

# UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN



Masters of Business Administration  
(2 Year Full Time) Programme

Academic Session 2018-19

**UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN**  
**MBA PROGRAMME**  
**MBA (SEMESTER I)**

Course Code	Course Title	Marks for		Total Marks
		IA*	EE**	
MBAT101	Principles and Practices of Management	30	70	100
MBAT102	Financial Accounting	30	70	100
MBAT103	Quantitative Techniques & Operation Research	30	70	100
MBAT104	Managerial Economics	30	70	100
MBAT105	Business Environment	30	70	100
MBAT106	Business Laws	30	70	100
MBAT107	Professional Business Communication	30	70	100
MBAT108	MIS and Computer Application in Business	30	70	100
	<b>Total</b>	<b>240</b>	<b>560</b>	<b>800</b>

\*INTERNAL ASSESSMENT \*\*EXTERNAL  
EXAMINATION

**MBA (SEMESTER II)**

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MBAT201	Organisational Behaviour	30	70	100
MBAT202	Management Accounting	30	70	100
MBAT203	Live Projects on Current Business Issues	30*	70**	100
MBAT204	Marketing Management	30	70	100
MBAT205	Financial Management	30	70	100
MBAT206	Human Resource Management	30	70	100
MBAT207	Production and Operations Management	30	70	100
MBAT208	Business Research Methods	30	70	100
	<b>Total</b>	<b>240</b>	<b>560</b>	<b>800</b>

\*Project Submission \*\* Viva -Voce

### MBA (SEMESTER III)

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MBAT301	International Business	30	70	100
MBAT302	Project Management	30	70	100
MBAT303	Total Quality Management	30	70	100
Elective Major 1		30	70	100
Elective Major 2		30	70	100
Elective Major 3		30	70	100
Elective Minor 1		30	70	100
MBAP308	Internship Training Report and Viva-Voce (Training Report and Presentation* followed by viva-voce**)	30*	70**	100
	<b>Total</b>	<b>280</b>	<b>520</b>	<b>800</b>

#### SPECIALISATION ELECTIVES OFFERED (Three Major and One Minor)

S. No.	Code	Title
<b><u>GROUP 1: MARKETING</u></b>		
1	MBAT311	Consumer Behaviour
2	MBAT312	Advertising Management
3	MBAT313	Marketing of Services
4	MBAB314	Marketing Research
5	MBAT315	Retail Management
6	MBAT316	Digital Marketing
<b><u>GROUP 2: FINANCE</u></b>		
1	MBAT321	Security Analysis and Portfolio Management
2	MBAT322	Financial Markets and Institutions
3	MBAT323	International Financial Management
4	MBAT324	Corporate Tax Planning
5	MBAT325	Risk Management and Insurance
6	MBAT326	Working capital Management
<b><u>GROUP 3: HUMAN RESOURCE MANAGEMENT</u></b>		
1	MBAT331	Industrial Relations and Labour Laws
2	MBAT332	Industrial Psychology
3	MBAT333	Human Resource Planning & Development
4	MBAT334	Performance Management
5	MBAT335	Organisational Structure and Change

#### **GROUP 4: INTERNATIONAL BUSINESS**

1	MBAT341	International Logistics Management
2	MBAT342	Cross-Cultural Business Management
3	MBAT343	Management of Multinational Corporations
4	MBAT344	International Business Laws and Treaties

#### **Group 5: Information Technology (IT)**

1	MBAT351	E-Commerce
2	MBAT352	Business Process Reengineering
3	MBAT353	Strategic Information System
4	MBAT354	System Analysis and Design
5	MBAT355	Business Analytics

#### **Group 6: Supply Chain Management**

1	MBAT361	Fundamental of Logistics and Supply Chain
2	MBAT362	International Logistics
3	MBAT363	Designing and Managing supply Chain
4	MBAT364	Global Supply Chain and out source Manufacturing

## MBA SEMESTER IV

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MBAT401	Business Ethics and Corporate Governance	30	70	100
MBAT402	Strategic Management	30	70	100
MBAT403	Entrepreneurship Development	30	70	100
Elective Major 4		30	70	100
Elective Major 5		30	70	100
Elective Minor 2		30	70	100
MBAP307	Research Project & Viva-Voce	50	150	200
	<b>Total</b>	<b>280</b>	<b>520</b>	<b>800</b>

### Evaluation for Business Research Project

Scheme of Evaluation	Marks	Weightage (%)
Report (Internal)	50	
Demo & Presentation	100	
Viva-Voce (External)	50	
<b>Total</b>	<b>200</b>	

### SPECIALIZATION ELECTIVES (Two Major and One Minor Courses)

S. No.	Code	Title
<b><u>MARKETING</u></b>		
1	MBAT411	International Marketing
2	MBAT412	Sales Management
3	MBAT413	Rural Marketing
<b><u>FINANCE</u></b>		
1	MBAT421	Financial Services
2	MBAT422	Mergers and Corporate Restructuring
3	MBAT423	Financial Derivatives
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>		
1	MBAT421	International Human Resource Management
2	MBAT432	Compensation Management
3	MBAT433	Corporate leadership

### **INTERNATIONAL BUSINESS**

1	MBAT441	EXIM Financing and Documentation
2	MBAT442	Global Financial Markets and Instruments
3	MBAT443	Foreign Exchange Management and Currency Derivatives

### **Information Technology (IT)**

1	MBAT451	Enterprises Resource Planning
2	MBAT452	Knowledge Management
3	MBAT453	Managing IT-Enabled Services

### **Logistics and Supply Chain Management**

1	MBAT461	Green Logistics
2	MBAT462	Lean Supply Chain Management and Supplier Relationship Management

## **Unit 1**

### **Introduction**

Nature and Purpose, Managing: Science or Art?, The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and Controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

## **Unit 2**

### **Planning**

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

## **Unit 3**

### **Organising**

Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

## **Unit 4**

### **Staffing**

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

## **Unit 5**

### **Leading and Controlling**

- (a) **Motivation:** McGregor Theory of X and Y , Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective
- (b) **Controlling:** Concepts and Process, Controlling as a Feedback System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

### **Suggested Readings**

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 13<sup>th</sup> ed., TMH., New Delhi
2. Harold Koontz and Heinz Wehrich, *Elements of Management*. 9<sup>th</sup> ed., TMH, New Delhi 2012
3. Stoner James A. F., R. Edward Freeman and Daniel R. Gilbert Jr., *Management*, 8<sup>th</sup> ed., Pearson, New Delhi 2010
4. Stephen P. Robbins and David A. Decenzo, *Management*; PHI
5. Newman, Summer, Gilbert *Management*; PHI

### **Unit 1**

#### **Introduction to Financial Accounting**

Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

### **Unit 2**

#### **Accounting System and Process**

Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

### **Unit 3**

#### **The Accounting Process**

The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors.

### **Unit 4**

#### **Financial Statement Analysis**

The Tools of Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3 (Revised).

### **Unit 5**

**(a) Corporate Accounting:** Financial Statement of Companies and Adjustment Entries (An overview of Corporate Finance)

**(b) Accounting: Assets and Liabilities:** Depreciation and Amortisation Inventory Valuation and Accounting, Recent Trends in Corporate Reporting and Introduction to Indian Accounting Standards. International Financial Reporting Standards: An overview.

### **Suggested Readings**

1. Robert n Anthony, Hawkins and Merchant, *Accounting TMH*
2. Chaudhary, A., *Fundamentals of Accounting and Financial Analysis*, Pearson
3. Ashish Bhattacharyya, *Essentials of Financial Accounting*, PHI
4. Maheshwari, SN and Sunil *Financial Accounting: Sultanchand and Sons*, New Delhi
5. Monga, GR *Financial Accounting: Concepts and Application*, Mayoor Paper Books, New Delhi
6. Tulsian PC *Financial Accounting*, Pearson Education



**MBA**  
**Semester I**  
**MBAT103 –QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH**

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**Unit 1**

**Introduction and Presentation of Data**

Definition of Statistics, Characteristics, Functions, Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management, Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation- Line, Bar, Rectangle and Pie Diagram, Graphs- Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives- Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

**Unit 2**

**Measures of Central Tendency and Dispersion**

Average- Concept, Types, Mathematical Averages- Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness, Kurtosis.

**Unit 3**

**Management Science**

Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis, Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, **Spearman's Coefficient of RankCorrelation**; Concurrent Deviation; Regression- Method of Least Squares, Method of RegressionCoefficient, Properties of Regression Coefficient, Partial and Multiple Correlation and Regression Coefficient.

**Unit 4**

**Assignment Models**

Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.

**Unit 5**

**Simulation**

Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models. Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.

1. Richard I Levin and David S. Rubin, Statistics for Management, 8th ed., New Delhi: Pearson Education, 2011
2. David M. Levine, Timothy C. Kribbeil, Mark Berenson and P.K. Vishawanath, Basic Statistics: A First Course, 5th ed., New Delhi: Pearson Education, 2011
3. G.C. Beri, Business Statistics, Tata McGraw Hill, 2nd ed., (New Delhi), 2005
4. J.K. Sharma, Business Statistics, 2nd ed., (New Delhi): Pearson Education, 2007
5. Gerald Keller Introduction to Statistics (New Delhi): Cengage Learning, 2012

6. Levine, Stephan, Krebbiel and Borenjon, Statistics for Managers using Microsoft Excel, New Delhi: PHI, 2nd Ed., 2007
7. H A Taha, Operations Research-An Introduction, Mc-Millan, New York, 2002.
8. Barry Render, Ralph M. & Michael E. Hanna, Quantitative Analysis
9. Hira and Gupta, Operations Research, S. Chand & Sons, New Delhi 2011
10. Budnik Frank S., Dennis Mcleavey, Richard Mojena, Principles of Operations Research, , All India Traveller Booksheller, New Delhi, 2003

**MBA**

**Semester I**  
**MBAT104 –MANAGERIAL ECONOMICS**

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**Unit 1**

**Introduction**

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

**Unit 2**

**Market Forces: Demand and Supply**

(a) **Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.

(b) **Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of supply.

**Unit 3**

**Production Function and Cost Analysis**

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb-Douglas Production Function, Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.

**Unit 4**

**Organization of the Firm**

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol's Marriages' and O. Williamson's Model.

**Unit 5 Factor**

**Pricing**

Determination of Factor Pricing; Marginal Productivity Theory; Ricardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

*Note: Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.*

**Suggested Readings**

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, *Managerial Economics*, PHI Learning /Pearson, New Delhi, 2004.
2. Goel Dean, *Managerial Economics*
3. GS Gupta, *Managerial Economics*, 2<sup>nd</sup> Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011
4. Dominique Salvatore, *Managerial Economics in a Global Economy*, 4<sup>th</sup> ed., Cengage Learning, 2006
5. DN Dwivedi, *Managerial Economics*, 4<sup>th</sup> ed., Vikas Publishing House, New Delhi, 2006
6. Koutsoyiannis A., *Modern Micro Economics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus, *Economics*, 19<sup>th</sup> ed. Tata McGraw-Hill, New Delhi
8. H.L. Ahuja, *Managerial Economics*, S. Chand, 2004

**MBA**  
**Semester I**  
**MBAT105- BUSINESS ENVIRONMENT**

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**Unit 1**

**Introduction**

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

**Unit 2**

**Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business.

**Unit 3**

**Politico-Legal Environment**

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

**Unit 4**

- (a) **Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channels, Methods and Limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.
- (c) **Recent Trends in Business Environment: Case Study**

**Unit 5**

**Foreign Investment and Trade Regulation**

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units.

**Suggested Readings**

1. Cherunilam, Francis – *Business Environment*, Himalaya Publishing House.
2. Paul, Justin – *Business Environment*, Tata McGraw Hill, New Delhi
3. Aswathappa, K., *Business Environment and Strategic Management*, HPH
4. Mukherjee Sampath, *Economic Environment of Business*.
5. I.C. Dhingra, *Indian Economics: Environment and Policy*, 25<sup>th</sup> ed., Sultan Chand & Sons, New Delhi, 2012
6. SK Mishra and VK puri, 4<sup>th</sup> ed., *Economic Environment of Business*, Himalaya Publishing House, Mumbai, 2011.
7. H.L. Ahuja, *Economic Environment of Business-Macroeconomic Analysis*, S. Chand

**MBA**  
**Semester I**  
**MBAT106- BUSINESS LAWS**

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**Unit 1**

**Laws of Contract (The Indian Contract Act, 1872)**

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

**Unit 2**

**The Sale of Goods Act, 1930**

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.

**Unit 3**

**The Negotiable Instruments Act, 1881**

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.

**Unit 4**

- (a) **The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal, Major Decided Cases.
- (b) **The Competition Act, 2002:** Basic Concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act: Role and Working of Competition Commission of India.

**Unit 5**

**The Companies Act 2013**

An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.

**Suggested Readings**

1. M.C. Kuchhal - *Business Law*, Vikas Publishing House, Delhi
2. Ravindra Kumar, *Legal Aspects of Business*, Cengage learning, New Delhi, 2011
3. S.S. Gulsan, *Mercantile Law*, Excel Books.
4. Avtar Singh, *Business Laws*, Eastern Law Publishing, Lucknow
5. MC Kuchhal, *Indian Company Law*, ShriMahavir Book Depot, Delhi, 2011
6. V.K. Agrawal, *Consumer Protection: Law and Practice*, Bharat Law House, New Delhi, 2012

**MBA**  
**Semester I**  
**MBAT107- PROFESSIONAL BUSINESS COMMUNICATION**

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**Unit 1**

**Introduction**

Importance of communication skills in Business Management. Types of communication: the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

**Unit 2**

**Verbal and Non-verbal Communication**

*Personal language* and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews. Kinesics.

**Unit 3**

**Written Communication Skills**

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

**Unit 4**

**Recruitment and Employment Correspondence**

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

**Unit 5**

**Business and Social Etiquette**

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette. **Recent Trend in Communication – Case Study**

**Suggested Readings**

1. Kitty O. Locker and Stephen KyoKaczmarck, (2007). *Business Communication: Building Critical Skills*, 3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande (2009). *Business Communication: Making Connections in a Digital World*, 11/e. TMH. New Delhi.
3. Booher, Dianna (2001). *E-Writing: 21st Century Tools for Effective Communication*. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). *E-book--Business Communication: Process and Product*. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). *Business Communication: Concepts and Applications in an Electronic Age*, 5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, 'Business Communication Today', Pearson ed. 2007 (4<sup>th</sup> ed.)

**MBA**  
**Semester I**  
**MBAT108 - MIS and Computer Application in Business**

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**Unit 1**

- (a) **Concept of Computers:** Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.
- (b) **Types of Computers:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

**Unit 2**

- (a) **Input- Output Devices:** Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM)
- (b) **Data and Information Concepts:** Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.
- (c) **Data Communication:** Operating Systems Concepts, Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

**Unit 3**

**MS Office**

MS Windows, MS Office (MS Word, PowerPoint, Excel, Access, Outlook and Intranet).

**Unit 4**

**Information Systemes in Global Business Today**

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

**Unit 5**

- (a) **Business Application of MIS:** e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System.
- (b) **Business Expert Systems:** Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

**Suggested Readings**

1. Lucas Jr. H C, *Information Technology for Management*, McGraw Hill, New York, 1997
2. Kenneth C. Laudon and Jane P. Laudon (2004), *Management Information Systems*, 8/E, Pearson Education
3. James A.O. Brien (200), *Management Information Systems*. 5/E, Tata McGraw-Hill.
4. Saxena S, *First Course in Computers*; Vikas Publication, New Delhi, 2003
5. Leanon, Alexis & Mathews- *Information Technology*, Vikas Publications, 2006
6. Sinha, P K-*Fundamentals of Computers*, BPB Publications, New Delhi, 2011

**MBA**  
**Semester II**  
**MBAT201 - ORGANISATIONAL BEHAVIOUR**

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**Unit 1**

**Introduction**

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

**Unit 2**

- (a) **Perception, Attitude, and Values:** Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.
- (b) **Learning:** Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.
- (c) **Motivation:** Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

**Unit 3**

- (a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- (b) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
- (c) **Stress:** Concept; Consequences and sources; Stress Management: Approaches.

**Unit 4**

- (a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.
- (b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.
- (c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

**Unit 5**

- (a) **Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.
- (b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.
- (c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

**Suggested Readings**

1. Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, *Organisational Behaviour*, 12<sup>th</sup> ed., Pearson Education, 2011.
2. Fred Luthans, *Organisational Behaviour*, 11<sup>th</sup> ed., McGraw Hill, 2009.
3. W. Newstrom, John, *Organisational Behaviour*, 10<sup>th</sup> ed., Tata McGraw –Hill 2009.
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organisational Behaviour*, 8<sup>th</sup> ed., Prentice-Hall of India, Eastern Economy Edition, 2006.
5. SS Khanka, *Organisational Behaviour*, S. Chand & Co., New Delhi, 2008.
6. Sanghi Seema, *Organisational Behaviour*, Pearson 2011.



**MBA**  
**Semester II**  
**MBAT202 - MANAGEMENT ACCOUNTING**

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**Unit 1**

**Introduction**

Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

**Unit 2**

**Budgeting and Budgetary Control**

Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

**Unit 3**

**Standard Costing**

Concept of Standard Cost and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

**Unit 4**

**Marginal Costing and Decision-Making**

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

**Unit 5**

**Responsibility Accounting**

Concept and Approaches to Responsibility Accounting. Different Responsibility Centres Significance; Divisional Performance Measurement – Financial Measures.

**Suggest Readings**

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, *Introduction to Management Accounting*, 14<sup>th</sup> ed., Prentice-Pearson Education, Delhi, 2008
2. Khan, M.Y., and P.K. Jain, *Management Accounting*, 6<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, *Accounting and Management: Planning and Control*, 3<sup>rd</sup> ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, *Accounting: Text and Cases*, 13<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2010

**MBA**  
**Semester II**  
**MBAT203 - Live Projects on Current Business Issues**

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The students have to undergo live projects on recent business activities such as -

1. Start – Ups
2. Small group businesses
3. NGO
4. Cooperative Societies
5. Event organisation
6. Entrepreneurship in new ventures
7. Chain or franchise mode business
8. Family Business
9. Etc.

The students is required to take live projects for 20 hours in their second semester to interact with their business activities in terms of finance, marketing, human resource, technology and sustainability of the long term business.

The students have to make their project report under the supervision of their internal faculty and the same will be evaluated 30 Marks for project presentation and 70 marks as viva-voce. The viva-voce committee will be comprises with external faculty, industry representative and internal faculty.

**MBA**  
**Semester II**  
**MBAT204 - MARKETING MANAGEMENT**

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**Unit 1**

**Marketing Concept**

- (a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.
- (b) **Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

**Unit 2**

- (a) **Consumer Behaviour:** Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
- (b) **Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

**Unit 3**

**Product Decisions**

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

**Unit 4**

- (a) **Price Decisions:** Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.
- (b) **Distribution Channels and Physical Distribution Decisions:** Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

**Unit 5**

- (a) **Promotion Decisions:** Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.
- (b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

**Suggested Readings**

1. Kotler Philip and Gray Armstrong: *Principles of Marketing*, Prentice hall New Delhi
2. Kotler Philip: *Marketing Management-Analysis, Planning, Implementation and Control*, Prentice hall New Delhi
3. Ramaswami, V.S and Namakumari, S: *Marketing Management* Mac Millan India New Delhi
4. Stanton, Shallian J. and Charles Futrell: *Fundamentals of Marketing* McGraw hill New York
5. Rajan Saxena, *Marketing Management*, 3<sup>rd</sup> ed, Tata MCGraw Hill, New Delhi, 2009

**MBA**  
**Semester II**  
**MBAT205 - FINANCIAL MANAGEMENT**

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**Unit 1**

**Financial Management**

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

**Unit 2**

(a) **Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.

(b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

**Unit 3**

**Investment Decisions**

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions - Some Case Studies.

**Unit 4**

(a) **Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

(b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

**Unit 5**

**Corporate Restructuring**

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required to be Discussed.

**Suggested Readings**

1. Van Horne James C.: *Financial Management and Policy*, Prentice Hall of India 12<sup>th</sup> Ed, 208.
2. Prashna Chandra: *Financial Management*. McGraw Hill
3. Pandey, I.M: *Financial Management*. 9<sup>th</sup> Ed. Vikas Publishing.
4. Khan and Jain: *Financial Management*. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, *Corporate Finance*, 7<sup>th</sup> Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: *Principles of Corporate Finance*, McGraw Hill, 6<sup>th</sup> Ed.
7. V.Saran, *Financial Management*, PHI.

**MBA**  
**Semester II**  
**MBAT206 - HUMAN RESOURCE MANAGEMENT**

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**Unit 1**

**Introduction to Human Resource Management**

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

**Unit 2**

**Acquisition of Human Resource Management**

(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

**Unit 3**

**Developing Human Resources**

(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

**Unit 4**

**Performance Appraisal**

(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

**Unit 5**

**Motivating Human Resources**

(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fring Benefits (e) Discipline and Employees' Grievance Redressal.

**Suggested Readings**

1. Dessler, Gray, and BijuVarkkey, *Human Resource Management*, 11<sup>th</sup> ed., Pearson Education, New Delhi, 2009
2. David S .Decenzo and Stephen P. Robbins, *Personal/Human Resource Management*, 3<sup>rd</sup> edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, *Human Resource and Personnel Management*, Tata McGraw-Hill
4. RS Dwivedi, *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co., New Delhi, Latest ed.
5. BiswajeetPattanayak, *Human Resource Management*, 3<sup>rd</sup> ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., *Managing Human Resources*, 3<sup>rd</sup> ed., Pearson Education
7. Ivancevich, *Human Resource Management*, Tata McGraw-Hill

**MBA**  
**Semester II**  
**MBAT207 - Production and Operations Management**

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**Unit 1**

**Introduction**

Nature and Scope of Production Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

**Unit 2**

**Production System and Related Concepts**

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

**Unit 3**

**Scheduling and measuring Production Activities**

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management. Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

**Unit 4**

**Material and Inventory Management**

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

**Unit 5**

**Supply Chain Management**

Principles and management of supply chain, Global logistics & Information Technology, Purchasing and supply management, Facility logistic management, Distribution networks. Case studies on Production and Supply Chain Management.

**Suggested Readings**

1. Adam and Ebert, Ronald J, *Production and Operation Management-Concepts, Models & Behaviour*, PHI New Delhi
2. Charry SN, *Production and Operation Management-Concepts Methods and Strategy*, PHI New Delhi 2005
3. Baff. ES, *Modern Production Management*; John Willey, New York 1993
4. Garg, Ajay-*Production and Operations Management*, TMH, Delhi

5. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-*Operations and Supply Management* TMH, Delhi
6. Aswathappa, K, *Production and Operations Management*, TMH, Delhi
7. Madan, Pankaj; *Production and Operation Management*; New Delhi; Global Vision Publishing 2010
8. F. Robert Jacobs & Richard B. Chase, *Operation and Supply Chain Management*, Third Edition, McGraw Hill
9. Sunil Chopra & Peter Meindl, *Supply Chain Management - Strategy, Planning and Operation*, Fifth Edition

**MBA**  
**Semester II**  
**MBAT208 - BUSINESS RESEARCH METHODS**

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**Unit 1**

**Introduction & Research Design**

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview. Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

**Unit 2**

**Time Series and Forecasting**

Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series- Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal, Exponential Distribution and its problems.

**Unit 3**

**Questionnaire Design and Schedule**

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

**Unit 4**

**Sampling Theory**

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

**Unit 5**

**Data Analysis**

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

**Suggested Readings**

1. Zikmund :*Business Research Methods*, Cengage Learning 2011-12
2. Cooper and Schindler :*Business Research Methods*, Tata McGraw Hill, 2011
3. Saunders: *Research Methods for Business*: Pearson Education, 2010
4. Bryman and Bell :*Business Research Methods*, Oxford



**MBA**  
**Semester III**  
**MBAT301 - INTERNATIONAL BUSINESS**

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**Unit 1**

**Introduction**

Nature and Scope of International Business; Relation of International Business; International Business vs Domestic Business. International Business Environment: Economics, Socio-Cultural and Politic-Legal Environment; Complexities of International Business; Modes of Entry into International Business; global trading environment-recent trends in world trade in goods and services.

**Unit 2**

**Theories of International Trade:** An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

**International Organisation and Arrangements:** WTO-Its Objectives, Principles, Organisational Structure and Functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

**Unit 3**

**Regional Economic Co-operation:** Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.

**International Financial Environment:** International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

**Unit 4**

**Organisational Structure for International Business Operations:** Key issues in International Production, Finance, Marketing and Human Resource Decisions; International Business Negotiations.

**Developments and Issues in International Business:** Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

**Unit 5**

Measure for Promoting International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

**Suggested Readings**

1. Charles, W.L. Hill and Arun K. Jain, *International Business*, Tata McGraw-Hill, New Delhi, 2008
2. Justin, Paul and Raunack Kapoor, *International Business*, 2<sup>nd</sup> ed., Prentice-Hall of India Ltd., 2012
3. Johnosn, Derbe, and Colin Turner, *International Businesss-Themes and Issues in the Modern Global Economy*, London: Roultedge, 2003
4. Cherunilam, Francis, *International Business: Text and Cases*, Prentice-Hall of India Ltd., 2004
5. John, H. Daniels and Lee H. Radenbaugh, *International Business Environment and Operations*, Person, Delhi, 2001
6. Michael R. Czinkota, *et al.*, *International Business*, the Dryden Press, Fortforth, 2002
7. RBI, Report on Currency and Finance, Various issues
8. Griffin, Ricky and Michael W. Pustay, *International Business – A Managerial Perspective*, Prentice-Hall, Upper Saddle River, New Jersey, 2003
9. Bennett, Roger, *International Business*, Pearson, Delhi, 1999
10. UNCTAD Reports
11. WTO, Annual Report, Various Issues

**MBA**  
**Semester III**  
**MBAT302 - PROJECT MANAGEMENT**

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**Unit 1**

**Introduction**

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

**Project Planning**

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management, Approval Process, Social Cost Benefit Analysis, Feasibility Study.

**Unit 2**

**Project Organization**

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

**Unit 3**

**Project Financing**

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

**Unit 4**

**Project Implementation and Monitoring**

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

**Unit 5**

**Project Direction and Control**

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

**Learning Resources**

1. *Project management-for 21<sup>st</sup> century*-Beenet P Lientz, Kathryn-Pearson Academic Press, 1995
2. *Project Management*-Denislak
3. *Project management*-David I Cleland-McGraw Hill International Edition, 1999
4. *Project management*-Gopalakrishnan- McMillian India Ltd.
5. *Project Management*-Harry-Maylor-Pearson Publication
6. *Project Management*-Gray& Larson- Tata McGraw Hill
7. *Project Management*- Prasanna Chandra- Tata McGraw Hill

**MBA**  
**Semester III**  
**MBAT303 - TOTAL QUALITY MANAGEMENT**

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**Unit 1**

**Total Quality Management (TQM) Concept and Fundamentals**

Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

**Unit 2**

**Human Aspect of Total Quality Management (TQM)**

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

**Unit 3**

**Quality Management System**

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

**Unit 4**

**Total Quality Management (TQM) Practices**

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

**Unit 5**

**Quality Management Standards**

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

**Suggested Readings**

1. Dale, Carol, Glen, Mary, *Total Quality Management*, 3<sup>rd</sup> ed., Pearson Education, New Delhi.
2. Ross, *Total Quality Management: Text, Cases, and Readings*, 2<sup>nd</sup> ed. St. Lucie Press.
3. H Lal, *Total Quality Management: A Practical Approach*, New Age International, New Delhi.
4. *Hand Book for ISO certification*.

**MBA**  
**Semester III**  
**MBAT311 (M1) - CONSUMER BEHAVIOUR**

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**Unit 1**

**Introduction**

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

**Unit 2**

**Consumer as an Individual**

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

**Unit 3**

**Consumer in Social and Cultural Settings**

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

**Unit 4**

**Consumer Decision Process**

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**Unit 5**

**Consumer Satisfaction**

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

**Suggested Readings**

1. Schiffman and Kanuk: *Consumer Behaviour*, PHI Learning
2. Engle, Blackwell and Miniard: *Consumer Behaviour*
3. Zaltman and Wallendorf: *Consumer Behaviour*
4. Mellot, Douglas W. Tr. :*Consumer Behaviour*
5. Loudon and Della Bitta: *Consumer Behaviour*
6. Benetton: *Consumer Behaviour*

**MBA**  
**Semester III**  
**MBAT312 (M2) - ADVERTISING MANAGEMENT**

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**Unit 1**

**Analyzing the Communication Process**

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

**Integrated Communication Fundamentals**

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

**Unit 2**

**Advertising and the Marketing Function**

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

**Unit 3**

**Different Types of Advertising**

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

**Unit 4**

**Message and Copy**

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

**Media Planning**

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

**Unit 5**

**Regulation of Advertising** – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

**Suggested Readings**

1. O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
2. Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective*, Sixth Edition, Tata McGraw Hill
3. Jefking&Yadin, *Advertising, Fourth Edition*, Pearson Edition.

4. Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.
5. Rajeev Batra, John G. Myers & David A. Aaker, *Advertising Management*, Pearson Publication

**MBA**  
**Semester III**  
**MBAT313 (M3) –MARKETING OF SERVICES**

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**Unit 1**

**Introduction to Services Marketing**

Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

**Unit 2**

**Services Marketing Mix**

Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

**Unit 3 Service**

**Design**

Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

**Unit 4**

**Globalisation of Services**

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

**Unit 5**

**Marketing of Services in India**

Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

**Suggested Readings**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing*, Tata McGraw-Hill, 5<sup>th</sup> ed., 2011.
2. Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5<sup>th</sup> ed., 2011.
3. Rajendranargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3<sup>rd</sup> ed., 2010.
4. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2<sup>nd</sup> ed., 2011.
5. GovindApte, *Services Marketing*, Oxford Univ. Press, 2<sup>nd</sup> ed., 2004.

**MBA**  
**Semester III**  
**MBAT314 (M4) - MARKETING RESEARCH**

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**Unit 1**

**Introduction**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Unit 2**

**Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Unit 3**

**Data Collection**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

**Unit 4**

**Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

**Unit 5**

**Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

**Suggested Readings**

1. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Nigel Bradley, (2007). *Marketing research –Tools and Techniques*. Oxford University Press, New Delhi.



**MBA**  
**Semester III**  
**MBAT315 (M5) - RETAIL MANAGEMENT**

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**Unit 1**

**Retailing Environment**

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

**Unit 2**

**Strategic Retail Planning**

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

**Unit 3**

**Retail In India**

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

**Unit 4**

**Retail Mix**

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

**Unit 5**

**Retail Operations**

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

**Suggested Readings**

1. SwapnaPradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.
3. C Bajaj, *Retail Management*, Oxford Publication, Second Edition
4. Dairs& Ward: *Managing Retail Consumption*, John Wiley & Sons
5. Levy & Wertz: *Retailing Management*, Irwin

**MBA**  
**Semester III**  
**MBAT-316 DIGITAL MARKETING**

**Course Description:**

Businesses and non-profit organizations of all types and sizes have understood the value of social media marketing for its ability and strength to reach customers in order to meet various strategic objectives that range from creating awareness to engaging consumers to building brands to developing customer loyalty.

The need for professionals who are familiar with the new and emerging processes for engaging the marketing function in digital spaces is generating a demand for savvy digital and social media marketing professionals. This demands that students entering the workforce are comfortable with the use of social media for strategic marketing. There is a strong need for marketing professionals who are attuned to the digital world and the myriad options that interactive social media represents for engaging customers.

Digital and Social Media Marketing course examines the ways in which interactive technologies are changing the rules and processes for customer engagement. The course will survey the landscape of digital and social media tools with an eye towards critically analyzing their role as effective means for delivering and receiving marketing messages and communications. Special emphasis will be placed upon cornerstone digital marketing techniques that feature utilization of technologies that depend upon customer participation.

Students will be exposed to case studies and actual examples of successful, as well as less than optimal marketing efforts that use such tools.

**Learning Outcomes:**

- (c) Distinguish between different forms of digital and social media marketing activity.
- (d) Assess the value of social media to your business.
- (e) Review where your brand and products are being discussed.
- (f) Measure the effectiveness of social media.
- (g) Monitor and influence social networks.
- (h) Build social media into a campaign.
- (i) Understand the foundational vocabulary and terminology of social media marketing and social media analytics as well as the technologies involved in order to effectively communicate tactics, strategies and decisions related to social media marketing.

**Session Plan**

6. Introduction to Digital and Social Marketing
7. Display Advertising
8. Search Engine Advertising
9. Social Media Strategy
10. Facebook Marketing
11. LinkedIn Marketing
12. Twitter Marketing
13. Mobile Marketing

14. Email Marketing
15. Web Analytics

\* SMM by Solomon and Tuten  
\*\* SMM by Evans  
\*\*\*TSMMB by Dan Zarrella  
\*\*\*\* USM by Taprial and Kanwar

**#smmatapeejay on twitter**

**Text Book :**

1. Dave Evans, Social Media Marketing- An hour a Day, Times Group Books.
2. Dan Zarrella, The Social Media Marketing Book (ebook), O'Reilly, 2009

**Suggested Readings:**

1. Liana "Li" Evans, Social Media Marketing- Strategies for Engaging in Facebook, Twitter & other Social Media, Pearson.
2. Taprial and Kanwar, Understanding Social Media, bookboon.com (ebook), 2012
3. Blanchard, Olivier. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization. Que Publishing. ISBN: 978-0789747419.
4. Handley, Ann and C.C. Chapman. Content Rules: How to Create Killer Blogs, Podcasts, Videos, Ebooks, Webinars (and More) That Engage Customers and Ignite Your Business. John Wiley & Sons, Inc. ISBN: 978-1118232606.

**MBA**  
**Semester III**  
**MBAT321 (F1) - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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**Unit 1**

**Introduction of Investment**

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

**Unit 2**

**Introduction of Capital Market**

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

**Unit 3**

**Fundamental Analysis**

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

**Unit 4**

**Portfolio Analysis**

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit 5**

**Portfolio Revision and Evaluations**

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

**Suggested Readings**

1. Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6<sup>th</sup> ed.
2. Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Sharpe, William, F. Alexander, and Bailey, *Investment*, Prentice Hall Of India, 5<sup>th</sup> Edition.
4. Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
5. Avadhani, V.A, *Investment and Security Market in India*, Himalaya Publishing House, 3<sup>rd</sup> Edition.
6. Pandey, I.M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.

**MBA**  
**Semester III**  
**MBAT322 (F2) - FINANCE MARKETS AND INSTITUTIONS**

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**Unit 1**

**Financial System**

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets.  
Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

**Unit 2**

**Management of Commercial Banks**

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

**Unit 3**

**Risk of Financial Inter-Mediation**

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

**Unit 4**

**Risk Management in Financial Institutions**

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

**Unit 5**

**Management of Non-Banking Financial Institutions and Depositories**

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

**Suggested Readings**

1. K Sasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
4. M.Y. Khan, *Financial Services*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi 2008.
5. Anthony Saunders, *Financial Institutions Management- A Risk Management Approach*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, *Indian Financial System*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, Prentice-Hall of India, New Delhi.
8. L.M. Bhole, *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw-Hill Co., New Delhi, 2008.
9. Economic-Surveys, Govt. of India.
10. RBI Bulletins

**MBA**  
**Semester III**  
**MBAT323 (F3) - INTERNATIONAL FINANCIAL MANAGEMENT**

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**Unit 1**

**Financial Management in Global Perspective:** Development in the International Monetary System, GoldStandard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPPTheory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit 2**

**Foreign Exchange Market**

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets.**Fisher's Effect.**

**Unit 3**

**Risk Exposures and Their Management**

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

**Unit 4**

**Financial Foreign Operations**

Internationalisation Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

**Unit 5**

**International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs andEuro Bonds.International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivablein Global Context, Inter–Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

**Suggested Readings**

1. Shapiro AC: *Multinational Financial Management*: PHI
2. Levi, Maurice: *International Finance*, Routledge, 2009
3. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
4. Vij, Madhu: *International Financial Management*, Excel Publications, 2006
5. Apte :*International Financial Management*: PHI
6. Seth, A.K.: *International Financial Management*

**MBA**  
**Semester III**  
**MBAT324 (F4) - CORPORATE TAX PLANNING**

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**Unit 1**

**Basic Concepts**

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

**Unit 2**

**Corporate Tax in India**

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

**Unit 3**

**Tax Planning**

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

**Unit 4**

**Special Provisions Relating to Non-Residents**

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

**Unit 5**

**Tax Planning with Reference to Business Restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

**Suggested Readings**

1. Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House, Delhi.
2. Singhania, Vinod K., KapilSinghania, and Monica Singhania, *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
4. SP Goyal, *Direct Tax Planning*, SahityaBhawan, Agra
5. Bare Acts of relevant enactments

**MBA**  
**Semester III**

**ENTREPRENEUR AND SOCIAL FINANCE**  
**MBAT325 (F5) - RISK MANAGEMENT AND INSURANCE**

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**Unit 1**

**Introduction**

Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium.

**Unit 2**

**Risk Aversion and Risk Management**

Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

**Unit 3**

**Types of Insurance**

Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle.

**Unit 4**

**Assessment and Control**

Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

**Unit 5**

**Globalization of Insurance Sector**

Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment

**Suggested Readings**

1. Scott Harrington and Gregory Niehaus, *Risk Management and Insurance*, 2<sup>nd</sup> ed., Tata McGraw-Hill, 2004.
2. Dorfman, *Risk Management and Insurance*, PHI
3. Panda, GS, *Principles and Practices of Insurance*, Kalyani Pub. 2004
4. Mishra, MN, *Principles and Practices of Insurance*, S. Chand and Co., 2004
5. Gupta, PK, *Insurance and Risk Management*, Himalaya Publishing House, 2004
6. Jeevanandam, C, *Risk Management*, Sultan Chand and Sons, 2005



**MBA**  
**Semester III**  
**MBAT321 (H1) - INDUSTRIAL RELATIONS AND LABOUR LAWS**

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**UNIT 1**

**Introduction**

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

**UNIT 2**

**Trade Unionism:** Trade Union: origin and growth, unions after independence, unions in the era of Liberalization ; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

**UNIT 3**

**Labour problems:** Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration , Adjudication , Collective Bargaining.

**UNIT 4**

**Labour legislations:** Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

**SUGGESTED READINGS:**

- 1) Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)
- 2) C.S.VenkataRatnam- Industrial Relations (Oxford Pub.,2008)
- 3) Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
- 5) Bare Acts

**MBA**  
**Semester III**  
**MBAT322 (H2) - INDUSTRIAL PSYCHOLOGY**

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**Unit 1**

**Industrial Psychology**

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

**Unit 2**

**Individual at Workplace**

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

**Unit 3**

**Industrial Behaviour**

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

**Unit 4**

**Industrial Efficiency**

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

**Unit 5 Contemporary**

**Issues**

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

**Suggested Readings**

1. Tiffin, J and McCormic E.J.: *Industrial Psychology, (Prentice Hall)*, 6<sup>th</sup> Edn., 1975
2. McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4<sup>th</sup> Edn., 1976
3. Mair, N.R.F.: *Principles of Human Relations*
4. Gilmer: *Industrial Psychology*
5. Ghiselli and Brown: *Personnel and Industrial Psychology*
6. Myer: *Industrial Psychology*
7. Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*
8. Blum and Taylor: *Industrial Psychology*
9. Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi, Oxford and IBH Publishing Co., 1977

**Unit 1****Human Resource Planning**

*Approaches to Human Resource Planning*, Concept, importance, **Need for Human Resource Planning**, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, **Approaches to Human**

**Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.**

**Unit 2****Career planning**

Concept, objective, **Career Stages, Significance of Career Planning, Need and Components of Career Planning**, 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, HR Metrics.

**Unit 3****Evolution and Concept of HRD**

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

**Unit 4****Assessing and Implementing HRD Programmes**

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Worklife. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

**Unit 5****Organizational Culture and HRD**

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

**Suggested Readings**

1. Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
2. T.V. Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
4. Desimone & Harries – *Human Resource Development* – Thomson Learning

**MBAT324 (H4) - PERFORMANCE MANAGEMENT**

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**Unit 1**

**Introduction**

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

**Unit 2**

**Measuring Performance**

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

**Unit 3**

**Behavioural Issues and Employee Development**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

**Unit 4**

**Performance Consulting** Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

**Unit 5**

**Current Developments and Emerging Issues in Performance Management** Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS-

Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

### **Suggested Readings**

1. Herman Aguinis (2007). *Performance Management*. Pearson Education.
2. Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
3. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
4. Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

**MBAT325 (H5) - ORGANISATIONAL STRUCTURE AND CHANGE**

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**Unit 1**

**Introduction**

Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

**Organisational Efficiency and Effectiveness**

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

**Unit 2**

**Structure**

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary-Less Organizations, Organizational Design and Strategy in Changing Global Framework.

**Unit 3**

**Organisational Change**

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

**Unit 4**

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

**Managing Changes:** Action Research-Diagnosing The Organization, Determination of Desired FutureState, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

**Unit 5**

**Organisational Transformation**

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.

O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

**O.D. intervention:** Human Process Interventions, Structure and Technological Interventions and StrategyInterventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organisations.

**Suggested Readings**

1. Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e, 2005.
2. Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple PerspectivesApproach*, McGraw-Hill, 2/e, 2009.
3. Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e, 2009.

4. Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, Pearson Education, New Delhi 5/e, 2008.

**MBA**

**Semester III**

**MBAT326 (H5) - Working capital Management**

**I CONCEPTS AND DETERMINATION OF WORKING CAPITAL**

- Conceptual Framework
- Operating Environment of Working Capital
- Determination of Working Capital
- Theories and Approaches

**II MANAGEMENT OF CURRENT ASSETS**

- Management of Receivables
- Management of Cash
- Management of Marketable Securities
- Management of Inventory

**III FINANCING OF WORKING CAPITAL NEEDS**

- Bank Credit – Basic Principles and Practices
- Bank Credit – Methods of Assessment and Appraisal
- Other Sources of Short Term Finance

**IV WORKING CAPITAL MANAGEMENT : AN INTEGRATED VIEW**

- Liquidity vs Profitability
- Payables Management
- Short-Term International Financial Transactions
- Integrating Working Capital and Capital Investment Process

**SUGGESTED READING MATERIALS:**

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.



**MBA**  
**Semester III**  
**MBAT341 (IB1)-INTERNATIONAL LOGISTICS MANAGEMENT**

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**Unit 1**

**Global Logistics**

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

**Unit2**

**Components of Logistics**

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

**Unit 3**

**General Structure of Shipping and Developments in Ocean Transportation**

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

**Unit 4**

**Air Transportation**

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

**Unit 5**

**Supply Chain Management**

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

**Suggested Readings**

1. Asopa, V.N: *Shipping Management: Cases and Concepts*, Macmillan, New Delhi.
2. Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
3. Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
4. Bowersox, Donal J and Closs, David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
5. Shipping Documents and Reports, UNCTAD
6. Sople, V V: *Logistics Management*, Pearson, New Delhi
7. Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, New Delhi
8. Muthiah, Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
9. Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, New Delhi

### **Unit 1**

#### **Globalization and Culture**

Globalization in Cross Cultural Context, Factors that promoted Globalization.

### **Unit 2**

#### **Introduction to Culture**

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaars, GLOBE Project; Managing Multiculturalism: Problems and its Management.

### **Unit 3**

#### **Cross Culture Communication**

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

### **Unit 4**

#### **International HRM and Cross Cultural Issues**

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

### **Unit 5**

#### **Comparative Management**

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

### **Suggested Readings**

1. Deresky Helen, *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India
2. EsennDrlarry, Rchildress John: *The Secret of a Winning Culture - Building High-Performance Teams*, Prentice Hall India, New Delhi
3. Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, New Delhi
4. Journals- *International Journal of Cross Cultural Management*
5. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
6. Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

**MBA**  
**Semester III**  
**MBAT343 (IB3)-MANAGEMENT OF MULTINATIONAL CORPORATIONS**

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**Unit 1**

**International Management**

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

**Unit 2**

**Growth and Development of MNCs**

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

**Unit 3**

**Organizational Design and Structure of International Corporations**

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

**Unit 4**

**International Business Strategy**

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

**Unit 5**

**Indian Perspectives and Policy**

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIIs.

**Suggested Readings**

1. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
2. Koonts and Whelrich: *Management: The Global Perspective*, Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant.R: *International Management*, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: *International Management: Concepts and Cases*, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, *Transnational Management: Text and Cases*, Tata McGraw Hill, New Delhi
5. Deresky, Helen: *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India, New Delhi

**MBA**  
**Semester III**

**MBAT344 (IB4) - INTERNATIONAL BUSINESS LAWS AND TREATIES**

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**Unit 1**

**Legal Framework of International Business**

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

**Unit 2**

**Regulatory Framework of WTO**

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

**Unit 3**

**Implications of WTO to Important Sectors**

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

**Unit 4**

**Regulatory Framework and Taxation**

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

**Unit 5**

**Indian Laws and Regulations Governing International Transactions**

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

**Suggested Readings**

1. Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business*, Environments and operations.
- 3.
4. Schmothoff C.R: Export Trade – *The Law and Practice of International Trade*.
5. Motiwal OP, awasthi HIC: International Trade – *The law and Practice*: Bhowmik and company, New Delhi.
6. Kapoor ND: *Commercial Law*; Sultan Chand & Co. New Delhi.
7. Subarao: “*International Business*” Himalaya Publishing House, New Delhi.

**MBA**  
**Semester III**

**MBAT351 (IT1) – E-Commerce**

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

**UNIT-I**

Introduction to E-Commerce: Meaning and concept, Importance in the context of today's business, technical components, functions, advantages of e-commerce as compared with traditional system of commerce, disadvantages and scope of E-Commerce, difference between e-commerce and e-business, Internet and its relation to e-commerce. State of e-commerce in India, problems and opportunities of e-commerce in India.

Framework of E-Commerce: B2B, B2C, C2C, C2B. Supply Chain Management, product and service digitization; Planning Online-Business: Web sites as market place, E-commerce, pure online vs. brick and click business.

**Unit -II**

Operations of E Commerce: Electronic Payment Systems : Special features required in payment systems for e-commerce ; types of e-payment system; cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards, Risk management options for e - payment systems. E-Marketing : Concept, types of e-marketing, means of advertising [Banner, Pop-up, sponsored link, email], e-branding. E-Finance : Areas of e-financing: e-banking and e-trading; E-Accounting.

Security and Legal Aspects of E-Commerce: Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Law - Information Technology Act 2000: An overview of major provisions.

**Suggested Readings:**

- Joseph, P.T. E-Commerce – An Indian Perspective, Prentice Hall of India.
- Schneider, Gary P. E-Commerce: Strategy, Technology and Implementations, CengageLearning India Private Limited.
- Murthy, C.S.V. E-Commerce; Concepts, models, Strategies; Himalaya Publishing House.
- Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd.
- Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi.
- Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.

**MBA**  
**Semester III**

**MBAT352 (IT2) – Business Process Reengineering**

**Course Syllabus**

**Group I:**

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

**Group II:**

Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking; Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

**Recommended Texts**

R. Radhakrishnan, Business Process Reengineering: Text and Cases, Prentice-Hall of India Pvt Ltd, 2008.

Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers, 2004.

Jayaraman, M.S., Business Process Re-engineering, Tata McGraw Hill, 1st Ed., 1996.

Carr, D. K. and Johanson, H. J., Best Practices in Re-engineering, New York, McGraw Hill, 1995.

Coulson Thomas, C., Business Process Re-engineering: Myth & Reality London, Kogan Page, 1994.

**MBA**  
**Semester III**

**MBAT353 (IT3) – Strategic Information System**

**Course Syllabus**

**Group I:**

Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems; Strategic Planning for IS; Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan. Information Systems Strategic Planning, toolkit; SWOT, Sector analysis, strategic importance analysis, Benefit level matrix, Industry analysis, Generic Business Strategy, Strategic Trust, Business Modelling, evolutionary models.

**Group II:**

Information requirements analysis. Alternative classifications of planning framework. Top down aligning of IS and business strategies. Information value and IS investment. Competitive advantage from IS strategies; Business re-engineering; Organisational learning; IS resource management; the role of IS, the location of IS, the organisation of IS, Matching IS resource to business community.

**Recommended Texts**

Wendy Robson, Strategic Management and Information Systems, Pearson Further Education, 2009.

Steve Clarke, Information systems strategic management: an integrated approach, Taylor Print on Dema, 2nd Ed., 2006.

Laudon and Laudon, Management Information Systems: Organisation and Technology, Prentice-Hall of India Private Limited, 6th Ed., 1999

**MBA**  
**Semester III**

**MBAT354 (IT4) – SYSTEM ANALYSIS AND DESIGN**

**Objective**

This course is designed to equip participants with tools and techniques for undertaking Analysis and Design of computer based commercial data processing systems. The course also includes discussion on various aspects of software project management.

**Course Contents**

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.

Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections. Decision Analysis; Decision Trees and Tables; Expansion and Explosion. Design of databases and Normalization. Rapid Application Development. Flow Charting, Data and Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation - Installation and Evaluation.

Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model. Project management techniques for managing software projects. System Controls and System Audit. System Administration and Training. Conversion and Operations Plan.

**Suggested Readings**

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). Object-Oriented systems analysis and design using UML ( 3rd ed.). Boston: McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). Modern system analysis and design. (4th ed.). New Delhi: Pearson Education.
3. Hughes, Bob. (2006). Software project management. 4th ed.). New Delhi: Tata McGraw Hill Education.
4. Kendall, K. E., & Kendall, J. E. (2009). Systems analysis and design (8th ed.). New Delhi: Prentice-Hall.
5. Pressman, Roger S. (2009). Software engineering: A practitioner's approach (7th ed.). Boston: McGraw Hill.
6. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J. (2009). Systems analysis and design ( 8th ed.). Singapore: Thomson Learning.
7. Whitten, J. L. & Bentley, L. D. (2009). Systems analysis & design methods (7th ed.). New Delhi: Tata McGraw Hill.
8. Yourdon, E. L. (1979). Constantine: Structured design. New Delhi: Prentice-Hall.



**MBA**  
**Semester III**

**MBAT355 (IT5) – Business Analytics**

**Group I:**

**Concept of Business Analytics: Definition, Evolution, Architecture, Benefits, Future Application:** Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling. Emerging Areas of Analytics: Facial Analytics, Retail Analytics, Social Media Analytics

**Group II:**

**Data Modelling:** Data Modelling Concepts, Data Modelling Types and Techniques. **Multidimensional modelling:** measures, dimensions, attributes and hierarchies, Schemas, Data Marts. **Data Integration:** Extraction, Transformation and Load Processes. **Data Warehouse:** Definition, Architecture, Development and Implementation issues, OLTP and OLAP. **Data Mining:** Definition, Concepts, Applications and Methods.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation. Research based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project based learning.

**Texts and Readings:**

- Business Analytics By Sahil Raj, Cengage Publication
- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication,
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press

**MBA**  
**Semester III**

**MBAT361 –Fundamentals of Logistics and Supply Chain**

**1.0 Information**

- Introduction
- Positioning of Information in Logistics and Supply Chain Management
- Logistical Information System (LIS)
- Operational Logistical Information System
- Integrated Information Technology (IT) Solution for Logistics and Supply Chain Management
- Emerging Technologies in Logistics and Supply Chain Management

**2.0 Demand Forecasting**

- Introduction
- Nature and Components
- Impact of Forecasts on Logistics and Supply Chain Management
- Effective Forecasting Process
- Forecasting Techniques
- Selecting the Appropriate Forecasting Technique
- Operating Principles of Demand Forecasting

**3.0 Inventory**

- Introduction
  - Concepts
- Types
  - Functions of Inventory in Logistics and Supply Chain Management
  - Elements of Inventory Costs
  - Inventory Management, EOQ
  - ABC Analysis
  - ABC-VED Matrix
  - Material Requirement Planning (MRP} Equation
  - Distribution Requirement Planning (DRP)
  - Just-in-Time System

**4.0 Warehousing and Distribution Centres**

- Introduction
- Concepts of Warehousing
- Types of Warehouse
- Functions of Warehousing
- Warehousing Strategy
- Warehouse Design
- Operational Mechanism of Warehouse

## **5.0 Transportation**

- Introduction
- Position of Transportation in Logistics and Supply Chain Management
- Elements of Transportation Cost
- Modes
- Multi-modal Transport
- Containerization
- Selection of Transportation Mode
- Indian Transport Infrastructure Bottleneck
- Transportation Decision {Pricing and Rate}
- Transportation Network (Routing and Scheduling)

## **6.0 Protective Packaging**

- Introduction
- Concept
- Logistical Functions
- Forms of Protective Packaging
- Protective Packaging Problems
- Packaging Policy

## **7.0 Order Processing**

- Introduction
- Concept
- Functions
- Elements of Order Processing Cost

## **8.0 Materials Handling**

- Introduction
- Concept and Objective
- Principles
- Equipment
- Basic Materials Handling Considerations

## **9.0 Purchasing and Sourcing Management**

- Introduction
- Nature and Scope
- Importance of Purchasing
- Purchasing Process Trends for Improved Productivity
- Contemporary Sourcing and Supplier Management

## **10.0 Logistics Administration**

- Introduction
- Evolutionary Trends of Logistics and Supply Chain Organization
- Basic Organization Principles
- Factors Influencing Organizational Structure

### **Recommended Books:**

#### **1-Text Book of Logistics and Supply Chain Management- D K Agrawal, Macmillan**

- 1- Integrated materials management-A. K. Datta-PHI
- 2- Purchasing and Supply Management-Dobbler, Burt D.N-TMI, 7/e, 2004
- 3- Materials Management -P Gopalakrishnan - PHI, 2002
- 4- Purchasing and Materials Management - LeendersFearon - Universal Book Stall
- 5- Purchasing And Inventory Control -K S Menon - Wheeler Publishers
- 6- Materials Management - Varma MM - Sultan Chand And Sons

## **1.0Transportation Module**

### **1.1 Road Transportation**

- Introduction
- Position of Transportation in Logistics and Supply Chain Management
- Elements of Transportation Cost
- Modes
- Multi-modal Transport
- Containerization
- Selection of Transportation Mode
- Indian Transport Infrastructure Bottleneck
- Transportation Decision {Pricing and Rate}
- Transportation Network (Routing and Scheduling)

### **1.2 Ocean Transportations**

- Types of Shipping Services
- Type and size of vessels
- Conferences line and nonconference Shipping lines
- Chartered vessels and charter party
- Containerization and Types of Containers

### **1.3 Air Transportation**

- Airport Authority of India
- India's Civil Aviation & Airports
- Shipping Air Cargo and Customs clearance

### **1.4 Multimodal Transportation**

- Rail, Road and sea combined shipping;
- Documents
- Cost and other implications

## **2.0Import-Export Module**

### **2.1International Contracts: Main Elements of a contract:**

- Name and complete address of buyer & seller
- Place and date of contract Product, Standards and specifications
- Quantity- No, Weight, Volume, unit (British/American/Spanish)
- Inspection of goods

- Total Value of contract( Fig&words, Currency, country
- Terms of delivery e.g.( FOB,CIF,C&F)
- Taxes, duties and charges
- Period of delivery & shipment Schedule (where, when, place &country-Promptly?))
- Partial shipment / transshipment
- Packing, labeling&marking-Language, color, logo
- Method and Terms of payment
- Discounts & commissions
- Licenses and permits
- Insurance
- Documents required (export, import, payment)
- Guarantees for quality etc.
- Force Majeure clause (What it means?)
- Jurisdiction and disputes resolution
- Order Confirmation and amendments
- Other clauses as agreed

## **2.1 Methods of Payment**

- Advance payment
- Direct remittance
- Open trade account
- Documentary collection(Presentation;30,60,90 DA)
- Letter of credit

## **2.2 INCOTERMS**

- Ex Works
- Free Carrier
- Free Alongside Ship
- Free On Board
- Cost and Freight paid
- Cost, Insurance and Freight paid
- Carriage Paid To
- Carriage and Insurance Paid To
- Delivered At Frontier
- Delivered Ex Ship
- Delivered Ex Quay
- Delivered Duty Unpaid
- Delivered Duty Paid

## **2.3 Harmonized Classification System ( HS Codes)**

- Developed under the auspices of the Customs Cooperation Council
- Indian Customs Tariff Act 1985 fully adopted HS
- Logically structured by economic activity
- All items are classified in 8 digit code.
- Individual countries have extended it to 10 digits.

## **2.4 Export-Import Documentation**

- Bill of Lading and air Consignment Notes
- Certificate of Origin
- Export Declarations
- Quality Inspection and Certification
- Cargo Insurance
- Other Pre-shipment document

## **2.5 Foreign Exchange Risk Management**

- What is currency Risk
- Currency Quotations
- Forward currency contracts

## **2.6 Import-export Customs Clearance**

- Custom Clearance of exports -Shipping Bill
- Export Registration
- Cargo Inspection by Customs
- Indian Customs EDI System
- Custom Clearance of Imports-Import General Manifest & Bill of entry

## **2.7 Preparing Consignments for Export**

- Labeling
- Marking
- Packaging & Packing
- Bar Coding
- Transporting goods to nearest Customs terminal

## **2.8 Global Sourcing and Tendering**

- International Purchasing
- Global Sourcing
- Global Supply Management
- Transnational Corporation

## **Recommended Reading:**

- 1- International Logistics by Donald, Antony, Paul and Daniel Chapters 4, 6 and 8
- 2- International Logistics by Pierre David 9,10,11 and 14
- 3- International Logistics by Douglas Long Chapters 6,,7 8 and 9
- 4- ICRA Report on shipping 2006

**MBA**  
**Semester III**

**MBAT363–Designing and Managing Supply Chains**

**3.1 STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS**

- Understanding the Supply Chain
- Supply Chain Performance: Achieving Strategic Fit and Scope
- Supply Chain Drivers and Obstacles

**3.2 SUPPLY CHAIN NETWORK**

- Designing the Distribution Network in Supply Chain
- Network Design in the Supply Chain
- Network Design in an Uncertain Environment

**3.3 PLANNING DEMAND AND SUPPLY IN A SUPPLY CHAIN**

- Demand Forecasting in a Supply Chain
- Aggregate Planning in the Supply Chain
- Planning Supply and Demand in the Supply Chain

**3.4 PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN**

- Managing Economies of Scale in the Supply Chain: Cycle Inventory
- Managing Uncertainty in the Supply Chain: Safety Inventory
- Determining Optimal Level of Product Availability

**3.5 SOURCING, TRANSPORTING, AND PRICING PRODUCTS**

- Sourcing Decisions in a Supply Chain
- Transportation in the Supply Chain
- Pricing and Revenue Management in the Supply Chain



**MBAT364–Global Supply Chains and outsourced manufacturing**

**1. INTRODUCTION**

- International Logistics and Supply chain management: meaning and objectives, importance in global economy
- Characteristics of global supply chains,; Supply chain relationship to business performance,
- Key tasks of logistics and supply chain managers
- Role of Government in controlling international trade and its impact on Logistics and supply chain

**2. SUPPLY CHAIN STRATEGY:**

- Supply chain as a competitive advantage,
- Global Supply chain strategy,
- Structuring supply chain capabilities,
- Business matching supply chain design with business strategy

**3. TRANSPORTATION:**

- Strategic importance of transport in global logistics,
- Logistical objectives of transport,
- International Ocean, Air Transportation, and Land Transportation: types, characteristics and salient features,
- Intermodal transportation in international operations,
- Factors influencing mode and carrier selection decision,

**4. OUTSOURCING AND LOGISTICSSERVICE PROVIDERS**

- Intermediaries and Alliances in Global Logistics,
- Meaning of 3 PL and 4 PL service providers,
- Role in Global logistics, types of services,
- Considerations for hiring 3PL and 4 PL service providers
- Concept and need of outsourcing,
- Determinants for outsourcing decisions,
- Role of outsourcing in global supply chain management

**5. CUSTOMER SERVICE:**

- The marketing and logistics interface,
- Customer service and customer retention,
- Service driven logistics systems, customer service priorities and standards,
- Customer service strategy

**6. PLANNING GLOBAL SUPPLY CHAIN**

- Planning the global supply chain,
- Network design for global supply chain management,
- Risk management in the global context,

- Measuring logistics cost and performance.
- Benchmarking the supply chain,
- Performance measurement and evaluation in global supply chains

## **7. GLOBAL TRADE ENVIRONMENT**

- Global trade environment: various trade blocks/FTZ and their impact on supply chain management,
- Customs and Regulations,
- Trade Documentation,
- International Contracts,
- Terms of Trade and Term of Payment,
- International Currency, INCO terms,
- Logistical packaging,
- Containerization.

## **8. NETWORK DESIGN :**

- Decisions in Network design-strategic importance,
- Location of plant, warehouse, facilities;
- Capacity and number of warehouses: Factors influencing network design decisions

## **9. INVENTORY FLOW AND MODELING:**

- Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms Of poor inventory management
- Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

## **10. COORDINATION IN SUPPLY CHAIN:**

- Importance of Coordination in Supply Chain,
- Bullwhip Effect, Effect of lack of Coordination on performance,
- Obstacles to Coordination,
- Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain

## **11. INFORMATION TECHNOLOGY IN SUPPLY CHAIN:**

- Role and Importance of IT in Supply Chain Management,
- IT solutions for Supply Chain Management,
- Supply Chain Information Technology in Practice

## **12. PERFORMANCE MEASUREMENT AND TRENDS**

- Dimensions of Performance Metrics,
- Approaches/tools for Performance Measurement,
- Measuring logistics cost and performance.
- Benchmarking the supply chain, Performance measurement and evaluation in global supply chains,
- Impediments to improve Performance,
- Trends, in International supply chain management

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, PanosKouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for theNew Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers

**MBA**  
**Semester IV**  
**MBAT401 - BUSINESS ETHICS AND CORPORATE GOVERNANCE**

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**Unit 1**

**Introduction to Business Ethics**

An understanding of Ethics ,Meaning of Ethics, Def. of Business Ethics, Ethical Performance ,Types of Ethics, Sources of Ethics, Ethics and Business ,Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

**Unit 2**

**Values, Norms, Beliefs and Standards**

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

**Unit 3**

**Ethical Decision**

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlberg's Model, Carol Gilligan's Model.

**Unit 4**

**Ethical Practices in Business Management**

Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading.Application in HRM area like Compensation, and Work Place Harassment of Employee.

**Unit 5**

**Corporate Governance**

Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

**Unit 6**

**Corporate Governance framework**

India's Corporate Governance Framework, SEBI, Company Law and Accounting, CII Code on Corporate Governance, National Code on Corporate Governance(1999), Chandra Committee on Auditing and Governance.

**Suggested Readings**

1. CSV Murthy, *Business Ethics (Text and Cases)*, Pub. By HPH
2. Marianne M. Jennings, *Cases in Business Ethics* ,Pub by Cengage Learning
3. Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal , *Business Ethics –An Indian perspective*, Pub by Biztantra
4. John R. Beatright ,*Ethics and the conduct of business*, Pub. By Pearson Education
5. Geeta Rani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books
6. V Sithapathy and Ramadevilyer, *Corporate Governance Practice & Procedure*, Pub. By Taxman.

**MBA**  
**Semester IV**  
**MB402 - STRATEGIC MANAGEMENT**

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**Unit 1**

**Introduction**

**Meaning, Scope and Importance of Strategic Management**

Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

**Unit 2**

**Strategy Formulation**

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies.

**Unit 3**

**Environmental Appraisal**

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. , **Synergy**.

**Unit 4**

**Strategic Analysis and Choice** Environmental Threat and Opportunity Profile (ETOP); BCG, **TOWS**, **GE**, **Directional Policy** Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

**Unit 5**

**Strategy Implementation and Evaluation**

Strategy Implementation: Structure, Systems and People, issues in implementation, **Model of Strategic Implementation**, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy - Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

**Suggested Readings**

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy-Concepts and Cases*, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management –Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.
4. Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.

5. UpendraKachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.
6. Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

**MBA**  
**Semester IV**  
**MB403 - ENTREPRENEURSHIP DEVELOPMENT**

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**Unit 1**

**Foundation of Entrepreneurship Development**

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

**Units 2**

**Theories of Entrepreneurship**

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

**Unit 3**

**Business Planning Process**

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

**Unit 4**

**Project Planning for Entrepreneurs**

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

**Unit 5**

**Entrepreneurship Development and Government**

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

**Suggested Reading**

1. Khanna, S.S., *Entrepreneurial Development*, S. Chand, New Delhi.
2. Hirsch D. Robert, Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill, 6<sup>th</sup> ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, PHI, 4<sup>th</sup> ed.
4. Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson, 7<sup>th</sup> ed.
6. Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
7. Patel, V.G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.
8. Roberts, Edward B.(ed.), *Innovation: Driving Product, Process, and Market Change*, San Francisco: Jossey Bass, 2002.

9. SIDBI Report on Small Scale Industries Sector, Latest edition.



**MBA**  
**Semester IV**  
**MBAT411 (M1) - INTERNATIONAL MARKETING**

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**Unit 1**

**Introduction to International Marketing**

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

**Unit 2**

**International Marketing Environment**

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

**Unit 3**

**International Product/ Market Selection and Entry Modes**

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

**Unit 4**

**International Product Planning and Pricing**

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

**Unit 5**

**International Distribution and Promotion**

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

**Suggested Reading**

1. Cateroa, R, Phillip, *International Marketing*, Tata McGraw Hill, 2006
2. Vern Terpestra, *International Marketing*, Cengage Learning, 2010
3. RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand& Sons New Delhi, 2006
4. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
5. Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

**MBA**  
**Semester IV**  
**MBAT412 (M2) - SALES MANAGEMENT**

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**Unit 1**

**Introduction**

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

**Unit 2**

**Process of Personal Selling**

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

**Unit 3**

**Controlling the Sales Effort**

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

**Unit 4**

**Managing the Sales Force**

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

**Unit 5**

**Emerging Issues in Selling Aspects**

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

**Suggested Readings**

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5<sup>th</sup> ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11<sup>th</sup> ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8<sup>th</sup> ed. TMH, N.Delhi, 2007
4. Charles Fatrell, *Sales Management*.

**MBA**  
**Semester IV**  
**MBAT413 (M3) - RURAL MARKETING**

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**Unit 1**

**Introduction to Rural Markets**

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

**Unit 2**

**Understanding the Rural Consumer**

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

**Unit 3**

**Marketing Mix in Rural Markets**

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

**Unit 4**

**Innovation in Rural Markets**

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

**Unit 5**

**Future of Rural Marketing**

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

**Suggested Readings**

1. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
2. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
3. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
4. U C Mathur, *Rural marketing, Text and Cases*, 2008, excel books
5. CSG Krishnamacharyulu, LalithaRamakrishnan, *Cases in Rural marketing*, An Integrated Approach, 2006, Pearson Publication

**MBA**  
**Semester IV**  
**MBAT421 (F1) - FINANCIAL SERVICES**

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**Unit 1**

**Financial Services**

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

**Unit 2**

**Depositories and Financial Services**

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

**Unit 3**

**Merchant Banking and Venture Capital**

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

**Unit 4**

**Leasing:** Concept, Types, Legal and Tax Aspects, Factoring in India, Hire- Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfaiting:** Meaning and Mechanism of Forfaiting.

**Unit 5**

**Credit Rating Services**

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

**Suggested Readings**

1. Bhole L.M.: *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008.
2. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, *Financial Markets, Institutions management-A Risk management Approach*, 6<sup>th</sup> ed., McGraw Hill Publishing Company New Delhi.
5. M.Y. Khan *Indian Financial System*, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.
6. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk management*, Prentice Hall of India, New Delhi.

**MBA**  
**Semester IV**  
**MBAT422 (F2) - Mergers and Corporate Restructuring**

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**Unit 1**

**Introduction**

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

**Unit 2**

**Corporate Restructuring**

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

**Unit 3**

**Mergers and Acquisition Process**

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

**Unit 4**

**Valuation**

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

**Unit 5**

**Defensive Strategies in Restructuring**

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

**Suggested Readings**

1. Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), *Finance For Strategic Decision Making- What non-Financial managers Need to Know*, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions*, John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

**MBA**  
**Semester IV**  
**MBAT423 (F3) - FINANCIAL DERIVATIVES**

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**Unit 1**

**Financial Derivatives**

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.

**Unit 2**

**Future**

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.

**Unit 3**

**Financial SWAPS**

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

**Unit 4**

**Financial Options**

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

**Option Models**

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

**Unit 5**

Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

**Suggested Readings**

1. David A. Dubofsky and Thomas W. Miller, J.R. Derivatives: *Valuation and Risk Management*, Oxford.
2. Vohra, N.D. and Bagri, B.R., *Future and Options*, TMH
3. Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
6. Bhalla V.K, *Investment Management Security Analysis and Portfolio Management* – S.Chand

**MBA**  
**Semester IV**  
**MBAT431 (H1) - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

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**Unit 1**

**Global Business Environment and Human Component**

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hofstede Study.

**Unit 2**

**Cross Cultural Management**

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

**Unit 3**

**International Human Resource Management**

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

**Unit 4**

**International HRM**

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

**Unit 5**

**Key issues in International Labour Relations**

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

**Suggested Readings**

1. Doweing , P.J. – *International Dimensions of Human Resource Management End Edition* Words Worth.
2. G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
3. Deresky- *International Management*, PHI/Addision Wesley.
4. Aswathappa, *Human Rosource and Personnel Management*, TMH.
5. Meraic, D and Puffer, S. *Management International cross Exercises and ReadingSt* .Paul . West Publish.
6. Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
7. S. C. Gupta- *Text book of International HRM*-Macmillan.
8. Tayeb- *International HRM*- Oxford.
9. Dowling, Welch & Schuler, *International HRM*, Excel Books

**MBA**  
**Semester IV**  
**MBAT432 (H2)-COMPENSATION MANAGEMENT**

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**Unit 1**

**Introduction**

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

**Unit 2**

**Job Evaluation: Processes and Schemes**

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ;Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

**Unit 3**

**Wages and Salary Administration**

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay rollsystem (using Accounting software)*. Legal Constraints on Pay System.

**Unit 4**

**Compensation Strategies**

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance' . Compensation as a retention strategy.

**Unit 5**

**Rewarding Performance and Executive Compensation**

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension-understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. **International Compensation.**



## *Practical Orientation (Lab. Sessions)*

### **Suggested Readings**

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge- based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002). *People, Performance & Pay:Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of RemunerationStrategy and Practice*. 5/e, Kogan Page, London.
4. Edward.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*.Jossey –Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

**Semester IV**  
**MBAT433 (H3) - CORPORATE LEADERSHIP**

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**Unit 1**

**Organisational Leadership**

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

**Unit 2**

**Communication**

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

**Unit 3**

**Power and Politics**

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

**Unit 4**

**Team Leadership**

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

**Unit 5**

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

**Suggested Readings**

1. (5th edition) (2010). Author: Peter Northouse. Sage press. Leadership in Organisations. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
2. Leadership: Enhancing the Lessons of Experience. (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.
3. Effective Leadership. (3<sup>rd</sup> Edition). (2007). Author Lussier/Achua. Thomson.

**MBA**  
**Semester IV**  
**MBAT441 (IB1) - EXIM FINANCING AND DOCUMENTATION**

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**Unit 1**

**Introduction**

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

**Unit 2**

**Export Procedures**

General excise clearances: Role of Clearing and forwarding agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

**Unit 3**

**Import Procedures**

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

**Unit 4**

**Export Incentives**

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives.

Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

**Unit 5**

**Export and Import Financing**

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance.

**Suggested Readings**

1. Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
2. Government of India: *Handbook of Procedures, Import and Export Promotion*, New Delhi.
3. Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
4. Export- *Import Manual*, Nabhi Publication, New Delhi.
5. Government of India: *Export Policy, Procedures*, etc (Volumes I, II and III) New Delhi.
6. Khurana P.K- *Export Management*, Galgotia Publication.

**MBA**  
**Semester IV**  
**MBAT442 (IB2) - GLOBAL FINANCIAL MARKETS AND INSTRUMENTS**

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**Unit 1**

**Global Financial Markets**

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

**Unit 2**

**Euro Currency Market**

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

**Unit 3**

**International Money Markets**

GDR's, ADR's , IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

**Unit 4**

**Global Capital markets**

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

**Unit 5**

**Foreign Portfolio Investment**

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

**Suggested Readings**

1. Shaprio, A.C: *Multinational Financial Management*, Prentice Hall of India, New Delhi
2. Buckley, Adrian: *Multinational Finance*, Prentice Hall of India, New Delhi.
3. Maurice, Levi: *International Finance*, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: *Investment- Security Analysis- S.Chand (New Delhi) Management and PortfolioManagement*.
5. Henning C.N., Piggot, W. and Scott, W.H: *International Financial Management*, McGraw Hill, Int. Ed., New York.
6. P.G: *Global Financial System*, TMH, Delhi.
7. Apte P.G: *Global Financial System*; TMH, Delhi

**MBA**  
**Semester IV**  
**MBAT443 (IB3) – FOREIGN EXCHANGE MANAGEMENT AND CURRENCY DERIVATIVES**

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**Unit 1**

**The Foreign Exchange Market**

**Organisation-** Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

**Unit 2**

**Exchange Rates**

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

**Unit 3**

**Foreign Exchange Transactions**

Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

**Unit 4**

**Exchange Rates**

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Positon – Cash position.

**Unit 5**

**Currency Derivatives as Hedging Mechanism**

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

**Suggested Readings**

1. Alan C Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Francis Cherunilam: *International Economics*, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: *Global Financial Markets*, AITBS Publishers and Distributers, New Delhi.
4. C Jeevanandam, *Foreign Exchange: Practice, Concepts*, Sultan Chand & Sons, New Delhi.
5. Vijayabhaskar P and Mahapatra B., *Derivatives Simplified*, Respose Books, Sage Publications, New Delhi
6. Apte P.G – *Global Financial System*, TMH.

**MBA**  
**Semester IV**  
**MBAT451- Enterprises Resource Planning**

**Group I**

Information: Definition, Characteristics and Types, Information Systems: Components and Types, Business process and business functions, enterprise resource planning: Definition, Evolution, Need, Characteristics, Benefits, and Challenges. Various modules in ERP: Human Resource, Marketing and Sales, Accounting and Finance, Supply Chain Management. Business Process Re-engineering and ERP: Definition of BPR, Enterprise Redesign Principles, BPR Vs. TQM, BPR and Change Management, Approaches and Methodologies for BPR implementation, Role of IT in BPR.

**Group II**

Planning for ERP: requirement planning, determining resources, organisational commitment, matching business processes with ERP system, budget, selecting ERP packages, ERP Implementation: challenges, designs, approaches, lifecycle, Managing ERP projects – risk factors, ERP failure, large scale ERP Projects, training users, evaluating ERP Projects, Post implementation, barriers to ERP success, maintenance of ERP systems, RFID, Business Intelligence, Mobile computing and Cloud, new trends in ERP, ERP and E-Business, ERP Vendors and consultants.

**Recommended Books:**

1. Wagner, B., & Monk, E. (2008). Enterprise resource planning. Cengage Learning.
2. Monk, E., & Wagner, B. (2012). Concepts in enterprise resource planning. Cengage Learning.
3. Asim raj singla, Enterprise Resource planning, Cengage Learning.
4. Pearlson, K. E., Saunders, C. S., & Galletta, D. (2016). Managing & Using Information Systems, Binder Ready Version: A Strategic Approach. John Wiley & Sons.
5. Worster, A. J., Weirich, T. R., & Andera, F. J. (2012). Maximizing Return on Investment Using ERP Applications (Vol. 628). John Wiley & Sons.

# **MBA**

## **Semester IV**

### **MBAT452 - KNOWLEDGE MANAGEMENT**

#### **Objective**

This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management in business and industry. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

**Course Contents** Introduction to Knowledge Management & Knowledge Engineering. History of Knowledge Management; Process of Knowledge Management - creating, capturing and storing knowledge; combining, transferring and distributing knowledge. Knowledge Economy.

Approaches and Principles of Knowledge Management. Developing a Knowledge Management Capability. Intellectual Capital Strategy. Knowledge Networks. Learning Organizations and Knowledge Management. Designing and implementing Knowledge Management Program. Support technology for Knowledge Management. Case studies of learning organizations.

Knowledge Management and information technology. Role of Knowledge Management in Governance; Social Networking; Intellectual Capital Management.

#### **Suggested Readings**

1. Batra, S., & Francisco, J. C. (2009). Knowledge management and intellectual capital: Emerging perspectives. New Delhi: Allied Publishers.
2. Belason, A. T. (2000). Leading the learning organization. State University of New York Press.
3. Boyett, J. H., & Boyett, J. T. (2006). The Guru guide to knowledge management. Capstone Publishing.
4. Collison, Chris., Geoff Parcell., & Wiley, J. (2005). Learning To fly: Practical lessons from one of the world's leading knowledge companies. Capstone.
5. Frappaolo, C. (2001). Knowledge management: Learning from knowledge engineering. CRC Press.
6. Nonaka, I. (2008). The knowledge-creating company. Boston: Harvard University Press.
7. Pfeffer, J., & Sutton, R. I. (2000). The knowing doing gap. Boston: Harvard Business School Press.
8. Stewart, T. A. (2001). The wealth of knowledge: Intellectual capital and the twenty-first century organization. London: Nicholas Brealey Publishing.

## **MBA**

### **Semester IV**

#### **MBAT453 - MANAGING IT-ENABLED SERVICES**

#### **Objective**

This course is designed to introduce the participants to the newly emerging area of IT enabled services and how these are transforming the entire society. Students would be expected to undertake extensive field work on role of IT in reshaping the Services Sector.

#### **Contents**

IT enabled services – The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; E-Enablement as a concept. Spectrum of IT enabled services - Call Centre Management; Medical Transcription Management; Back Office Operations; Outsourcing customer care and service. Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. Electronic Document Management Systems. Facilities Management. Applications Service Providers. Strategic choices for providers and aspirant companies. Innovation in ITEs; Role of ITEs as an economic growth vehicle for developing nations; Emerging models for ITEs. World and India in ITEs Space.

#### **Suggested Readings**

1. Bajgoric, N. (2009). Continuous computing technologies for enhancing business continuity. New York: Information Science Reference.
2. Chen, Stephen. (2001). Strategic management of e-business. New York: John Wiley & Sons.
3. Cunningham, M. J. (2001). B-2-B: How to build a profitable e-commerce strategy. Massachusetts: Perseus Publishing.
4. Earle, N., & Keen, P. (2000). From .com to .profit: Inventing business models that deliver value and profit. San-Francisco: Jossey-Bass.
5. Hagel, John-III & Armstrong, A. G. (1997). Net gain: Expanding markets through virtual communities. Boston: Harvard Business School Press.
6. Hansson, T. (2009). Handbook of research on digital information technologies: Innovations, methods, and ethical Issues. New York: Information Science Reference.



7. Hu, Wen-Chen. (2009). Selected readings on electronic commerce technologies: contemporary applications. New York: Information Science Reference.

8. Turner, Colin. (2000). The information e-economy: Business strategies for competing in the digital age. London: Kogan Page.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

**MBA**  
**Semester IV**

**MBAT462- Green Logistics**

- Green Logistics of logistics systems and supply chains
- Transferring for Environmental sustainability.
- Environmental impacts of freight transport
- Carbon auditing of companies, supply chains and products
- Evaluating and internalizing the environmental costs of logistics
- Restructuring eight to 'greener' transport modes
- Development of greener vehicles, aircraft and ships
- Reducing the environmental impact of warehousing
- Opportunities for improving vehicle utilization
- Optimizing the routing of vehicles
- Increasing fuel efficiency in the road freight sector
- Reverse logistics for the management of waste
- The food miles debate
- Sustainability strategies for city logistics
- Benefits and costs of switching to alternative fuels
- E-business, e-logistics and the environment
- The role of government in promoting green logistics

**MBA**  
**Semester IV**

**MBAT462- Lean Supply Chain Management & Supplier relationship Management**

**4.1 Introduction to the Lean Supply Chain**

- Analyzing the Lean supply chain maturity model
- Evolution of the Lean supply chain
- Essential problem-solving skills for the Lean supply chain professional
- Value-stream mapping for the Lean supply chain

**4.2 Understanding and Responding to the Market**

- Indispensable Lean "Voice of the Customer" tools
- Expert tips for Lean demand management planning and target costing
- Top Lean tools and techniques for product and process design

**4.3 Physical and Virtual Lean Supply Chain Design**

- Vital risk management factors
- Lean sourcing: applying Lean thinking and leveraging supplier capabilities
- Lean logistics planning: integrating the logistics; 3PL, cross-docking, milk runs and proximity

**4.4 Lean Suppliers, Channels and Customers**

- Impact of globalization on the Lean supply chain
- Must-know enterprise resource planning (ERP) vocabulary, structure and principles
- Leveraging ERP in supply chain planning
- Successful sales and operations planning
- Proven Lean supply chain tools for the perfect order

**4.5 IT and Communications for the Lean Supply Chain**

- Crucial Lean IT elements for the
- Key business-process management (BPM) tools to support Lean supply chain control and execution

**4.6 Lean Demand Management and Execution**

- Transforming your organization in to a Lean SCM culture
- Fundamentals of TAKT time, flow and changeover
- Lean data management
- Leveraging "theory of constraints" thinking in the Lean supply chain

#### **4.7 Lean Supply Chain Execution**

- Assuring the quality of products, services and information in the Lean supply chain
- Lean inventory optimization
- Lean supply chain accounting and metrics

#### **4.8 Continuous Improvement in the Lean Supply Chain**

- Powerful Kaizen programs for Lean SCM
- Dot Company Lean simulation
- Human development in Lean SCM:  
getting the "people" part right

#### **Recommended Books:**

1. Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, PanosKouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers