena, Marketing Management., TMH

### **Reference Books:**

1. Grewal and Levy, Marketing, TMH
- 2 Arun Kumar, N Meenakshi, Marketing Management, VIKAS
3. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
4. Philip Kotler, Keller, Koshy & Jha, Marketing Management, Pearson Education
5. Sharad Kumar, A Text Book of Marketing Management.
6. Srinivasan, Case Studies in Marketing-Indian Context-PHI.
7. Etzel, Walker, Stanton & Pandit , Marketing: Concepts and Cases, TMH
8. Kotler – A Framework for Marketing - Pearson
9. Solomon, Marketing Real People Real Choices, Pearson.
10. S.H.H.Kazmi, Marketing Management, Excel Books.
11. Adrian Palmer, Introduction to Marketing, Oxford
12. Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
13. Stanton, Fundamentals of Marketing, McGraw Hill
14. D.L. Kurtz, Principles of Marketing, Cengage/Thomson
15. Armstrong, Kotler – Marketing : An Introduction – Pearson
16. Sherlekar – Marketing Management ,Himalaya.
17. William M.Pride, Marketing: Concepts & Strategies, Biztantra.
18. U C Mathur, Strategic Marketing Management, Text and Cases, Macmillan
19. Sontakki, Marketing Management, Kalyani Publishers.

## **MBC-202: HUMAN RESOURCE MANAGEMENT**

- Module-I Introduction to Human Resource Management: (4 hours)**  
Concept, Nature and scope of Human Resource Management, growth and development of Human Resource Management in India, Emerging trends of HRM in Globalized economy.
- Module-II Creating the Human Resource base (10 hours)**  
Concept of equal employment opportunity, Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, Outplacement.
- Module-III Developing Human Resources (7 hours)**  
Training & Development-Concept, Training Vs Development, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.
- Module-IV Monitoring and Evaluation (7 hours)**  
Performance Management- Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, TQM, Kaizen, JIT and QC.

### **Text Books:**

1. Garry Dessler – Human Resource Management, Pearson / PHI
2. Rao, P.S.-Essentials of Human Resource Management and IR, HPH
3. Aswathapa, - Human Resource & Personnel Management, TMH

### **Reference Books :**

1. Gupta & Jhoshi, Human Resource Management, Kalyani Publishers
2. C.S. Venket Ratnam & B.K.Srivastav – Personnel Management, TMH.
3. Bohlander, Human Resource Management, Cengage/Thomson
4. Mamoria, Gankar – Personnel Management, Himalaya .
5. Gomez-Mejia, Balkin & Cardy-Managing Human Resources, Pearson.
6. VSP Rao, Human Resource Management, Excel
7. Bhattacharya, Human Resource Management, Excel
8. W.F.Cascio – Managing Human Resources, TMH
9. Jyothi Venkatesh. – Human Resource Management – Oxford
10. Mathies and Jackson – Human Resource Management, Thomson
11. A.M. Sheikh, Human Resource Development & Management, S. Chand.
12. Fisher & Shaw, Human Resource Management, Biztantra.

# **MBC-203: OPERATIONS MANAGEMENT**

## **Module-I Overview of Operations Management (10 hours)**

Introduction, Manufacturing and Service Operations: Transformation & Value addition; Strategic Decisions in Operations, Vertical integration, process design decisions, manufacturing and services, Learning curve, Facility location and layout planning, Layout (Block Diagramming, Relationship Diagram, Computerized Layout Solutions, Service Layout); Product Layout - Line balancing; Fixed Position Layout. Hybrid Layouts – Cellular, FMS (Flexible Manufacturing System).

## **Module-II Aggregate Planning & Project Management (8 hours)**

Capacity Planning: - Concept of Capacity, Determination of capacity requirements, Considerations in adding capacity, Capacity alternatives, Aggregate Planning: Relevant cost; Evaluation of strategic alternatives, Mixed Strategies; Basic Concept of Project Management: Network Principles - CPM, PERT, Time and Cost Trade off.

## **Module-III Management of Productivity (6 hours)**

Management of productivity, measures of improvement; Importance of maintenance, major forms of maintenance, breakdown, preventive, predictive and TPM (total productive maintenance), Replacement decisions, quantitative analysis.

## **Module-IV Quality Management (6 hours)**

Concept of quality; Quality of design, conformance & performance; Cost of poor process performance and quality, Statistical Quality Control - Process Control (X, R & P chart), Product control-acceptance sampling and OC curve. Concepts of TQM, ERP, Business Process Reengineering and Supply Chain Management

### **Text books:**

- 1 Chase, Jacobs, Aquilano, Agarwal, - “Operations Management”, TMH
- 2 Mahadevan, B.; Operations Management- Theory and Practice, Pearson
- 3 Aswathappa & Sridhar Bhat, - “Production and Operations Management”, HPH

### **Reference Books:**

1. Finch, Operations Now, TMH
2. Buffa & Sarin, - “Modern Production / Operations Management”, J.Wiley & Sons
3. Schroeder, - “Operations Management”, McGraw Hill.
4. Chunawalla & Patel,- Production & Operations Management, Himalaya
5. Paneerselvam, - Production Operations Research , PHI
6. Kanti Swarup- Operations Research- Sultan Chand

7. S.N.Chary, - “Production and Operations Management”, TMH
8. Bedi,Kanishka, - “Production & Operations Management”, Oxford
9. Kachru ,Upendra, - Production & Operations Management, Excel Books.
- 10.Martinich – Production and Operations Management – John. Wiley
11. J.R. Evans, Operations Management, Cengage/Thomson
12. Tripathy. S, Operations Management, Scitech Publications

## **MBC-204: FINANCIAL MANAGEMENT-I**

### **Module-I: Introduction: (4 hours)**

- Introduction to Financial Management, Financial Process,
- Scope of Financial Management, Goals of the firm (**Profit Maximum Vs Wealth Maximum**)
- Objectives of Financial Management in contemporary business environment,

### **Module-II: Long-term Financing Decisions: (4 hours)**

- Financial Markets, Money Markets, Capital Markets (Capital market Institutions),
- Types of Issue, Types of share capital, Debentures, Relative merits and demerits.
- Stock Indices (Sensex, Nifty)

### **Module-III: Investment decisions: (10 hours)**

- Time value of money, Future value and compounding, Present value and discounting.
- Concept of Return and Risk, CAPM Model, Concept of value,
- Nature and Types of investment decision, Investment evaluation criteria (NPV, IRR, Payback, Discounted payback),
- Significance of Cost of Capital,
- Determining components of cost of capital – Cost of Debt, Preference Share Capital, Equity share capital, Cost of Retained earning, WACC.

### **Module-IV: Financing and Dividend decision: (12 hours)**

- Concept of Leverage, Types of Leverage,
- Capitalization, Theories of capitalization, Over and under capitalization, watered stock/capital.
- Capital Structure Theories – Relevance and irrelevance theories;
- Dividend policies, Factors determining dividend policy, Forms of dividend,

- Theories of dividend – Relevance & Irrelevance (Traditional, Walter’s Model, Gordon’s Model, M & M Model).

### **Text Books:**

1. Van Horne, Bhaduri – Fundamentals of Financial Management- Pearson
2. I.M. Pandey, Financial Management, Vikash Publications.
3. Khan & Jain, Financial Management, Tata McGraw Hill

### **Reference Books:**

1. E.F. Brigham, Corporate Finance, Cengage/Thomson
2. I.M. Pandey, - Cases on Financial Management,
3. R.P. Rastogi - Cases on Financial Management.
4. Keown - Financial Management: Principles and Applications –Pearson
5. P. C. Chandra – Financial Management- Tata McGrawhill.
6. Sharan - Fundamentals of Financial Management- Pearson
7. Paresh P.Shah, Financial Management, Biztantra.
8. Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, MacMillan.
9. Gupta & Sharma, Financial Management, Kalyani Publishers.

## **MBC-205: MANAGERIAL COMPUTING**

### **Module I: Introduction to Computers: (8 hours)**

Role of Computers in modern business and in various functional areas of business.

**Basic Computer Concepts, Organization and Architecture:** Evolution, Components: *Software, Hardware, Firmware, Basic Computing Architecture*; Classification: *Palm PC/IDA Note books/Laptops, Desktops, Workstations, Servers, Mainframes & Super Computer*; Types, Applications, limitations, Functional Units: *CPU, Memory, Types of memory*, Input & Output devices, **Operating Systems:** Functions, Types: Multi-programming, Basics of Multi-processing, Multi-tasking, Multi-threading, Real-time OS.

### **Module II: Problem Solving using Programming Skills (8 hours)**

Evolution of Programming, Language, Classification, Generation, Features and Selection of programming language, Software – Definition, Relation with Hardware, Software categories: System software, Application software and Terminology. Flow chart and its importance, Symbol, Structures and limitations, Algorithm Definition and properties.

**Module III: Usage of application in Decision making (7 hours)**

Database management systems, Multimedia applications, Graphics applications, Managerial applications of these packages. Fundamentals of E-Commerce, ERP, Data-ware Housing and Data Mining.

**Module IV: Basic concepts of Computer Networks & Internet (7 hours)**

Introduction to networks: LAN, WAN, Data Communication, Transmission Media and transmission infrastructure, Network Devices: hubs, routers, switches, repeaters etc., **Introduction to Communication Protocol:** TCP/IP, OSI Model, Communication connectivity: DSL, Dial-up, Broadband.

**Internet and its Applications:** Evolution of Internet, Basics of working of Internet. Common services provided by Internet: E-mail, Telnet, FTP, WWW.

**Text Books:**

1. Introduction to Computers, Peter Norton, TMH Publication.
2. Introduction to Computer Science. IITL Education Solutions Ltd, Pearson Education.
3. D. Morley, Understanding Computing, Cengage/Thomson

**Reference Books:**

1. Basundhara B. S., Computers Today, Galgotia Publication.
2. Fundamentals of Computers, V. Rajaraman, PHI Publication.
3. Introduction to Information Technology, IITL Education solutions Ltd., Pearson Education
4. D.P. Nagpal, Computer Fundamentals, S. Chand.

## **MBL - 201: MANAGERIAL COMPUTING LABORATORY**

**Introduction to OS:** Windows, LINUX/UNIX, Working with files and folders

**MS Office Practice: MS Word:** word basics, mail merge etc.,

**MS Excel:** Spreadsheet basics, functions, Model Building and Analysis with spreadsheets etc.,

**MS Power Point:** Presentation basics, Animation effects, etc. use of **SPSS** for simple frequency analysis. Internet browsing and its use for research.

**Practical use of Internet applications:** E-mail, Telnet, FTP, WWW, and Newsgroups etc.

## **Text Books:**

1. A First Course in Computers by Sanjay Saxena –VIKAS PUBLICATION
2. Using Microsoft Excel, Nossiter Josh, PHI Publication.
3. Computer Practice I, Jeyapooan, T., Sanjay Saxena, VIKASH Publication

## **MBC -206: BUSINESS COMMUNICATION**

### **Module 1 Interpersonal and inter-cultural elements of Communication (7 hours)**

- 1.1 Patterns of communication in the business world: upward, downward, horizontal, grapevine etc
- 1.2 Cross-cultural communication
- 1.3 Formal and informal language use
- 1.4 Avoiding gender, racial and other forms of bias in communication

### **Module 2 Oral Communication (Listening and Speaking) (8 hours)**

- 2.1 how to be a good listener : the importance of listening, skills and strategies of listening
- 2.2 how to be a good speaker : the characteristics of effective speech : voice quality, rate of speaking, clear articulation, eye contact, use of expressions and gestures, posture etc.
- 2.3 strategies for effective speaking: establishing rapport, securing the audience's attention and sympathy etc.
- 2.4 making oral presentations, participating in meetings, interviews and group discussions

### **Module 3 Written Communication (Reading and writing) (8 hours)**

- 3.1 how to be a good reader : developing reading skills and strategies skimming and scanning ; predicting, guessing, inferring ; reading critically ; making notes for one's own use etc.
- 3.2 how to become a good writer : the characteristics of effective writing : clear organization and structuring of ideas, clarity of language, stylistic variation etc.
- 3.3 strategies for effective writing: planning and structuring of content, anticipating reader response, establishing rapport, using the process of writing to discover what you want to say, etc.

### **Module 4 Soft skills Development (7 hours)**

- 4.1 Soft skills: becoming a good leader and team-player
- 4.2 How communication skills and soft skills are inter-related

### **Books Recommended:**

1. Business Communication Today by Bovee et al ( Pearson)
2. Young, Foundation of Business Communication, TMH
3. Lesiker, Basic Business communication, TMH
4. Business Communication by Meenakshi Raman and Prakash Singh (Oxford)
5. Personality: Classic Theories and Modern Research by H.S.Friedman and M.W. Schustack, Pearson
6. Personality Theories by Barbara Engler (Houghton Mifflin Company)
7. Crash Course in Personal Development by Brian Clegg ( Kogan Page)
8. Activities for Developing Emotional Intelligence by Adele B.Lynn (HRD Press)
9. Lateral Thinking by Edward De Bono (Penguin)
10. Technical Communication, Pfeiffer and Padmaja, Pearson
11. Technical Writing; Gerson and Gerson, Pearson
12. Dutta, Rajeevan & Prakash, A course in Communication Skills, Foundation Books
13. Madhukar, RK; Business Communication, Vikas

### **MBL - 202: BUSINESS COMMUNICATION LAB**

- a. Lab sessions should be used to provide practice in all the communication skills, and should take the form of role-play activities, simulating communication in different social/work-related situations. These activities can be designed around various ‘speech acts’ or ‘language functions’, a sample list of which is given below. (Students can first be given model dialogues, to be used for role-play, and then asked to prepare and present their own dialogues.)
  - i establishing and maintaining social relationships : greeting an acquaintance/ friend, making a new social contact, introducing oneself, introducing a friend to another or to a group, developing and extending a conversation, breaking off a conversation politely, leave-taking ; extending an invitation and accepting or declining an invitation.
  - ii eliciting and providing information ; making and responding to inquiries ; expressing an opinion
  - iii asking for clarification / repetition (e.g. when one is unable to hear or uncertain of the intended meaning)
  - iv expressing different emotions : pleasure, sorrow, regret, anger, surprise, wonder, admiration, disappointment etc.
  - v expressing agreement/ disagreement, contradicting/ refuting an argument
  - vi narrating or reporting an event (using different principles of organization, e.g. chronological, spatial etc.) ;
  - vii describing people, objects, places, processes etc.
  - viii ordering / directing someone to do something
  - ix making requests ; accepting / refusing a request
  - x expressing gratitude ; responding to expressions of gratitude
  - xi asking for or offering help ; responding to a request for help
  - xii asking for directions (e.g. how to reach a place etc, how to operate a device etc.)

- and giving directions
- xiii asking for and granting/ refusing permission
- xiv prohibiting someone from doing something
- xv suggesting, advising, persuading, dissuading
- xvi praising, complimenting, felicitating
- xvii expressing sympathy (e.g. condolence etc.)
- xviii complaining, criticizing, reprimanding

## **b. Reading**

Short passages dealing with the problems of cross-cultural communication should be used to provide practice in reading. Students should be expected to read at least 5 such passages, about 300-600 words in length.

## **c. Writing**

Practice should be provided in functional writing (writing letters, reports, memos, summaries, scientific and technical papers.) The focus should mainly be on the development of paragraphs and sequences of paragraphs.

- i. paragraph structure : topic sentences ; variations in their placement
- ii developing coherent paragraphs from topic sentences ; different patterns of logical development in paragraphs
- iii re-arranging the sentences in a paragraph to improve coherence
- iv. producing sequences of related paragraphs

The principles of 'Process Writing' should be used to teach writing skills.

- i pre-writing : generating ideas, brain-storming, idea mapping, outlining
- ii writing : generating a first draft ; reviewing, redrafting, editing
- iii post-writing : making a presentation ; discussion and feedback, preparing the final draft.

**3<sup>RD</sup>**  
**TRIMESTER**

## **MBC -301: MARKETING MANAGEMENT – II**

### **Module – I Product: (8 hours)**

Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions.

### **Module – II Price: (7 hours)**

Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

### **Module – III Promotion: (6 hours)**

Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda.

### **Module – IV Distribution: (9 hours)**

Designing and managing Marketing Channels- selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical Distribution System & Logistic Management. Case Studies related to relevant topics

### **Text Books:**

1. Kotler, Keller, Koshyjha, Marketing Management, Pearson Education.
2. Rajan Saxena, Marketing Management., TMH

### **Reference Books:**

1. Kotler & Armstrong, Principles of Marketing, Pearson/PHI
2. U C Mathur, Strategic Marketing Management, Text and Cases, Macmillan
3. Solomon, Marketing Real People Real Choices, Pearson.
4. Arun Kumar, N Meenakshi, Marketing Management, VIKAS
5. V.S. Ramaswamy, Namkumari, A Text Book of Marketing Management, Macmillan
6. S.H.H.Kazmi, Marketing Management, Excel Books.
7. Adrian Palmer, Introduction to Marketing, Oxford Press
8. Sharad Kumar, A Text Book of Marketing Management.
9. Hunt, Shelby, Foundation of Marketing Theory, PHI
10. Srinivasan, Case Studies in Marketing-Indian Context-PHI.
11. Etzel & Others, Marketing: Concepts and Cases, TMH
12. Kerin & Others Marketing, 8<sup>th</sup> evaluation, TMH.
13. Kotler – A Framework for Marketing - Pearson
14. Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
15. Stanton, Fundamentals of Marketing, McGraw Hill
16. Sherlekar – Marketing management, Himalaya.
17. Mukesh Pandey, Contemporary Indian Cases in Marketing, Biztantra.

## **MBC -302: INDUSTRIAL RELATIONS**

### **Module-I Introduction to Compensation Management (10 hours.)**

Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation – Concept, Methods, Methods of wage determination in India, wage differential, Methods of payment, Broad-banding, Executive compensation, Incentive based pay system, Emerging trends of compensation management in service & I.T industries.

### **Module-II Industrial Relations: (6 hours.)**

Concept, values and scope, Approaches to Industrial relations; Unitary, Pluralistic, Systems and Radical approaches, Industrial Relation System, Role of State in IR, Role of State and Industrial relations.

### **Module-III Trade Unionism: (8 hours.)**

Concept, function and structure, union registration and recognition, Present Trade Unionism in India, Industrial Disputes: Concept, forms and types, causes, procedure for settlement of disputes in India.

### **Module-IV Collective Bargaining: (6hours.)**

Nature, scope and functions, Stages & Bargaining Process, Theories of bargaining, Workers' participation in Management: Concept, scope and objectives, Workers' participation in Indian Industries.

#### **Text Books:**

1. Venkat Ratnam C.S -Industrial Relation, Oxford.
2. Sinha,Sinha & Shekar, Industrial Relations, Trade union and Labour Legislation, Pearson.

#### **Reference Books:**

1. Mamoria,Mamoria & Gankar,Dynamics of Industrial Relations in India,Himalaya.
2. V.S.P. Rao , Human Resource Management, Excel Book
3. G.P.Sinha and P.R.V.sinha – Industrial Relations and Labour Legislation in India, Himalaya
4. P.L.Rao, Human Resource Management, Excel Books.
5. Baron – Strategic Human Resources : Framework for general Managers-John Wiley
6. Mamoria and mamoria – Dynamics of Industrial Relation , Himalaya Publishing
7. Venkat Ratnam. – Globalization and Labour Mgt. Relations, Sage Publications, New Delhi
8. A.M. Sharma – Understanding Wage systems,Himalaya
9. A.M.Sharma – Industrial relations conceptual and legal framework,Himalaya
10. Arun Monnappa – Industrial Relation - TMH
11. B.R.Patil – Collective Bargaining
12. N.G.Nair & L. Nair, Personnel Management & Industrial Relations, S. Chand
13. Griffin & DeNisi, Human Resource Management, Biztantra.

## **MBC -303: BUSINESS LAW**

### **Module – I Law of Contract: (9 Hours)**

Contract Act: Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment (rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal).

### **Module – II Law of Sales: (6 Hours)**

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warranties, Transfer of property, Finder of goods. Performance of contract of sale, Rights of an unpaid seller.

### **Module – III Economic Laws: (6 Hours)**

Competition Act 2002: Definition, Prohibition and regulation of combinations, Duties, Powers and Functions of Competition Commission, Penalties, unfair trade practices  
Consumer Protection Act 1986.

### **Module – IV Company Law: (9 Hours)**

Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies.

#### **Text Books:**

1. P.K. Goel, Business Law for Managers, Biztantra
2. Rohini Aggarawal, Mercantile & Commercial Laws, Taxman
3. S.S.Gulshan, Marcantile Law, Excel Books.

#### **Reference Books:**

1. M.C. Kuchhal - Business Law, Vikas Publishing House Pvt. Ltd
2. Bulchandani - Business Law for Management, Himalaya Publishing House
3. A. Pathak - Legal Aspects of Business, Tata-McGraw Hill Co. Ltd
4. Pillai and Bhagabati- Business Law, S.Chand & Co.
5. ND Kapoor, Business Law, Sultan Chand

## **MBC -304: FINANCIAL MANAGEMENT-II**

### **Module-I: Analysis of Financial Statements: (8 hours)**

- Financial Statements, Changes in financial position, Changes in working capital, Funds flow statement, Uses of the statement of changes in

Financial position, Cash flow statement, Cash flow from operating, investing and financing activities.

- Nature of Ratio analysis, Utility of Ratio analysis, Types of Ratios (Liquidity, Leverage, Activity and Profitability ratios).

**Module-II: Working Capital Management: (8 hours)**

- Concepts of working capital, Focus on current asset and liquidity Management, Operating and cash conversion cycle, permanent and variable working capital.
- Dangers of excessive and inadequate working capital, Balanced working capital, Determinants of working capital.
- Issues in working capital requirement, Estimating working capital needs.
- Policies for financing current assets.

**Module-III: Inventory Management: (8 hours)**

- Introduction, Nature of Inventories, Need to hold inventories, Objectives of Inventory Management
- Costs associated with Inventory Management, Assumptions of EOQ Model, Reorder Point, Safety stock.
- Inventory Control Systems, ABC analysis

**Module-IV: Receivables and Cash Management: (6 hours)**

- Objectives of Receivables Management, Cost Consideration with investment in receivables, Components of Credit Policy, Monitoring the receivables and concept of factoring.
- Motives for holding cash, Objectives of Cash Management, Baumol Model for determining optimal cash, cash collection instruments, investment opportunities of surplus cash.

**Text Books:**

1. Van Horne, Bhaduri, Financial Management, Pearson
2. Khan & Jain, Financial Management, Tata McGraw Hill
3. I.M. Pandey, Financial Management, Vikash Publications.

**Reference Books:**

1. M Satapathy, Financial and Management Accounting, Vrinda Publications.
2. P.Chandra, Financial Management, Tata McGraw Hill
3. Sharma and Gupta- Financial Management-Kalyani Publishers
4. Sharan, Fundamental of Financial Management, Pearson.
5. V.K. Bhalla, Working capital management, Anmol publication
6. Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, MacMillan.
7. Gitman, Financial Management, Pearson

# **MBC 305: MANAGEMENT INFORMATION SYSTEMS**

## **Module I**

**(8 hours)**

Fundamentals of Information Systems, Systems approach to Problem Solving, Developing IS Solutions.

## **Module II**

**(8 hours)**

Corporate Databases: Data Organization, Data Arrangement and Access, Creating the Database, Database Management, DBMS Components, Data Models, Data Security..

## **Module III**

**(8 hours)**

Transaction Processing System, Decision Support System, Executive Information Systems, Expert Systems, Information Systems in Marketing, Manufacturing, HRM, Accounting and Finance.

## **Module IV**

**(6 hours)**

Information Resource Management, Planning, Implementing & Controlling Information Systems, Computer Crimes, Security, Privacy, Ethics & Social issues.

### **Text Books:**

1. Management Information Systems, O’Brein & Marakas, TMH Publication.
2. Management Information Systems, Effy OZ, Thomson Publication.
3. (i)Management Information Systems Managing the Digital Firm, Laudon and Laudon, Pearson Education/PHI.

### **Reference Books:**

1. Management Information Systems, Davis & Olson, TMH Publication.
2. Management Information Systems- Strategy and Action, Parker, C.S.
3. Management Information System, Jaiswal & Mital, Oxford University Press.
4. Management Information System, Arora and Bhatia, Excel.
5. Information Systems: Foundation of E-Business, Alter, Pearson.
6. A.K. Gupta, Management Information Systems, S. Chand.
7. GV Satyasekhar, Management Information System, Excel
8. D P Goyal, Management Information Systems, Managerial Perspective, Macmillan
9. Jindal A., Management Information System, Kalyani Publishers.

## **MBL - 301: MANAGEMENT INFORMATION SYSTEMS LAB**

### **MIS Project:**

#### **(i) Getting Started with Microsoft Project:**

Managing your Projects with Microsoft Project, Starting Microsoft Project, Exploring Views, Exploring Reports, Creating a New Project Plan, Setting Networking Days, Entering Project Properties.

**(ii) Getting a Task List:**

Entering Tasks, Project Management Focus; Defining the Right Tasks for the Right Deliverable, Estimating Durations, Project Management Focus; How do you come up with Accurate Task Durations, Entering a Milestone, Organizing Tasks into Phases, Project Management Focus: Top-Down and Bottom-up Planning, Linking Tasks, Documenting Tasks.

**(iii) Setting up Resources:**

Setting Up people Resources, Setting up equipment Resources, Setting up Material Resources, Entering Resource Pay Rates, Project management Focus: Getting Resource Cost Information, Adjustment Working Time for Individual Resources, Documenting Resources.

**(iv) Assigning Resources to Tasks:**

Assigning Resources to Tasks, Assigning Additional Resources to a Task, Project management Focus: When should Effort Driven Scheduling Apply, Assigning Material Resources to Tasks.

**(v) Formatting and Printing Your Plan:**

Creating a Custom Gantt Chart View, Drawing on a Gantt Chart, Formatting Text in a view, Formatting and Printing Reports.

**(vi) Tracking Progress on Tasks:**

Saving a Project Baseline, Tracking a Project as Scheduled, Entering a Task's Completion Percentage, Entering Actual Values for Tasks, Project management Focus: is the Project on Track?

## **MBC – 306: BUSINESS RESEARCH**

**Module – I: Business Research Basics**

**(6 hours)**

Nature and scope of Business Research; Identification of Research Problem; Statement of Research Objective & Hypothesis; Formulation Research Question; Types of Business Research and Process; Research Designs – Exploratory, Descriptive, Experimental, Observational Studies & Survey.

**Module – II: Methods of Data Collection and Data Analysis (8 hours)**

Research Tools – Questionnaire, Check List, Interview Schedule; Measurement & Scaling – Attitude Measurement, Sampling Methods – Probabilistic & Non

Probabilistic Sampling, Sample Design & Procedures- Sample size Estimation, etc.

**Module – III: Data Analysis**

**(12 hours)**

Data Analysis and Interpretations: Frequency Distribution, Cross Tabulation and Hypothesis Testing, Descriptive Statistics, Univariate ('t' & 'z'), Bivariate (Anova, Chi-square), multiple regression, Factor analysis, Multi-Dimensional Scaling.

**Module – IV: Research Documentation**

**(4 hours)**

Purpose (Research Application) and Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and Figures.

**Test Books:**

1. Kothari, C.R., Research Methodology, New Age International Publishers,
2. Zikmund, Business Research Methods, Cengage/Thomson.

**Reference Books:**

1. Paneerselvam, R. Research Methodology, PHI, New Delhi
2. D. K. Bhattacharya – Research Methodology – Excel Books
3. Business Research and Methods- Oxford
4. S.L. Gupta-Marketing Research-Excel
5. Easwaran & Singh- Marketing Research: Concepts, Practice and Cases – Oxford
6. Pati D., Marketing Research, Universities Press.
7. William MK Trochim, Research Methods, Biztantra.
8. Cooper & Schindler, Business Research Methods, Tata McGraw Hill,
9. Krishnaswamy, Sivakumar, Mathirajan, Management Research Methodology, Pearson,
10. Swain A.K., A Text Book of Research Methodology, Kalyani Publishers.

**MBL -302: PERSONALITY GROWTH LAB**

**It has to be through a practical session on**

**A. Communication skills for 20 hours**

**B. Soft skills for 10 hours**

**A. Communication skills:**

Communication practice activities for all four language skills can be planned around the following situations.

1. Gaining entry into an organization
  - i. Preparing job-applications and CVs
  - ii. Facing an interview
  - iii. Participating in group discussion (as part of the recruitment process)
  
2. In-house communication
  - a. superior/ senior → subordinate / junior (individual → individual / group)
    - i. welcoming new entrants to the organization, introducing the workplace culture etc.
    - ii. briefing subordinates / juniors : explaining duties and responsibilities etc.
    - iii. motivating subordinates / juniors ('pep talk')
    - iv. instructing/ directing subordinates/ juniors
    - v. expressing / recording appreciation, praising / rewarding a subordinate or junior
    - vi. reprimanding / correcting / disciplining a subordinate/junior (for a lapse)  
; asking  
for an explanation etc.
  
  - b. subordinate / junior → superior / senior  
  
responding to instructions / expressions of appreciation / reprimands etc.  
reporting problems / difficulties / deficiencies  
offering suggestions
  
  - c. peer interaction
    - i. brainstorming (in-house peer-group discussion to generate ideas, review work in progress, carry out self-assessment etc.)
    - ii. asking a colleague for assistance, advice, suggestions etc.
    - iii. making presentations (on-going or new projects, products etc.)
    - iv. preparing reports, abstracts, summaries etc. for in-house consumption
  
  - d. business meetings
    - i. preparing agendas
    - ii. conducting proceedings (chairing)
    - iii. preparing minutes
  
3. External communication
  - a. interacting with clients / customers
    - i. producing promotional literature (for the company, a new product etc.)
    - ii. responding to inquiries, determining the client's requirements etc.

- iii. making a presentation
- iv. making a sale : soliciting an order, negotiating a deal, bargaining
- v. responding to a complaint
- b. interacting with a collaborating / competing organization

**B. Soft skills:**

Awareness of the importance of soft skills should be created through Lab activities such as self-assessment of attitudes and personality traits, quizzes, case-studies etc.

**2<sup>nd</sup> Year**  
**MBA**

# **DETAILED SYLLABUS**

## **CORE COURSES**

### **Trimester - IV**

- 1. MBC-401: Cost and Management Accounting**
- 2. MBC-402: Insurance and Risk Management**

### **Trimester - V**

- 3. MBC-501: Business Ethics & Corporate Governance**
- 4. MBC-502: Banking Management**

### **Trimester - VI**

- 5. MBC-601: Strategic Management & Entrepreneurship**

**4th**

**TRIMESTER**

# MBC -401: COST AND MANAGEMENT ACCOUNTING

## Module – I: Introduction to Cost Accounting

(5 hours)

- Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object)
- Objectives of Cost Accounting
- Cost Accounting Vs Financial Accounting
- Necessity for Cost Accounting
- Essentials of Good Cost Accounting System
- Practical difficulties in installation of costing system.
- Methods of costing & types of costing.
- Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making).

## Module – II: Costing Practices

(8 hours)

- Preparation of cost sheet
- Output and Job costing.
- Contract costing
- Process costing (Valuation of work-in-progress excluded)

## Module – III: Management Accounting

(7 hours)

- Definition, Scope and functions of Management Accounting and difference between Management Accounting and Financial Accounting.
- Break-even and Cost-volume-profit analysis.
- Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations).

## Module – IV: Budgetary Control & Standard Costing

(10 hours)

- Budgeting process
- Preparation of Sales or Revenue budget & other budgets, Flexible budgeting.
- Efficiency Ratio, Activity Ratio, Capacity Ratio.
- Standard Costing – Objectives, problems, Advantages and disadvantages of standard costing system.
- Variance analysis material and labour – Interpretation of variances
- Decisions under risk and uncertainty (meaning of business risk and financial risk) Sensitivity Analysis.

### **Text Books:**

1. Ravi M. Kishore- Cost and Management Accounting, Taxman
2. Horngren, Datar, Foster- Cost Accounting, Pearson.
3. Khan & Jain , - Management Accounting – TMH

### **Reference Books:**

1. Jain & Narang , Cost Accounting– Kalyani

2. Arora,M., - Cost and management accounting , Vikash
3. Dutta, M., Cost Accounting – Principles & Practice, Pearson
4. Jawahar Lal - Advanced Management Accounting , S. Chand
5. Nigam & Jain – Cost Accounting: Principles& Practices, PHI
6. Pandikumar M P- Management Accounting, Excel Books.
7. Colin Drury, Management & Cost Accounting, Cengage/Thomson

## **MBC- 402: INSURANCE & RISK MANAGEMENT**

- Module-I: Basic principles of Insurance: (9 hours)**  
 Indemnity, Insurable interest, Materiality of facts, Uberimmae Fidae and implications, Duty of disclosure. Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Critical illness or Dread disease Insurance, Reinsurance. Principles governing marketing of insurance products.
- Module-II: Insurance Regulatory & Development Authority (IRDA): (6 hours)**  
 Insurance legislation, Registration of Insurance companies, Licensing of Insurance Agents and Surveyors, Professional standards, Rules and Ethics Governing Insurance practice, Code of conduct in advertisement, Protection of Policy holders’ interest.
- Modules-III: Risk Management Techniques & Process: (8 hours)**  
 Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: Identify risk management goals, gather relevant and comprehensive data, analyse risk exposures faced by the client, construct a risk management plan, implementation of the plan, Monitoring of the plan and its outcome.
- Module-IV: Underwriting: (7 hours)**  
 Definition, Guidelines for underwriting, source of underwriting information, methods of underwriting, Annuities, Third Party Arrangement (TPA), Pension scheme implemented by the insurance companies. Bancassurance, ULIPS, Claim management and claim settlement.

### **Text Books:**

1. P.K.Gupta, Insurance & Risk Management, HPH
2. George Rajda, Principles of Risk Management & Insurance, Pearson

### **Reference Books;**

1. Emmett.J.Vaughan and Therse Vallghan, Fundamental of Risk and Insurance, John Willey & Sons.
2. Insurance Regulatory & Development Authority or IRDA Act.
3. Ganguly, Anand, Insurance Management, New Age International Publications.
4. Baral, S.K. & Bihari, S.C., Insurance Management, Skylark Publication.
5. Mishra & Mishra, Insurance Principles & Practice, Sultan Chand.
6. Mishra M.N. Modern concepts of insurance, S. Chand & Co.Ltd.
7. Trieschmann, Risk Management and Insurance, Cengage/Thomson

**5th**

**TRIMESTER**

# **MBC-501: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

## **Module-I: Ethics in Business: (8 hours)**

Meaning of Ethics, Definition of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Ethical decision making.

## **Module – II: Corporate Governance: (8 hours)**

What is Corporate Governance, OECD emphasis, Issues in Corporate Governance, Need for and importance of Corporate Governance, and benefits of good governance to companies and to the society. Corporate Governance Mechanism, Anglo-American Model, German Model, Japanese Model and Indian Model. Obligation to society, Investors, employees, customers, managerial obligations.

Case studies: 1. Infosys Technologies 2. Tata Steel

## **Module – III: Role Players: (7 hours)**

Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India.

Case discussion on – The rise and fall of Arthur Andersen

## **Module – IV: Business Ethics & Corporate Governance (7 hours)**

Introduction, Importance and need for Business Ethics in Indian Context, roots of unethical behaviour and Issues, Corporate Governance Ethics, How ethics can make corporate governance more meaningful, Corporate social responsibility of business.

Case discussions: 1. The Enron Fiasco 2. TVS Group of companies.

### **Text Books:**

1. A.C. Fernando, Corporate Governance, Pearson ( Also Refer for Cases)
2. C.S.V. Murthy, Business Ethics, Text and Cases, HPH
3. Hartman, Perspectives in Business Ethics, TMH
4. Business Ethics - An Indian Perspective, Ronald D. Francis & Mukti Mishra, TMH

### **Reference Books:**

1. Crane, Business Ethics, Oxford
2. Mallin, Corporate Governance, Oxford.
3. Kesho Prasad, Corporate Governance, PHI
4. Dr S. Singh –Corporate Governance, Global Concept, Excel Books.
5. Swami Parthasarathy, Corporate Governance, Biztantra (Module 1, 2, and 4)

6. CV Boxi, Corporate Governance : Critical issues, Excel Books (Module 3).
7. Weiss, Business Ethics, Cengage/Thomson.
8. Mishra, Business Ethics, TMH

## **MBC-502: BANKING MANAGEMENT**

- Module-I: Evolution of Banking** **(7 hours)**
- Banking in India, Types of Banks (viz. Commercial Banks, Central Bank, Cooperative Bank, RRBS, Foreign Bank, etc),
  - Roles of Banks (viz. Intermediation, Payment system, Financial services).
  - Banking, A Business of Trust: Liquidity, Safety, Secrecy, Profitability and Service Quality,
  - Relationship Banking.
- Module-II: Banking Services and Products:** **(9 hours)**
- Payment and Remittance services, Collection Services, Deposit Service, Loan or Credit Services, Banking Channels (ATM, POS, Internet Banking, Tele-Banking, etc)
- Module-III: Banking Regulation:** **(7 hours)**
- Regulation by RBI, Licensing, Capital Requirement, Capital Adequacy – BASLE- I and BASLE-II;
  - Shareholding and Voting Rights; KYC and AML,
  - Banking Ombudsman scheme, Other Regulators like SEBI, IRDA and Government of India.
- Module-IV: Bank Portfolio Management:** **(7 hours)**
- Cash Management, Liquidity Management,
  - Investment Management, Asset Management,
  - Liability Management, Credit Management.

### **Text Books:**

1. BS Khubchandani, Practice and Law of Banking, Macmillan
2. Gordon-Natarajan, Banking Theory Law & Practice, Himalaya Publishing House.

### **Reference Books:**

1. Shekhar & Shekhar, Banking Theory & Practice, Vikash Publishing House.
2. Reed/Cotter/Gill/Smith, Commercial Banking, Prentice Hall.
3. Bihari & Baral, Modern Banking Management, Skylark Publications.
4. Parameswaran & Natarajan, Indian Banking, S.Chand.
5. V.R. Iyengar, Introduction to Banking, Excel
6. MacDonald, Management of Banking, Cengage/Thomson
7. Varshney P.N., Banking Law & Practice, Sultan Chand & Sons.
8. Guruswamy.S, Banking Theory Law and Practice, TMH
9. OP Agarwal, Modern Banking of India, HPH
10. Maheswari & Maheswari, Banking Law and Practices, Kalyani Publishers

**6th**

**TRIMESTER**

## **MBC - 601: STRATEGIC MANAGEMENT & ENTREPRENEURSHIP**

- Module 1: Concept (7 hours)**  
Definitions and applications of purpose, Vision, Mission, Objectives, Goals, Strategies and Tactics, Concept and process of strategic Management, Strategic Business Unit (SBU).
- Module II: Company Resources and Capabilities (8 hours)**  
Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Approach, to Generic strategies, Five Force Theory, Competitive Advantage, Value chain analysis.
- Module III: Strategy Choice, Formulation and Control (9 hours)**  
Business Strategy, Corporate Strategy, Diversification: Mergers, Acquisitions, Strategic alliances (Joint ventures), Divestment, BCG, GE Matrices, Overview of Strategic evaluation and Strategic Control.
- Module IV: Entrepreneurship Development (6 hours)**  
Concept, Growth, Characteristic of Entrepreneur, Factors affecting entrepreneurial growth, entrepreneurial motivation, competencies and mobility, Entrepreneurship Development program. Growth strategies in small business.

### **Text Books:**

1. Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw-Hill
2. Kachru, Strategic Management, Excel Books.
3. Khanka, S.S; Entrepreneurial Development, S.Chand

### **Reference Books:**

1. Wheelen T.L./Hunger J.David – Essential of Strategic Management, PHI.
2. Wheelen, Rangarajan- Concepts in Strategic Management and Business Policy- Pearson
3. Hamel G. and Prahalad C.K., Competing for future, HBS Press
4. Thompson A. and Strickland A., Strategic Management, Tata McGraw Hill
5. Hitt. M.I. and Ho Skinsan, R.E. Strategic Management, Thompson Asia
6. Gupta, Gollakota and Srinivasan; Business Policy and strategic management, PHI.
7. VSP Rao, V Harikrishna - Strategic Management – Excel
8. U. C. Mathur – Text Book of Strategic Management – Macmillan
9. Srinivasan R., Strategic Management – The Indian Context, PHI.
10. Karne, Mathai- Global Strategic Management- Oxford
11. C. M. Sontaki- Strategic Management- Kalayani Publishers
12. Porter M, Competitive Strategy, Free Press.
13. Porter M, Competitive Advantages of Nation, Mcmillan
14. Fitzroy - Strategic Management : Creating value in Turbulent Times – John Wiley.
15. Subba Rao – Business policy and Strategy Management, Himalaya
16. Cherunilam - Strategic management, Himalaya.
17. Ghosh P.K. – Strategic Planning & Management – Sultan Chand & Sons.
18. David F.R. – Strategic Management – Concepts & Cases, PHI.
19. Hill & Jones, Strategic Management, An Integrated Approach, Biztantra.
20. Pitts, Strategic Management: Building and Sustaining Competitive Advantage, Cengage/Thomson.
21. Berney and Hesterly, Strategic Management and Competitive Advantage, Pearson
22. Roy, Aurnob, Business Policy and Strategic Management, Vrinda Publications.
23. Haberberg, Strategic Management, Oxford.
24. Roy, Entrepreneurship, Oxford
25. Sontaki, C N; Strategic Management; Kalyani Publishers
26. A.F.Alkhafaji, Strategic Management, Jaico

# **ELECTIVE COURSES**

- 1. Marketing Management**
- 2. Finance Management**
- 3. Retail Management**
- 4. Human Resources Management**
- 5. Operations Management**
- 6. IT and Systems Management**

# **MARKETING**

- MBE-411: Consumer Behavior
- MBE-412: Advertisement Management
- MBE-511: Sales & Distributions  
Management
- MBE-512: Services Marketing
- MBE-611: Product & Brand Mgmt.

# **MBE – 411: CONSUMER BEHAVIOUR**

## **Module – I: (10 Hours)**

Nature and scope of consumer behavior, Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model.

## **Module – II: (6 Hours)**

Individual determinants of behavior: Personality, perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model), learning and motivation

## **Module–III: (8 Hours)**

Group influence (the influence of Culture & sub culture, Characteristics of Culture) Social Class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class (AIO & VALS), Consumer Psychographics: application of psychographic analysis, Opinion Leadership Process.

## **Module – IV: (6 Hours)**

Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

### **Text Books:**

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill
3. Batra & Kazmi, Consumer Behavior, Excel Books.

### **Reference Books:**

1. Kurtz and Boone, Principles of Marketing, Thomson
2. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
3. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
4. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
5. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
6. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
7. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
8. Nair – Consumer Behaviour and Marketing Research , Himalaya.
9. H.Assael, Consumer Behavior, Biztantra.
10. Jain & Bhatt, Consumer Behaviour, S. Chand.
11. Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.
12. Blackwell, Consumer Behaviour, Cengage/Thomson
13. Sahni and Gupta; Consumer Behaviour; Kalyani Publishers

# **MBE – 412: ADVERTISEMENT MANAGEMENT**

## **Module – I: (6 Hours)**

Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency : Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

## **Module-II: (8 Hours)**

Advertising as Mass communication: the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

## **Module – III: (8 Hours)**

Advertising media, General and special characteristics of different media: Media planning, scheduling, selection and evaluation, Measuring advertising effectiveness (DAGMAR): The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition.

## **Module – IV: (8 Hours)**

Advertising Budget: Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

### **Text Books:**

1. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI
3. Jethawaney & Jain, Advertising Management, Oxford University Press.

### **Reference Books:**

1. Shah, D souza, Advertising & Sales Promotion, TMH
2. Jefkins and Yadin; Advertising, Pearson
3. Kurtz and Boone, Principles of Marketing, Thomson
4. Clow & Baack, Integrated advertising, Promotion, Marketing communication and IMC plan, Pearson Education/PHI
5. Wells, Burnett, Moriarty, Advertising: Principles and practice , Pearson
6. Parag Diwan, Advertising Management, Deep & Deep Publications.
7. Chunawalla, Sethia, - Advertising: Theory and Practice, Himalya Publication House.
8. Russel and Lane, Kleppner's Advertising Procedure, New Delhi : Pearson.

9. Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.
10. Wells, Advertising : Principles and Practice, Pearson / PHI
11. Sharma, Singh – Advertising: Planning and Implementation, PHI.
12. Shimp, Advertising & Promotion, Cengage/Thomson.
13. Datta and Datta, Advertising & Sales promotion, Vrinda Publications

## **MBE- 511: SALES AND DISTRIBUTION MANAGEMENT**

### **Module – I: (6 Hours)**

Definition, objectives, Functions and classification of Sales Management, Selling under the Marketing concept, Interdependence of Salesmanship and Advertising. The Sales Organisation: Purpose, principles and policies of sales organisation,.

### **Module – II: (10 Hours)**

Sales strategies and policies determining the size of the sales force, sales territories, routing and scheduling, controlling the selling effort sales budget and budgeting procedures quota setting.

Management of sales force : Personnel problems of sales management, recruiting and selecting, training and development, motivating salesman, sales meetings and contests, compensating sales personnel, evaluation and supervising salesmen.

### **Module – III: (7 Hours)**

Design of Distribution Channel, Management of Channels and Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. Wholesaler, Retailing and Retailer Marketing Decisions.

### **Module – IV: (7 Hours)**

Objectives, Order Processing, Warehousing Inventory, Transportation, Organising for Physical Distribution, Concept of Logistics and Supply Chain management

### **Text Books :**

1. Havaladar & Cavale – Sales and Distribution Management, TMH
2. S.L. Gupta, Sales and Distribution Management, Excel Books
3. Panda & Sahdev,- Sales and Distribution Management, Oxford University Press.

### **Reference Books:**

1. Kurtz and Boone, Principles of Marketing, Thomson
2. Acharya and Govekar, Marketing and Sales Management, Bombay: HPH.
3. Ballou – Business Logistics / Supply Chain Management- Pearson

4. Sahu and Raut, Sales and Distribution Management, Vikas
5. Blanchard-Logistics Engineering and Management- Pearson
6. Chopra – Supply Chain Management – Pearson
7. Coughlal etc., Marketing Channels, PHI
8. Coughlan, Anderson, Stern; Marketing Channels- Pearson
9. D. K. Agarwal – Text book of Logistics and Supply Chain Management- Macmillan
10. Jobber – Selling and Sales Management-Pearson
11. Johnson, Kurtz and Schedving - Sales Management, Concept Practice and Cases.
12. Kapoor & Konshal, Basics of Distribution Management, PHI
13. Lobo - Sales Distribution Management, Global Business Press, New Delhi.
14. Ingram, Sales Management: Analysis & Decision Making, Cengage/Thomson
15. Rosenbloom, Marketing Channels, Cengage/Thomson

## **MBE – 512: SERVICES MARKETING**

### **Module – I: (6 Hours)**

Origin, growth and classification of services, the emergence of Service Economy; Nature of Services, Goods and Services Marketing; Marketing Challenges in service business.

### **Module – II: (8 Hours)**

The Service Encounter, The Service Consumer Behaviour; Service Vision and Service Strategy, Service delivery, Service blueprint, servicescape .

### **Module –III: (8 Hours)**

Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management; Advertising, Branding and Packaging of Services, Pricing of services.

### **Module –IV: (8 Hours)**

Services failure, service recovery, Customer retention, Customer Relationship management, Concepts of Marketing of financial services, tourism services, health services.

### **Text Books:**

1. K Ram Mohan Rao, Services Marketing, Pearson Education
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill,
3. Nimit & Monika Chowdhary, Text book of Marketing of Services: The Indian Experience, MacMillan India Limited

### **Reference Books:**

1. Thakur, Babrah, Dogra, Services Marketing, Kalyani Publishers.

2. Lovelock, Writz, Chatterjee. - Services Marketing: People, Technology , Strategy, Pearson Education, New Delhi
3. R.Srinivasan, Services Marketing. PHI
4. Rajendra Nargundkar, Services Marketing, Tata Mcgraw Hill
5. Bhattacharjee, Services Marketing, Excel Books
6. Apte, Govind, Services Marketing, Oxford University Press.
7. Jha – Service Marketing , Himalaya.
8. Andersen & Kotler, Strategic marketing for Non Profit Organisations, PHI/Pearson
9. Kotler, Bowel & Makens, Marketing for Hospitality and Tourism, Pearson.
10. McDonald, Malcom and Payne, A Marketing Planning for Services, Butterworth, Heinemann,
11. Verma, H. V. Marketing of Services, New Delhi, Global Business Press, 1993.
12. B.Balaji, Services Marketing and Management, S.Chand. Publications.
13. T K Panda- Customer Relationship Management in Service Industry-Excel
14. Zikmund : Customer Relationship Management, John Wiley & Sons.
15. Hoffman, Services marketing: Concept, Strategies & Cases, Cengage/Thomson

## **MBE – 611: PRODUCT AND BRAND MANAGEMENT**

### **Module–I: (8 Hours)**

Product: Basic concept, New Product Development process, Research techniques used in the process, Product development strategies: Idea generation, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new product.

### **Module–II: (8 Hours)**

Product lifecycle Management, Product Portfolio Analysis and Management, Product line and mis-management, Industrial Products and Services, Consumer Products & Services(Durables & FMCG).

### **Module–III: (8 Hours)**

Branding: Concepts, functions, branding decisions, brand positioning & extensions, brand hierarchy.

### **Module–IV: (6 Hours)**

Brand leveraging strategies, Brand identity system, Brand valuation and equity, Building strong brands in Indian and international contexts, Importance of Branding in terms of product success.

### **Text Books:**

1. Varma Harsh. V, Brand Management, Excel Books.

2. Lehman Donald, Russell, Product Management, TMH

**Reference Books:**

1. Kurtz and Boone, Principles of Marketing, Thomson
2. YLR Moorthi, Brand Management, Vikas Publishing House Pvt. Ltd
3. David Aakers, Managing Brand Equity, New York; Free press.
4. Jean Noel Kapferer, Strategic Brand Management, New York: Free press.
5. Lynn B. Upshaw, Building Brand Identity.
6. David Aaker, Building Strong Brand.
7. Wheelright, Steven C. and Clark, Kim B, Revolutionizing Product Development
8. Kahn, New product planning, Sage
9. Keller Kevin, Strategic Brand Management, Pearson Education.
10. Sengupta Subroto, Brand Positioning, TMH
11. Chunawalla S.A., Product Management, Himalaya Publishing House
12. Gupta S.L - Brand Management, Himalaya
13. Mazumdar, Ramanuj, Product Management in India., PHI
14. R.K.Srivastav, product Management & New Product Development, Excel Books.
15. Debasis Pati- Branding concept and process- Macmillan
16. T. K. Panda-Building Brands in Indian Market-Excel
17. O'Guinn, Advertising & Integrated Brand Promotion, Cengage/Thomson
18. Moorthi YLR; Brand Management; Vikas

# **FINANCE**

- MBE-421: Security Analysis and  
Portfolio Management
- MBE-422: Financial Services
- MBE-521: Financial Derivatives
- MBE-522: Project Appraisals
- MBE-621: Strategic Financial  
Management

# **MBE - 421: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Module I: Introduction to investment environment (8 hours)**

Portfolio Analysis: Analyzing risk and return of individual security and portfolio, portfolio selection: Markowitz and Sharpe model, the concept of efficient frontier, Case analysis

**Module II: Bond Analysis (8 hours)**

Bond portfolio management, Equilibrium Models of asset pricing: Capital asset pricing model, and Arbitrage pricing model, Case analysis

**Module III: Fundamental analysis (7 hours)**

Economic analysis, Industry analysis and company analysis, Technical analysis: The Dow Theory, Predicting the individual stock movement, predicting the general market movement, Case analysis

**Module IV: Efficient market hypothesis (7 hours)**

Weak form and random walk, semi-strong form, strong form and tests of various forms of efficiency, Portfolio revision, performance measurement of managed portfolios, Case analysis

**Text Books:**

1. Alexander, Sharpe & Bailey, Fundamentals of Investment, Pearson
2. P.Chandra, Security Analysis and Portfolio Management, TMH
3. S. Kevin, Portfolio Management, PHI

**Reference Books:**

1. Gupta and Joshi, Security Analysis and Portfolio Management, Kalyani Publishers
2. V.K. Bhalla, Investment Management, S. Chand.
3. Fisher & Jordan, Security Analysis and Portfolio Management, Pearson
4. Jones- Investments: Analysis and Management-John Wiley
5. Ranganathan- Investments: Analysis and Portfolio Management-Pearson
6. Bodie, Kane, Marcus and Mohanty, Investments, TMH
7. Hirschey & John Nofsinger, Investments: Analysis & Behavior, McGraw Hill
8. D. K. Khatri- Investment Management and Security Analysis(Text and cases)- Macmillan
9. Reilly, Investment Analysis & Portfolio Management, Cengage/Thomson
10. Pandian, P; Security Analysis and Investment Management, Vikas

# MBE – 422: FINANCIAL SERVICES

## **Module-I: Financial Markets**

Financial system, Financial Markets, Meaning, Classification, Capital Market, Capital Market intermediaries, Primary Market, Secondary Market, Stock Exchange, Constitution, Control, Functions of Stock Exchange, SEBI Guidelines, Investor protection, Grievance, Redressal measures, Money Market-Characteristic, Intermediaries.

## **Module-II: Financial Instruments**

Call Money Market, Commercial Papers, Treasury Bills, Certificate of Deposits, Commercial Bills, Gilt-edged Securities, Equity Shares, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and futures.

## **Module-III: Merchant Banking and Lease Financing**

Merchant Banking – Nature, Scope, Regulation of Merchant Banking activity, Structure of Merchant Banking industry – Primary markets, SEBI Guide-lines for public issues. Leasing – Origin, Development of basing in India, Classification, Financial lease and operating lease, Advantage and disadvantage of basing Hire Purchase Vs Lease.

## **Module-IV: NBFC and Consumer Finance**

NBFS- Origin, Scope, Functions, Role of NBFCs in rendering financial services, RBI regulations, Categories of NBFC, Venture Capital finance by NBFC- Venture Capital- Origin, Development, Venture Capital Institutions.

Credit rating – Concept, Importance of Credit rating, Credit rating agencies and their activities, Emerging avenues of rating services.

### **Text Books:**

1. M.Y. Khan, Financial Services, TMH
2. Gordon and Natrajan, Financial Market and Services, Himalaya Publishing

### **Reference Books:**

1. Gupta and Agarwal; Financial Services, Kalyani Publishers
2. C. M. Kulshrestha, Mastering Mutual Funds, Vision Books
3. J. C. Verma, A Manual of Merchant Banking, Bharat Law House
4. Premal Joshi, Leasing Comes of Age: Indian Scene, Amrita Prakashan
5. Nabhi Publications, SEBI Guidelines
6. Clifford E Kirsch, The Financial Services Revolution, McGraw Hill
7. Nalini P Tripathy, Financial Instruments and Services, PHI
8. Meir Kohn, Financial Institutions and Markets, Oxford
9. Dharam Raj, Financial Services, S.Chand

# MBE – 521: FINANCIAL DERIVATIVES

## **Module – I Financial Derivatives: (7 hours)**

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India.

## **Module – II Future Market, Contracting & Pricing : (8 hours)**

Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross.

## **Module – III Forward and Swap Market: Pricing and Trading Mechanism: (7 hours)**

Introduction, Forward contract, Features of Forward contract, Classification of Forward Contracts, Forward prices Vs Future prices. SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps.

## **Module – IV: Financial Option: (8 hours)**

Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option.

### **Text Books:**

1. Kumar, SSS; Financial Derivatives; PHI.
2. Hull, Options, Futures and other Derivatives, Pearson
3. Jayant Rama Varma, Derivatives and Risk Management, TMH

### **Reference Books**

1. Vohra, N.D. and Bagri , B.R. , Futures and Options , TMH
2. David A. Dufresne and Thomas W. Miller , J.R. Derivatives : Valuation and Risk Management, Oxford .
3. Gupta, S.L. Financial Derivatives : Theory , Concept and Problems , PHI
4. Marshall & Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.
5. Sudaresan, Fixed Income Markets and their Derivatives, Cengage/Thomson
6. B.Misra, Financial Derivatives, Excel.

## **MBE – 522: PROJECT APPRAISALS**

### **Module – I: Project Identification and Formulation (7 hours)**

Project characteristics, Taxonomy of projects, Project Identification, Preparation, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project feasibility study, UNIDO manuals

### **Module – II: Project Appraisal: (8 hours)**

Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis.

### **Module – III: Project Cost Estimate and Risk Analysis: (8 hours)**

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Project Risk Analysis, Techniques of Risk Analysis

### **Module – IV: Project Evaluation and Audit: (7 hours)**

Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Project evaluation, Objectives, Evaluation Methods, Post project evaluation objectives, Phases of post audit, Type of post audit, Agencies for project audit Indian scenario.

#### **Text Books :**

1. Nagarajan, K. – Project Management, New Age International.
2. Chandra, P., Projects – Planning, Analysis, Selection, Financing – Tata McGrawHill

#### **Reference Books**

1. Clements, Gido – Effective Project Management, Thomson.
2. Choudhury, S., Project Management, Tata McGraw Hill.
3. Gido, Effective Project Management, Cengage/Thomson
4. Gopalkrishnan and Rama Murty, Text Book of Project Management, Macmillan
5. Patel, B.M; Project Planning, Analysis and Management, Vikas

## **MBE- 621: STRATEGIC FINANCIAL MANAGEMENT**

### **Module I: Mergers, Acquisitions and Restructuring (7 hours)**

Nature & objective, Forms of Corporate restructuring, Types of Merger, Reasons for merger, take over and Acquisitions, Business Alliances, Divestitures. Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.

**Module II: Strategic Financial Management (8 hours)**

Strategic cost management, Activity based costing, financial management in knowledge intensive companies, Financial Innovations and Financial Engineering: Management Leverage, leverage buy out-operations, norms for financing leverage buyouts, Share Repurchase, Corporate Control Mechanisms.

**Module III: Value Based Management (8 hours)**

Value analysis and Value Engineering, Target Costing, Balanced Scorecard, TQM and JIT, Mckinsey approach, EVA approach.

**Module IV: Advanced Cost and Management Techniques (7 hours)**

Cost control and cost reduction, Product/project life cycle costing, Kaizen technique, Benchmarking, Business process reengineering, management control systems.

**Text Books:**

1. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson,
2. Ravi M Kishore, Cost and Management Accounting, Taxmann.
3. Jakhotiya, G.P.; Strategic Financial Management, Vikas

**Reference Books:**

1. Marshal J.F., Bansal V.K., Financial Engineering, PHI
2. Shiva Rama, Strategic alliances, Response Books.
3. Weston, J. Fred, Chung, Kwang S, Hoag, Susan E., Mergers, Restructuring, and Corporate Control, TMH.
4. Machiraju, H.R. Mergers and Acquisition
5. M.Dutta, Management Control Systems, S.Chand
6. Jawaharlal, Advanced Management Accounting, S.Chand

# **RETAIL MANAGEMENT**

- MBE-431: Retail Marketing
- MBE-432: Retail Strategy and Planning
- MBE-531: Merchandising Management
- MBE-532: Retail Store Management
- MBE-631: Customer Service & CRM

# MBE – 431: RETAIL MARKETING

## **Module-I: Retail Environment: (8 hours)**

Retail industry overview and concepts: Introduction of retailing system, Role of Marketing in Retail, Retailing formats, Franchising, Direct Marketing exclusive shops, Destination stores, Chain stores, Category killers and other emerging formats; Retail Marketing Mix, The STP approach, The retail image, Retail communication mix, Retail equity.

## **Module-II: Consumer Behaviour: (10 (hours)**

Factors influencing, Buying process: Cultural and social group influence on consumer purchase behaviour, Forces acting on consumers: social, economic, technological and competitor, Demographic and psychographic segmentation of market, developing positioning strategy for the retailer, Retail Store location, Store Atmospherics, Total retail experience.

## **Module-III: Product and Brand Management: (7 hours)**

Introduction, concepts, Retail Branding, Store Branding, Local Branding (store level branding), Creative display or visual merchandising, Store Image Management, Retail pricing, Retail Credit facilities, Retail promotion.

## **Module-IV: Technology in Retail: (5 hours)**

Retailing through Internet (E-tailing), Technological innovations in retailing, Ethics in retailing, Consumerism, Future of retailing.

**Case discussions: Big Bazar-The Route to the Indian Mass Market; Shopping Malls in India: Survival of the fittest**

### **Text Books:**

1. Swapna Pradhan; Retailing Management McGraw Hill (**For Case discussions**)
2. Berman, Evans, Retail Management, Pearson.
3. Sinha, Managing Retailing, Oxford.

### **Reference Books:**

1. Gibson G Vedamani, Retail Management, Jaico
2. Dunne, Lusch, Griffin- Retailing, Thomson
3. Bajaj, Tuli, Srivastava, Retail Management, OXFORD
4. Retail Marketing Management: David Gilbert.
5. Retail Management :Arif Sheikh and Fatima, HPH

# **MBE- 432: RETAIL STRATEGY AND PLANNING**

## **Module I: Retail Development: (8 hours)**

The evolution of Retail in India – Drivers of Retail change in India – The size of Retail in India - FDI in Retail – Challenges to Retail Development in India – The evolution of Retail Formats – Theories Retail Development – Life cycle in Retail – Business Models in Retail.

## **Module II: Retail Market Strategy: (8 hours)**

Factors influencing the retail shopper - The customer decision making process – Market research – The retail perspective of Strategy – The Concept of Branding – The concept of a retail Brand – The retail value chain – Building a sustainable competitive advantage – Growth strategy..

## **Module III: Retail Franchising: (7 hours)**

The concept of Franchising – Evolution of Franchising – Types of Franchising – Advantages and disadvantages of Franchising – The International franchising scene vis-a-vis India.

## **Module IV: Retail Store Locations: (7 hours)**

Types of Retail Locations – Steps involved in choosing a retail location – Methods evaluating a Trading Area – Factors affecting the attractiveness of a site.

### **Text Books:**

1. Swapna Pradhan; Retailing Management McGraw Hill
2. Levy Michael, Barton A Weitz, Retailing Management, TMH.

### **Reference Books**

1. Barry Berman & Joel R. Evans, Retail Management – A Strategic Approach, Pearson.
2. James Ogden & Denise Ogden, Integrated Retail Management, Biztantra
3. Suja Nair, Retail Management, Himalaya Publishing House.
4. Chopra, Meindl, Kalra, Supply Chain Management, Pearson.
5. Bajaj, Tuli, Srivastava, Retail Management, OXFORD

# **MBE – 531: MERCHANDISE MANAGEMENT**

## **Module-I: Basics of Retail Merchandising: (8 hours)**

What is merchandising? - The evolution of Merchandising - Factors affecting Merchandising Function - Role and Responsibilities of Merchandiser and Buyer Function of Buying for different types of Organizations – The concept of Life style Merchandising.

## **Module-II: The Process of Merchandise Planning: (7 hours)**

The Concept and Implications of Merchandise planning – The process of Merchandise Planning – Tools used for Merchandise Planning.

## **Module-III: Methods of Merchandise Procurement: (8 hours)**

Merchandising Sourcing – Method of procuring Merchandise - The concept of Private Label – Category Management: a method of Merchandise Management

## **Module-IV: Retail Pricing and Evaluating Merchandise Performance: (7 hours)**

The concept of Retail Price – Elements of Retail Price – Determining the Price – Retail pricing policies/strategies – Adjustments to Retail price – Merchandise allocation – Evaluating Merchandise performance – Margin Return on Investment.

### **Text Books:**

1. Swapna Pradhan; Retailing Mangement McGraw Hill
2. Easterling, Flottman et al; Merchandising Mathematics for Retailing, Pearson

### **Reference Books:**

1. Levy Michael, Barton A Weitz, Retailing Management, TMH.
2. Barry Berman & Joel R. Evans, Retail Management – A Strategic Approach, Pearson.
3. James Ogden & Denise Ogden, Integrated Retail Management, Biztantra
4. Suja Nair, Retail Management, Himalaya Publishing House.
5. Chopra, Meindl, Kalra, Supply Chain Management, Pearson.
6. Bajaj, Tuli, Srivastava, Retail Management, OXFORD

# **MBE – 532: RETAIL STORE MANAGEMENT**

## **Module-I: Managing the Store: The HRM in Retailing (8 hours)**

Store Management Responsibilities – Recruiting and selecting store employees – Socializing and training the new store employees – motivating and managing store employees – Evaluating and providing feedback – Compensating and rewarding store employees – controlling costs- Reducing inventory loss.

## **Module-II: Retail Store Design and Visual Merchandising: (7 hours)**

Objectives of a good store design – Store layout – Space planning – Merchandise presentation techniques - -Atmospherics.

## **Module-III: Store administration and control: (8 hours)**

Operating procedure, integration, transparency and standardization, merchandise mgt., integrated POS, central administration & supervision, store opening & closing, retail shelf mgt, order mgt. Store performance: Income sensitivity of retailers, MIS, analyzing performance, profitable store operations, business continuity plan. Store security and loss prevention: In store loss prevention, shoplifting, employee theft, inventory shrinkage, credit card fraud, crises management

## **Module-IV: Supply Chain Management in Retail: (7 hours)**

The concept, need and evolution of Supply chain management – issues in developing the supply chain framework – Supply chain integration – innovations in supply chain management – the food and grocery supply chain- - Retail logistics.

### **Text Books:**

1. Swapna Pradhan, Retailing Management, Tata Mcgraw Hill
2. Levy and Weitz, Retailing Management, TMH

### **Reference Books:**

1. Dunne, Lusch, Griffin- Retailing, Thomson
2. Bajaj, Tuli, Srivastava, Retail Management, OXFORD.
3. A. J. Lamba ;The art of retailing -
4. Gibson Vedamani ;Retail Management;
5. Retailing Environment & Operations- Newman & Cullen
6. Berman & Evans, Retail Management – A Strategic Approach, Pearson.
7. Cullen, Retailing: Environment & Operation, Cengage/Thomson

# **MBE – 631: CUSTOMER SERVICE & CRM**

## **Module I: Customer Service: (8 hours)**

The concept of customer Service - Importance of service in Retail – Quality in Customer service - Service quality dimensions; Perceived service quality; Measuring the Gaps in service – Gathering Customer information and enhancing loyalty-Service Recovery. Communicating effectively with customers: Behavioral styles of co-workers and customers; distinct communication styles; Effective Listening and Interpersonal Skills; Etiquettes; Effective communication tools; Involving customers and facilitating dialogue; customer support; keeping customers interested and delighted.

## **Module II: Transaction Phase: (7 hours)**

Managing effective Customer interface: Service encounter; The RATER model; Self-service research; Customer values and expectations; managing troublesome customers; customer education; Help desk redesign.

## **Module III: Post-transaction Phase: (8 hours)**

Recovery management: Reasons of service failure and effective service recovery; Reconciliation problem areas; resolving issues that impact customers; Customer complaint process; Listening and Problem solving; Product return process and refund policy. Measuring Customer Satisfaction; retention strategy: Customer's cues and levels of satisfaction; Customer follow up strategies and learning from feedback; Check out process and interaction cycle; Drivers of loyalty; retention strategies; Partnering with Customer.

## **Module IV: Strategy on CRM: (7 hours)**

The CRM Process – collecting customer data – Analysing customer data and identifying target customers – Developing and implementing CRM program - Transaction Marketing vrs. Relationship Marketing, Concepts of CRM, Building Customer Relationship, CRM framework, Zero Customer defections.

### **Text Books:**

1. Shainesh G, Sheth Jagdish N; Customer Relationship Management, MacMillan.
2. Shahajahan, Relationship Marketing, TMH
3. Dyche, The CRM Handbook. Pearson

### **Reference Books:**

1. Mohamed, P.H; Customer Relationship Management, Vikas
2. Berman & Evans, Retail Management- A Strategic Approach, Pearson.
3. Adrian Payne: Relationship Marketing for Competitive Advantage: winning and keeping Customers.
4. Harris, Richard Harris & Steve baron. Customer Participation in Retail Service.
5. Berman & Evans Retail Management: A strategic approach.
6. Bajaj, Tuli, Srivastava, Retail Management, OXFORD
7. Kurtz and Boone, Principles of Marketing,Cengage
8. Timm, Customer Service, Pearson

# **HRM**

- MBE-441: Human Resource Planning
- MBE-442: Compensation Management
- MBE-541: Human Resource Development
- MBE-542: Performance Management
- MBE-641: Human Relations Legislations

## **MBE – 441: HUMAN RESOURCE PLANNING**

**Module-I: Human Resource Planning: (6 hours)**

Concept, importance, objectives Types of HR plan, Dimensions of Human Resource Planning Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach.

**Module-II: Human Resource Information System (4 hours)**

Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS, Human Resource Reporting, Computerised HRIS.

**Module III: Human Resource Planning Process (10 hours)**

Methods of demand forecasting and supply forecasting at micro level, Managing surplus and shortage, Evaluating human resource planning effectiveness.

**Module IV: Career planning (10 hours)**

Concept, objective, Career planning vs. human resource planning, career planning vs succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning.

**Text Books:**

1. Bhattacharya, Dipak Kumar – Human Resource Planning, Excel Books.
2. Aswathapa, Human Resource and personnel management Text & Case, TMH.

**Reference Books:**

1. Strategic Human Resource Planning – Vivek Paranjpee (Allied Publisher)
2. Gordon MC Beath – Man Power Planning
3. D.T. Bell – Planning Corporate Man Power
4. HRP – Gareth Stainer – Manpower Planning
5. Jyothi Venkatesh – Human Resource management, Oxford.
6. Belcourt, Strategic Human Resource Planning, Cengage/Thomson

## **MBE – 442: COMPENSATION MANAGEMENT**

### **Module-I: COMPENSATION MANAGEMENT: (8 hours)**

Conceptual Framework of Compensation Management: Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Criteria of wage fixation.

### **Module-II: WAGE DETERMINATION: (7 hours)**

Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems, Knowledge based pay system & market based pay system.

### **Module III: WAGE ADMINISTRATION IN INDIA: (8 hours)**

Wage Policy in India, Methods of wage determination in India, wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The minimum wages Act, The Pay Commission, Methods of payment. Payment of Wages Act & Payment of Bonus Act.

### **Module IV: EMPLOYEE BENEFITS: (7 hours)**

Incentive Payment and types of incentive plans. Compensation practices of multinational and global organizations. Incentive based pay systems, Executive compensation Practices of MNCs.

### **Text Books:**

1. Milkovich & Newman : Compensation - TMH
2. Sinha P.R.N. – Wage Determination in India

### **Reference Books:**

1. Henderson – Compensation Management in knowledge based world, Pearson.
2. Martocchio – Strategy Compensation , Pearson.
3. Pramod Verma –Labour Economics and Industrial Relations
4. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
5. Micton , Rock . Hand Book of Wage & Salary Administration, Helen.
6. K.N. Subramarniam , Wages in India
7. Sharma A.M. – Understanding Wage System – Himalaya

# **MBE – 541: HUMAN RESOURCE DEVELOPMENT**

## **Module-I: Evolution & Concept of HRD (7 hours)**

System concept, Role of HRD Professionals, HRD climate & its elements, HRD Matrix, HRD Function, HRD Process, Role of line Managers & supervisors in HRD .

## **Module – II: Assessing HRD needs (10 hours)**

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models, Training Vs HRD, HRD intervention: Designing & implementing HRD Programme.

## **Module – III: Implementing HRD Programmes (7 hours)**

On the job, JIT, Job designing, job rotation, job enrichment, job enlargement, coaching, mentoring & empowerment, Creating HRD environment, Evaluation frame work; collecting data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

## **Module-IV: Organizational Culture & HRD (6 hours)**

Work force diversity & HRD, Labour Market changes, adapting demographic changes & gender issues , HRD practices in manufacturing and services sector

### **Text Books:**

1. Desimone & Harries – Human Resource Development – Thomson Learning
2. T.V. Rao Human Resource Development Oxford IBH Publication

### **Reference Books:**

1. Pareek & TV Rao – Designing & Managing HR System – Oxford IBH
2. Rao, Verma, Khandelwal and Abraham (ed)- Alternative Approaches and Strategies of human Resource Development, Rawat Publication.
3. Kohli and Goutam (ed)- HRD and Planning Process in India, Vikash Publishing.
4. Pareek. U- Training Instruments in HRD and OD, TMH.
5. Biswanath Ghosh , HRD & Mgt, Vikash .
6. Srinivas R. Kandula – Strategic Human Resource Development, PHI .
7. Mangaraj, S.-Human Resource Development Practices, Himalaya Publishing.
8. Sheikh – Human Resource Development and management , S.Chand
9. Werner, Human Resource Development, Cengage/Thomson

## **MBE – 542: PERFORMANCE MANAGEMENT**

### **Module I: Performance Management (PM) Conceptual Frame Work: (7 hours)**

Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning , Role Analysis and Evaluating Performance Management.

### **Module II: Performance Appraisal & Potential Appraisal: (7 hours)**

Meaning of Performance appraisal, methods and approaches of performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal interview, Potential Appraisal.

### **Module III: Performance Management Application & Improvement: (7 hours)**

Performance Management and development, Performance Management and pay, Performance Management for Teams, Performance Management in practice, Analysing performance problems.

### **Module IV: Company Performance: (8 hours)**

Competency Mapping, 360 feedback, Assessment centers, performance reviews, coaching and counseling, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance.

#### **Text Books:**

1. Chadha, Prem. , Performance Management, Macmillan, New Delhi
2. Armstrong, Michael and Baron, Angela, Performance Management, Jaico Pub. House , Mumbai

#### **Reference Books:**

1. Aguinis – Performance management , Pearson
2. Colenso, Michael , Kaizen strategies for improving team Performance, Pearson Education , New Delhi
3. Srinivas R. Kandula – Performance Mgt., Strategic, Interventions, Drives – PHI
4. Sahu R.K., Performance Management System, Excel Books.
5. Rao , T.V. Performance Management and appraisal systems .
6. Cardy, Robert L. performance Management , PHI , New Delhi
7. Rao T.V -360° Feedback & PM, Vol-I, II & III, Excel Books.
8. Srivastava K. Dinesh, Strategies for Performance Management, Excel Books.
9. Armstrong & Baron, Performance Management, Jaico.

# **MBE- 641: HUMAN RELATIONS LEGISLATIONS**

## **Module-I: Labour Legislation (6 hours)**

Need, objectives, scope, growth of labour legislation in India. Legislations on working conditions-Factories Act, 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act, Implications for management, union, workmen, economy and industry.

## **Module-II: Legislations concerning wages (7 hours)**

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act 1965.

## **Module III: Social Security Legislations: (7 hours)**

The Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees Provident Fund Act, 1952, Payment of Gratuity Act 1972, EPF Act 1952 & 1995.

## **Module IV: Industrial Relations Legislations: (10 hours)**

Indian Trade Union Act 1926, Industrial Employment Standing Order Act 1946, Industrial Dispute Act 1947.

### **Text Books:**

1. Sinha, Sinha, & Shekar – Industrial Relations, Trade union and Labour legislation, Pearson
2. Kapoor N.D – Labour Laws, Sultan chand.

### **Reference Books:**

1. Malhotra O.P. – The law of Industrial Disputes – Vol –I and II,
2. Mallik P.L. – Hanbook of Industrial Law, Eastern Book .
3. Ratna Sen - Industrial Relation in India – Macmillan.
4. Saini, Debi S- Redressal of Labour Grievances Claims and Diputes, Oxford& IBH.
5. A.M. Sharma – Industrial Jurisprudence & Labour Legislation, Himalaya
6. Mamoria and Mamoria – Dynamics of Industrial relation Himalaya.
7. S.C. Srivastava – Industrial Relation and Labour Laws- Vikash Pubs.
8. P.K.Padhi – Labour and Industrial Law, PHI.

# **SYSTEMS & IT**

- MBE-451: RDBMS
- MBE-452: E- Commerce
- MBE-551: Enterprise Resource Planning
- MBE-452: Software Engineering
- MBE-651: Information Security & Cyber Law

# **MBE – 451: RELATIONAL DATABASE MANAGEMENT SYSTEM**

**Module I: Data Processing Concept: (10 hours)**  
Data Structure; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Database Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness, Functions of Transaction Processes and their Communications Interface with Database management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures: Normalization and Logical Design; Query Languages for Relational Database management Systems; Study of a Relational Database management Systems for successful implementation of Distributed Systems; Structured Query Language. Distributed Database Systems; On-line Databases; Object Oriented Databases. Managerial Issues Related to Database Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues; Database Administration.

**Module II: Storage & File Structure (6 hours)**  
Indexing & Hashing, Query Processing, Query Optimization.

**Module III: Transactions, Concurrency Control (8 hours)**  
Database Security & Authorization, Recovery System, Data Analysis & Data Mining, Information Retrieval.

**Module IV: Database System Architecture (6 hours)**  
Parallel Databases, Distributed Databases, Object Based Databases.

## **Text Books:**

1. Kahate- An introduction to Database Management Systems, Pearson.
2. CJ Date- An introduction to Database Systems, Pearson
3. Bipin Desai- An introduction to Database Systems, Galgotia Publication

## **Reference Books:**

1. Ramakrishna R., - Database Management System, TMH
2. Gerald - Database Management System, TMH
3. Leon, - Database Management System , Vikas Publication.
4. Ullman, - Principles of Database management, Galgotia Publications
5. Rob, Database Systems: Design Implementation & Management, Cengage/Thomson
6. Elmasri, Navrathe, Somayajulu, Gupta, - Fundamentals of Database Systems, Pearson Education
7. Bhatia & Singh, Simplified Approach to DBMS, Kalyani Publishers

## **MBE – 452: ELECTRONIC COMMERCE**

### **Module 1: (4 hours)**

Electronic Communication: PCs and Networking, E-Mail, Internet, Intranet, Extranet.

### **Module II: (10 hours)**

Introduction to E-Commerce, Types of E-Commerce: B2B, B2C, C2C, G2G, G2E, G2C, E-Business Models & Markets, Techniques and Tools, E-Commerce Providers and Vendors.

### **Module III: (8 hours)**

Building Blocks for E-Commerce: Electronic Data Interchange, Business Processes Reengineering, Management of Change, Mobile Electronic Commerce.

### **Text Books:**

1. E-Commerce K. K. Bajaj, Debjani Nag, TMH.
2. Global Electronic Commerce – Theories and Case studies; J. Christopher Westland, Theodore HK Clark – University Press.

### **REFERENCES:**

1. Bhaskar, Electronic Commerce, TMH.
2. David Whitely e-Commerce McGraw Hill.
3. Frontiers of Electronic Commerce, Kalakota, Whinston, Pearson Education. .
4. E-Commerce Management, S. Krishnamurty, Thomson Publication.
5. E-commerce – An Indian Perspective – Joseph, PHI.
6. Brahm Canzer, E-Business & Commerce-Strategic Thinking & Practice, Biztantra.
7. Schneider, Electronic Commerce, Cengage/Thomson

## **MBE – 551: ENTERPRISE RESOURCE PLANNING**

### **Module-I: Enterprise Resources Planning: (8 hours)**

Evaluation of ERP-MRP and MRP II- Problems of System islands needs for system integration and interface- early ERP packages-ERP products and Markets-opportunities and problems in ERP selection and implementation; ERP implementation; identifying ERP benefits team formation-consultant intervention-selection ERP-process of ERP implementation;

**Module-II: Managing changes in IT organization: (7 hours)**

Preparing IT infrastructure – Measuring benefits of ERP- Integrating with other systems; Post ERP, Module in ERP; Business Modules of ERP Package; Re-engineering concept: The emergence of re-engineering concept – concept of business process; rethinking of processes –identification of re-engineering need-preparing for re-engineering – implementing change – change management.

**Module-III: BPR & ERP, Supply Chain Management: (8hours)**

The concept of value chain differentiation between ERP and SCM-SCM for customer focus-need and specificity of SCM: SCM scenario in India- Products and markets of SCM- Issues in selection and implementation of SCM solutions;

**Module-IV: CRM solutions; E-business: (7 hours)**

Introduction to I-Net technologies – Evaluation of E-Commerce, EDI and E-business opportunities – basic and advanced business models on Internet – internet banking and related technologies-securities and privacy issues-technologies for E-business-Future and Growth of E-Business.

**Text Books:**

1. C.S.V. Murthy, Enterprise Resource Planning (ERP), Himalaya Publishing
2. Alexis Leon, ERP, TMH

**Reference Books:**

1. Hammer, Michal and Jams Chaby Re-engineering the Corporation.
2. Leon, Alexix Countdown 2000, Tata McGraw Hill.
3. Ptak, Carol A. & Eli Schargenheim ERP, St. Lucie Press, NY
4. F.R. Jacubs, Why ERP? A Premier on SAP Implementation, TMH
5. Monk, Concept in Enterprise Resource Planning, Cengage/Thomson

## **MBE – 552: SOFTWARE ENGINEERING**

**Module I: Introduction to Software Engineering: (6 hours)**

Programs vs software products, High-level language programming, Control flow-based design, Data structure-oriented design, Data flow-oriented design, Software life cycle models, Iterative waterfall model, Prototyping model, Evolutionary model, Spiral model.

**Module II: Software Project Management: (10 hours)**

Management of software workflows, Project management concepts, Project Planning, Project metrics, Project estimation techniques, COCOMO, Staffing, Scheduling, Risk Management, Software Quality Assurance, Software Configuration Management.

**Module III: Object Oriented Methods of Software Engineering: (7hours)**

Use case diagrams, class diagrams, Activity diagram, Sequence diagram, Collaboration diagram, State-transition diagram.

**Module IV: Testing for Software Quality, Reliability, & Utility Management: (7hours)**

Unit testing, Black-box and White-box testing, Integration Testing and System testing, Software Reliability, Software Quality: ISO9000, ISO9001, SEI CMM, CASE environment.

**Text books:**

1. Pressman, - Software Engineering Practitioner's Approach, TMH
2. Sommerville,- Software Engineering , Pearson Education

**Reference Books:**

1. Jawadekar Wamans. - Software Engineering Principles and Practice., TMH
2. Vliet, - Software Engineering Principles & Practice, John Wiley.
3. Rajib Mall, - Fundamentals of Software Engineering, Prentice Hall of India
4. Behforooz & Hudson,- Software Engineering Fundamentals, Oxford
5. Jalote,- An Integrated Approach to Software Engineering, Narosa
6. S Pfleeger,- Software Engineering Theory & Practice, Pearson Education.

## **MBE – 651: INFORMATION SECURITY & CYBER LAW**

**Module-I: Foundations of Cryptography and Security: (7 hours)**

Ciphers and Secret Messages, Security Attacks and Services. Mathematical Tools for Cryptography: Substitutions and Permutations, Modular Arithmetic, Euclid's Algorithm, Finite Fields, Polynomial Arithmetic, Discrete Logarithms. Conventional Symmetric Encryption algorithms: Theory of Block Cipher Design, Feistel Cipher Network Structures, DES and Triple DES.

**Module-II: Public Key Cryptography: (7 hours)**

Prime Numbers and testing for Primality, Factoring Large Numbers, RSA, Diffie-Hellman, ElGamal, Key Exchange Algorithms, Public-Key Cryptography Standards, Hashes and Message Digests, Message Authentication, MD5, SHA, RIPEMD, HMAC.

**Module-III: Digital Signatures: (8 hours)**

Certificates, User Authentication: Digital Signature Standard (DSS and DSA) Security Handshake Pitfalls, Elliptic Curve Cryptosystems, Authentication of Systems: Kerberos V4 and V5, Electronic mail Security: Pretty Good privacy (PGP).

**Module IV: Security Planning: (8 hours)**

Risk Analysis, Organizational Security Policies, Physical Security, Legal Privacy and Ethical issues in Computer Security: Protecting Programs and data, Information and the law, Rights of Employees and Employers, Software failures, Computer Crime, Privacy, Ethical issues in Computer Security, Case studies of Ethics.

**Text Books:**

1. Forouzan, Cryptography Security And Network Security, TMH
2. Kahate, Cryptography Security And Network Security, TMH
3. Charles P. Pfleeger, Shari Lawrence Pfleeger, PHI.
4. Cryptography & Network Security: William Stallings.
5. Whitman, Principles of Information Security, Cengage/Thomson

# **OPERATIONS MANAGEMENT**

- MBE-461: Materials Management
- MBE-462: Supply Chain Management
- MBE-561: Service Operations  
Management
- MBE-562 : Quality Management
- MBE-661: Project Planning and Control

# MBE – 461: MATERIALS MANAGEMENT

**Module-I: Materials Management: (7 hours)**

An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

**Module-II: Inventory Management: (7 hours)**

Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation.

**Module III: Purchasing: (8 hours)**

Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

**Module IV: Spare Parts Planning and Control (8 hours)**

Material Logistics and Supply Chain Mngement.

**Text Books:**

1. Gopalakrishna and Sundaresan: “Materials Management”, Tata McGraw Hill.
2. Arnold, Ramakrishnan, Introduction to Materials Management, Pearson.

**Reference Books:**

1. Menon K. S., “Purchasing and Inventory Control”, Wheeler
2. Sridhar K. Bhat, “Production and Materials Management”, Himalaya Publishing House. Lee and Dobler: “Materials and Purchasing Management”
3. Christopher Martin: “Logistics Management”,
4. P Gopalakrishnan, “Handbook of Materials Management”, PHI
5. Gupta & Chital – Materials Management; Text & Cases, PHI.

## **MBE – 462: SUPPLY CHAIN MANAGEMENT**

### **Module I: Supply Chain Foundations (6 hours)**

Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

### **Module –II: Customer Orientation (8 hours)**

Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.

**Procurement Logistics:** Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

### **Module –III Manufacturing Logistics Management (8 hours)**

Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming.

**Distribution Management:** Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

### **Module –IV: Important Issues in SCM (8 hours):**

Reverse Logistics, Green Logistics, Global Logistics, Competitive Cooperation, Bull-Whip Effect and its Management.

**Technology Driven SCM:** Information sharing amongst Channel Partners, Point of Sales Information Sharing, Inventory and Production Information Sharing, Technology Partnership, Global Positioning System and its uses, Managing Inventory in Transit.

#### **Text Books:**

1. DKAgarwal-Text Book of Logistics and Supply Chain Management-Macmillan
2. Simchi - Levi, “Designing & Managing the Supply Chain, TMH
3. Ballou,, “Business Logistics/ Supply Chain Management”, Pearson

## **Reference Books:**

1. Bowersox D, Closs D, and Mixby Copper, M., “Supply Chain Logistics Management”, McGraw Hill, 2002.
2. Bozarth-Introduction to operations and Supply Chain Management-Pearson
3. Bowersox, D.J., “Logistical Management”, McGraw Hill, 2000.
4. Wisner, Principles of Supply Chain Management, Cengage/Thomson

## **MBE – 561: SERVICE OPERATIONS MANAGEMENT**

### **Module –I: Service Operations Concept (8 hours)**

Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction.

**Service Operation Strategy:** Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

### **Module –II: Field Service Management: (8 hours)**

Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management.

### **Module –III: Service Manpower Planning and Scheduling: (8 hours)**

Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

### **Module –IV: Customer Relationship Management: (6 hours)**

Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.

**IT enabled Customer Service:** Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

### **Text Books:**

1. Fitzsimons, A.J., Fitzsimmons M.J., “Service Management Operations, Strategy and Information Technology”, Tata McGraw Hill, 2006.
2. Haksever C., Render, Russell R S., Murdick R G., “Service Management and Operations” Pearson

### **Reference Books:**

1. Hill, A.V., “Field Service Management : An Integrated Approach to Increasing Customer Satisfaction”, Business One Irwin/ APICS
2. Heskett J., “The Service Profit Chain”, Simon and Schuster
3. Davis M and Heinke, J., “Managing Services”, McGraw Hill, 2003.
4. Schemenner, R, “Service Operations Management”, Prentice Hall
5. Kalakota R. & Whinston A. B., “Electronic Commerce – A Manager’s Guide”, Pearson
6. Brown S.A., “Breakthrough Customer Services : Best Practice of Leaders in Customer Support”, John Wiley
7. Metters, Service Operations Management, Cengage/Thomson

## **MBE – 562: QUALITY MANAGEMENT**

### **Module –I: Quality and Product Design: (8 hours)**

Concept of quality and its relevance to business competitiveness, Product design, Services, Profitability and Cost.

**Product Design:** Customer Requirements Assessment, Quality Function Deployment, House of Quality, Offline Design of Parameters and Specifications: Taguchi Method, Production Design, Online and Offline testing.

### **Module –II: Statistical Quality Control: (7 hours)**

Principles of Control Charts: Control Charts for attributes and variables, Acceptance Sampling Techniques, Seven basic tools of quality.

### **Module –III: Total Quality Management: (8 hours)**

Juran’s and Deming’s Principles, Small group activities : Quality Circle, Suggestion Scheme, Continuous Improvement, Project Team approach, Total Productive Maintenance, Design and monitoring of small group activities.

**Module –IV: Quality Systems:****(7 hours)**

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Tata Excellence and JIPM Award Systems, Role of Consultants.

**Test Books:**

1. Frank M, Gryna, Richard C. H. Chua, Joseph A. Defeo, “Juran’s Quality Planning & Analysis for Enterprise Quality”, 5<sup>th</sup> Edition, Tata McGraw Hill.
2. S.Nigama, Total Quality Management, Excel Books.

**Reference Books:**

1. Pete Pande and Larry Holpp, “What is Six Sigma?”, Tata McGraw Hill.
2. Gittow, H, Openheim A and Oppenheim R., “Quality Management”, McGraw Hill, 2004
3. Zaidi, A., “SPC: Concepts, Methodologies and Tools”, Pearson
4. Kanishka Bedi, “Quality Management”, Oxford
5. Montgomery, D.C, “Introduction to Statistical Quality Control”, John Wiley and Sons, 1996
6. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-Sacre, “Total Quality Management”, 3<sup>rd</sup> Ed. Pearson
7. Mukherjee, Total Quality Management, PHI.
8. B.Wakhlul, Total Quality, S. Chand.
9. Martin K Starr, Production & Operation Management, Biztantra.
10. Evans, The Management and Control of Quality, Cengage/Thomson

**MBE – 661: PROJECT PLANNING AND CONTROL****Module – I: Basic Concepts****(7 hours)**

Concept of a Project; Categories of projects; Project Life Cycle Phases; Role and responsibility of project managers; Project organization; Team building; Contract tendering and Selection of Contractors.

**Module – II: Project Formulation****(7 hours)**

Feasibility report – areas of study; Project selection models – Non-numeric and Numeric; preparation of cost estimates; Time estimation; Project evaluation under high uncertainty – preliminary ideas.

**Module – III: Project Planning and Scheduling: (8 hours)**

Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM), Resource allocation

**Module – IV: Project Monitoring and Control: (8 hours)**

Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control.

**Project Performance:**

Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor.

**Text Books:**

1. Gray, Project Management, TMH
2. Meredith & Mantel, “Project Management – A Managerial Approach”, John Wiley.

**Reference Books:**

1. H. A. Levine, “Project Management – Using Micro Computer”, McGraw Hill.
2. Desai Vasant, “Project Management”, Himalaya Publishing House
3. H. Karzner, “Project Management – A System Approach to Planning, Scheduling and Controlling”, CBS Publishers & Distributors, Delhi.
4. P. Chandra, “Project Appraisal”, Tata McGraw Hill.