

# **UNIVERSITY OF KOTA**

*SCHEME OF EXAMINATION*

*AND*

*COURSES OF STUDY*



**Department of Commerce and Management**  
**Faculty of Management**

**MBA (Management)**

First Year(July 2018-June 2019)  
Second Year (July2019-June, 2020)

**UNIVERSITY OF KOTA**

**MBS Marg, Near Kabir Circle, KOTA (Rajasthan)-324 005**

# INDIA

**Edition: 2018**

## **Course Structure with Distribution of Marks**

### **Objectives of the Course:**

**Innovation and Employability-** Management is the essence of Business. The Management of Business has become more complex and difficult in the fast changing scenario of global economy. Many new and complex issues have emerged over the years which require focused attention of the policy planners and practitioners. The Growing demand of Management Professionals in the Corporate world has given significance to this course. The course has been designed keeping in mind skills required by the Industry so that the Management students graduating are placeable in the Industry according to the need.

### **Objectives:**

- ✓ To generate managerial skills for dealing with Business.
- ✓ To locate, ensure, recognize and develop the enabling capabilities of students for management of Business.
- ✓ To develop skills in Students so that they are placeable in the Industry

### **Duration of the Course:**

The course MBA. (Management) shall consist of two academic years divided into four semesters.

### **Structure of the Programme:**

The MBA(Management) programme consists of:

- (i) Core and Skill based courses of theory as well as practical papers which are compulsory for all students.
- (ii) Dissertation/Project Work/Summer training/Field work which can be done in an organization (Government, Industry, Firm, Public Enterprise, *etc.*) approved by the Department.

### **Scheme of Examinations:**

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory paper shall be divided into two parts in which first part is continuous assessment or internal assessment (30% of maximum marks) and second part is semester assessment or external assessment (70% of maximum marks). For practical papers there will be only one external assessment (100% of maximum marks).
- b) The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. There will be two internal assessment tests each of 15% weightage, for theory papers in each semester. Each internal assessment test shall be of one hour duration for each paper and shall be taken according to academic calendar notified by the University. There will be no internal examination in the practical paper.
- c) A student who remains absent (defaulter) or fails or wants to improve the marks in the internal assessment may be permitted to appear in the desired paper(s) (only one time) in the same semester with the permission of the concerned Head of the Department. A defaulter / improvement fee of Rupees 250/- per paper shall be charged from such candidates. Duly forwarded application of such candidates by the teacher concerned shall

be submitted to HOD who may permit the candidate to appear in the internal assessment after depositing the defaulter/ improvement fee. A record of such candidates shall be kept in the Department.

- d) The external assessment shall be of three hours duration for each theory paper and six hours duration for practical paper. The practical examination shall be taken by the panel of at least one external and one internal examiner at the end of each semester.
- e) The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into three sections as mentioned below:
  - **Section-A** shall have 01 compulsory question comprising 10 questions (maximum 20 words answer) taking two questions from each unit. Each question shall be of one mark and total marks of this section will be 10. This section will be compulsory in the paper.
  - **Section-B** will carry 25 marks with equally divided into five long answer type questions (answer about in 250 words) and examiners are advised to set two questions from each unit and students are instructed to attempt five questions by selecting one question from each unit.
  - **Section-C** will contain five long answer type questions. One compulsory question of 15 marks and four questions of 10 marks each. Students are instructed to attempt total three questions with one compulsory question (answer about in 500 words) of and any two more questions (answer about in 400 words) out of remaining four questions. Paper setter shall be instructed to design question paper covering from all five units.
- f) The pattern of question paper of internal and external shall be as follows:
- g) **‘ Student should qualify both internal & external assessment separately to pass the paper i.e. if candidate passes in external & fails in internal or if the candidate passes in the internal & fails In the external, in both cases the candidate has to reappear in internal & external exam of that paper’**

**(A) Continuous or Internal Assessment:**

30% weightage of Maximum Marks (30 Marks out of 100 Maximum Marks)

**DEPARTMENT OF COMMERCE & MANAGEMENT**  
**UNIVERSITY OF KOTA, KOTA**  
**First/Second Internal Test 20.....**

**Duration of Exam: 1.00 Hr**

**Max. Marks: 15**

**Class: MBA**

**Semester:**

**Subject:**

**Paper:**

**No. of Students:**

**Teacher:**

**Note:** The question paper contains three sections as under:

Section-A : One compulsory question with 04 parts. Please give short answers in 20 words for each part.

Section-B : 02 questions to be attempted having answers approximately in 250 words.

Section-C : 01 question to be attempted having answer in about 500 words.

**SECTION A**

Q.1(a)		1
(b)		1
(c)		1
(d)		1
<b>SECTION B</b>		
Q.2		3
Q.3		3
Q.4		3
Q.5		3
<b>SECTION C</b>		
Q.6		5
Q.7		5

**(B) Semester or External Assessment:**

70% weightage of Max. Marks (70 Marks out of 100 Max. Marks)

**Duration of Examination: 3 Hours**

**Max. Marks: 70**

**SECTION-A: 10x1=10**

(Answer all questions)

(Two question from each unit with no internal choice)

**Q. No. 1**

- |              |               |
|--------------|---------------|
| (i) .....    | <b>1 Mark</b> |
| (ii) .....   | <b>1 Mark</b> |
| (iii) .....  | <b>1 Mark</b> |
| (iv) .....   | <b>1 Mark</b> |
| (v) .....    | <b>1 Mark</b> |
| (vi) .....   | <b>1 Mark</b> |
| (vii) .....  | <b>1 Mark</b> |
| (viii) ..... | <b>1 Mark</b> |
| (ix) .....   | <b>1 Mark</b> |
| (x) .....    | <b>1 Mark</b> |

**SECTION-B: 5x5=25**

(Answer all questions)

(One question from each unit with internal choice) (Maximum two sub-divisions only)

- Q. No. 2. ....  
Or  
.....  
5 Marks
- Q. No. 3. ....  
Or  
.....  
5 Marks
- Q. No. 4. ....  
Or  
.....  
5 Marks
- Q. No. 5. ....  
Or  
.....  
5 Marks
- Q. No. 6. ....  
Or  
.....  
5 Marks

**SECTION-C: 1x15 + 2x10=35**

(Answer any three questions including compulsory Q.No. 7)  
(Maximum four sub-divisions only)

- Q. No. 7. .... 15 Marks
- Q. No. 8. .... 10 Marks
- Q. No. 9. .... 10 Marks
- Q. No. 10. .... 10 Marks
- Q. No. 11. .... 10 Marks

**Distribution of Marks for Practical Examinations:**

**Duration of Exam: Interview based**

**Maximum Marks: 100**

S. No.	Name of Exercise	Marks
1.	Project Report	40
2.	Viva-voce	60
<b>Total Marks</b>		<b>100</b>

**Rules regarding determination of results:**

**External Assessment :-**

Each semester shall be regarded as a unit for working out the result of the candidates. The result of the each semester examination shall be worked out separately (even if he/she has appeared at the paper of the lower semester along with the papers of higher semester) in accordance with the following conditions:

- a) The candidate shall be declared as pass in a semester examination, if he/she secures at least 40% marks in each theory paper separately in external & internal examination and 50% marks in each practical paper and at least 50 % marks in project/dissertation with 50% aggregate marks in that semester.

- b) A candidate declared as fail/absent in one or more papers at any odd semester examination shall be permitted to take admission in the next higher semester (even semester) of the same academic session.
- c) A candidate may be promoted in the next academic session (odd semester) if he/she has cleared collectively at least 50% of the papers of both semesters of previous academic session with 50% of the aggregate marks. The candidate who does not fulfill the above condition will remain as an ex-student and will reappear in the due papers along with next odd/even semester exams.
- d) If any student who is provisionally admitted in higher odd semester but could not secure prescribed minimum marks in previous semesters will be treated as ex-student and his/her admission fee will be carry forwarded to the next odd semester of forthcoming academic session.
- e) If a candidate, who is declared as pass, wishes to improve his/her performance in the theory papers of previous semester, he/she may re-appear only one time in these papers in next odd/even semester examinations.
- f) Candidate shall not be permitted to re-appear or improve the marks obtained in the external examination of practical / dissertation in any condition.
- g) If the number of papers prescribed in a semester examination is an odd number, it shall be increased by one for the purpose of reckoning 50% of the papers for considering the student pass/fail.
- h) A candidate may be given only two additional chances for passing the semester thus maximum tenure for completing the two years' postgraduate course will be limited to four years, for three years postgraduate programme up to five years and so on.
- i) The marks secured in the Gen Hindi, Gen English, Elementary Computer applications and Environment studies shall not be counted in awarding the division to a candidate. The candidate shall have to clear the compulsory subjects in the additional three chances and non-appearance or absence in the examination of compulsory subjects shall be counted as chance and shall be declared fail in that examination.
- j) The grace marks scheme shall be applicable as per University norms.

### Classification of Successful Candidates:

The classification of successful candidates after last semester examination shall be as under:

Description of Marks Obtained	Division / Result
• 80% and above marks in a paper.	Distinction in that paper.
• A candidate who has secured aggregate 60% and above marks	First Division
• A candidate who has secured aggregate 50% and above but less than 60% marks	Second Division

### FIRST YEAR

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Assess.	Total Marks	Conti. Assess.	Sem. Assess.
I Year I Semester	1.1	M-101	Principles of Management & OB	3 Hrs	5		5	30	70	100	12	28
	1.2	M-102	Marketing Management	3 Hrs	5		5	30	70	100	12	28
	1.3	M-103	Business Environment & Managerial	3 Hrs	5		5	30	70	100	12	28

			Economics									
	1.4	M-104	Accounting for Managers	3 Hrs	5		5	30	70	100	12	28
	1.5	M-105	English Lab and Computer applications-I	Viva	5		5	-	100	100	-	50
	<b>Total</b>				<b>25</b>	<b>4</b>	<b>25</b>	<b>120</b>	<b>340</b>	<b>500</b>		
<b>I Year II Semester</b>	2.1	M-201	Human Resource Mgt & Business Ethics	3 Hrs	5		5	30	70	100	12	28
	2.2	M-202	Business Corporate Laws & Strategic Management	3 Hrs	5		5	30	70	100	12	28
	2.3	M-203	Quantitative Methods & Production Management	3 Hrs	5		5	30	70	100	12	28
	2.4	M-204	Research Methodology & Project Management	3 Hrs	5		5	30	70	100	12	28
	2.5	M-205	English Lab & Computer Applications-II	Viva	5		5	-	100	100	-	50
	<b>Total</b>				<b>25</b>	<b>4</b>	<b>25</b>	<b>120</b>	<b>340</b>	<b>500</b>		

M-105/ M-205 English Lab & Computer applications will be evaluated by External Exam

### SECOND YEAR

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Assess	Total Marks	Conti. Assess	Sem. Assess
<b>II Year III Semester</b>	3.1	MBA-301	Summer Internship Program	Viva		8	4		100	100	-	50
	3.2	302	Elective-1	3 Hrs	5		5	30	70	100	12	28
	3.3	303	Elective-2	3 Hrs	5		5	30	70	100	12	28
	3.4	304	Elective-3	3 Hrs	5		5	30	70	100	12	28
	3.5	305	Elective-4	3 Hrs	5		5	30	70	100	12	28
	<b>Total</b>				<b>20</b>	<b>8</b>	<b>24</b>	<b>120</b>	<b>340</b>	<b>500</b>		
<b>I I Year IV Semester</b>	4.1	MBA-301	Project Work (Empirical/ Secondary data based)	Viva		8	4		100	100	-	50
	4.2	302	Elective-1	3 Hrs	5		5	30	70	100	12	28
	4.3	303	Elective-2	3 Hrs	5		5	30	70	100	12	28
	4.4	304	Elective-3	3 Hrs	5		5	30	70	100	12	28
	4.5	305	Elective-4	3 Hrs	5		5	30	70	100	12	28
	<b>Total</b>				<b>20</b>	<b>8</b>	<b>24</b>	<b>120</b>	<b>340</b>	<b>500</b>		

At the end of second semester all students will have to undergo summer training of 8-10 weeks with an industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the department/ faculty from time to time. Each student will be required to submit a project report to the Department / Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. The Viva voce will be conducted in Semester III.

- MBA-301 Summer Training Project will be assessed by Viva and Project report evaluation by the External and Internal Examiner.
- MBA-401 The Project Study will be examined by the External and Internal Examiner on basis of Viva and Project report. The Project Work may be based on Empirical or Secondary Data based.

### List of Optional Groups for MBA (Third & Fourth Semester)

**(Semester III M-3 series (2+2) / Semester IV M-4 series (2+2))**

[FINANCE]

F-302

F-303

F-402 Security Analysis and Portfolio Management  
F-403 Management of Financial Services

Financial Derivatives  
Banking Services Operation

**[MARKETING]**

M-302 Advertising Management  
M-303 Sales & Distribution Management

M-402 Consumer Behavior & Market Research  
M-403 Marketing of Services

**[HUMAN RESOURCE MANAGEMENT]**

H-302 Training & Development  
H-303 Strategic Human Resource Management

H-402 Leadership Skills & Change Management  
H-403 Human Resource Planning

**[PRODUCTION AND OPERATION MANAGEMENT]**

P-302 Total Quality Management  
P-303 Production Planning & Control

P-402 Logistics Management  
P-403 Service Operations Management

**[INFORMATION TECHNOLOGY MANAGEMENT]**

I-302 Strategic Management of Information  
Technology  
I-303 Data Base Management

I-402 Management Support System  
I-403 E-Business



## **FIRST YEAR**

### **I Semester MBA**

#### **M-101**

#### **Principles of Management & OB**

**Course/Paper : 101**

**MBA Semester-I**

**Max.Marks : 70**

**Time : 3 Hrs.**

#### **Objective**

*This course provides the student with an understanding of how the philosophy of management underlies the MBA course taught on the Programme. The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organisation.*

#### Unit 1

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, Fundamentals of Planning - Objectives, Strategies, Policies, Decision making. Fundamentals of Organizing- Nature and purpose, Direction-concept

#### Unit II

Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination.

Control- concept, nature and purpose, control technique, control of overall performance, span of control.

#### Unit III

Organizational Behaviour - Definition - assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organisation and Knowledge management.

Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee.

#### Unit IV

Motivation: nature and importance, basic process, need, Theories of motivation

#### Unit V

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication, Report writing

#### **BOOKS**

- Koontz & O'Donnel, Essentials of Management,
- Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12<sup>th</sup> Edition, Mcgraw Hill
- Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6<sup>th</sup> edition, PHI
- Terry, G.R., Principles of Management
- Peter F. Drucker, Management Task and Responsibility

## M-102

### MARKETING MANAGEMENT

**Course/Paper : 102**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.*

#### Unit I

Introduction of Marketing - Marketing Management: Seller's & Buyers Market, Marketing Mix, Definition.

Customer Satisfaction : Definition, Business components: Stakeholders, Processes, Resources, Organization, Customer Value, Generic Value Chain, Customer Relationship Management.

#### Unit II

Environment & STP- Marketing environment: Competitive Forces- Oligopoly, Monopoly, Monopolistic and Pure, Internal Environment, Micro Environment and Macro Environment.

Product : Definition, Nature of Product, Product Policy & Mix, Product Life Cycle

#### Unit III

Market Segmentation: Definition, Types of Market Segmentation , Targeting, Positioning

#### Unit IV

Price & Place- Pricing decision and strategies, Price and Non-Price Competition, Pricing methods ,

Place or Channel of Distribution : definition, levels, types, distribution strategies- Intensive, selective and exclusive distribution

#### Unit V

Promotion, Communication, modes, Communication model, Promotion mix

Case Studies

#### **BOOKS**

- Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
- Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2<sup>nd</sup> ed.
- Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13<sup>th</sup> ed.
- Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11<sup>th</sup> ed.
- Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2<sup>nd</sup> ed.

## M-103

### Business Environment and Managerial Economics

Course/Paper : 103  
MBA Semester-I

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects.*

#### Unit I

Business Environment - Nature, Concept and Significance of Internal environment.  
Management of organizational resources, Overview of Organizational change

#### Unit II

External Environment-Nature & Significance, Factors influencing Business Environment, Changing role of Government, Concept of LPG,  
Critical evaluation of latest economic policies of India, role of Indian businesses

#### Unit III

Nature and Scope of Managerial Economics,  
Theory of Demand & Supply- Concept, determinants ,Function , Forecasting, Elasticity of Demand, Concept of Consumer's surplus.

#### Unit IV

Market structure and pricing decisions

#### Unit V

National income-concept and measurement. Business cycles, Balance of Payments

#### BOOKS

- Joel Dean, Managerial Economics
- Paul A Samuelson, Economics, Mc Graw Hill International , New York
- D.N. Dwivedi Managerial Economics, Vikas, New Delhi
- N.D. Mathur,, Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur
- Rajeev Jain, Business Environment, Apex publishing house, Udaipur

**M-104**  
Accounting for Managers

**Course/Paper : 104**

**MBA Semester-I**

**Objective**

**Max.Marks : 70**

**Time : 3 Hrs.**

*The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.*

Unit I

Introduction to Management Accounting - Origin, scope, functions and Principles. Indian Corporate Sector. Management Accounting, Basic financial accounting, Preparation of Final Accounts.

Unit II

Financial statement analysis, Ratio analysis, Comparative and common size financial statement. Preparation and calculation of Fund Flow and Cash Flow statement

Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing,

Unit III

Financial Management – Introduction to finance, objectives of financial management–wealth maximization. Changing role of finance managers. Organization of finance function. Time value of money

Unit IV

Sources of long term funds, Cost of capital, Leverages, Capital Budgeting, techniques & calculations.

Unit V

Working capital management, Dividend policy

**BOOKS**

- Anderson, Sweeney and Williams, An Introduction to Management Science
- Vohra, N.D. Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill
- Taha, H.A., An introduction to Operation Management
- Tulsian and Pandey, Quantitative Techniques, Pearson Education
- Sharma J. K., Operations Research

**M-105**  
**English Lab and Computer Applications -I**

**Course/Paper : 105**

**Max.Marks : 100**

**MBA Semester-I**

**Viva**

**Objective**

*Objectives : To build learning of English language spoken, listen and written to make the management students placeable in the Industry*

Unit I

LSRW Skills and Methodologies, Introducing Oneself, Meeting, Parting, Thanking, Apologizing, Phonetics, Dictionary Skill, Word Game- Spelling Antakshari,

Unit II.

Asking and Telling Time, Exercises on Things Around you. Motivational Videos, Getting Information and giving instruction, Requesting, Offering, Inviting, Exercises on Event Narration,

Unit III

getting help in Mall, spot the difference, Story Telling, Commonly confused words, Idioms , Image representation, Making tongue twister.

Unit IV

Story in Maze, Know your friend well, You can do this, Apply your Imagination (Extempore), Role Plays, Become Invisible

Unit V

Typing Tutorial, MS Word- New, Open file, Cut/copy/paste, Insert features, References, Mailings, review, View, Design & layout, Formatting

**BOOKS**

- William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
- C. C. Parkhurst, English for Business
- Robert D Hay and P V Lesakar, Business Report Writing
- Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed
- Courter, Gini and Marquis, Annette, Mastering Microsoft Office 2000 professional edition, BPB Publications, New Delhi, 2002.
- Norton, Peter, Introduction to Computers, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006, 6th ed.
- Jawadekar, Waman S., Management Information Systems Text & Cases A digital-firm perspective, Tata McGraw-Hill Education Pvt. Ltd., New Delhi, 4th ed.

## SEMESTER - II

### M-201

#### Human Resource Management & Business Ethics

Course/Paper : 201

Max.Marks : 70

MBA Semester-II

Time : 3 Hrs.

#### Objective

*The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.*

#### Unit I

Introduction of Human Resource Management, Nature, Functions, Role & Significance

Human resource planning

#### Unit II

Recruitment - Sources, Procedure

Selection - Steps in selection procedure, Recruitment vs. Selection

Mobility of personnel:- transfer, promotion, demotion, separation, retirement,

Job Design, Job Enrichment, Job enlargement, Job Description, and Job Specifications. Job

Analysis

#### Unit III

Training and Development:- need, significance, Methods, Process of Designing a Training program. Career Development, Performance Appraisal

#### Unit IV

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.

Relevance of Bhagvad Gita: Doctrine of Karma i.e *Nishkama Karmayoga*, *Guna Theory*, , Bhagvad Gita & Self Management, Fundamentals of 18 chapters of Geeta, Overview of Vedas.

#### Unit V

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Work Ethics and etiquettes

Case study

#### BOOKS

- Yatharth geeta, shri swami adgadanadji, www.google.com
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
- Boatright, John R, Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
- Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6<sup>th</sup> ed.
- Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3<sup>rd</sup> ed.
- Dessler, Gary, Human resource management, Pearson Education, Delhi, 2005, 9<sup>th</sup> ed.
- Sudha, G.S., Human Resource Management, Ramesh Book Depot, Jaipur, 2009, MBA ed.

## M-202

### Business Corporate Laws & Strategic Management

**Course/Paper : 202**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.*

#### Unit I

Contract Act: Contract vs. Agreement, Element of valid contract, Offer and Acceptance ñ Rules regarding revocation of offer and acceptance, Consideration ñ Essential elements, Consideration, Capacity to contract, Free consent, coercion, undue influence, misrepresentation, fraud & Mistake , Bailment ñ Duties of bailer & bailee, Law relating to agency - types of agency, agents responsibility and rights

#### Unit II

Companies Act, 2013: Company ñ meaning & characteristics and kinds, lifting the corporate veil Registration & Incorporation, Memorandum of Association, Doctrine of Ultravires, Consequences of Ultravires transaction, Articles of Association,

#### Unit III

Rule of Constructive Notice, Doctrine of Indoor Management, Prospectus, Shares, Shareholders & Members, Directors: Position, appointment, removal, power & duties, Meetings, Majority powers & minority rights Prevention of oppression and mis-management, Winding up- Modes of Winding up.

#### Unit IV

Strategic Management: Role, Process, Formulation, Implementation, Evaluation and Control, Strategic Intent: Vision and Mission, Goals and Objectives, Strategic Analysis and Choice., Strategy Formulation , Different level of Strategies

#### Unit V

The External Environment: Identifying opportunities and Threats, Internal Environment: Determining Strengths and Weaknesses

Case Study

#### **BOOKS**

- Jauch & Glueek, Business Policy and Strategic Management
- Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
- Michael Porter, Competitive Advantage of Nations.
- Azhar Kazmi, Business Policy and Strategic Management
- Avtar Singh. Company Law. 11<sup>th</sup> ed. Lucknow, Eastern, 1996.

## M-203

### Quantitative Methods & Production Management

Course/Paper : 203  
MBA Semester-II

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*The objective of the course is to enable the students, in developing the understanding in the subject.*

#### Unit I

Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices.

#### Unit II

Linear Programme, Problem formulation and geometric methods of solution. Simplex method. Two phase method, Elementary ideas about duality, Dynamic Programming problem.

#### Unit III

Decision Theory, Decision making under uncertainty, Decision making under risk Decision Tress-Game Theory-Types of Games, Transportation & Assignment.

#### Unit IV

Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts, Material Handling- Principals-Equipments, Line Balancing-Problems, Operations decisions-Production Planning and Control -In Mass Production and in Batch/Job Order Manufacturing.

#### Unit V

Concepts-Work Study, Method Study, Work Measurement, Work Sampling and Work Environment; Inventory Control.

Concept of Total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management.

Case study.

#### BOOKS

- Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5<sup>th</sup> ed.
- Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2<sup>nd</sup> ed.
- Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8<sup>th</sup> ed.



**M-204**  
**Research Methodology & Project Management**

**Course/Paper : 204**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies and to make familiar with the art of using different research methods and techniques. o understand the concept and process of Business research in business environment.*

**Unit – I**

Research: Definition, Importance, Types, Steps in Research Methodology, Defining Research Problem; Research Design.

**Unit – II**

Sampling Design: Types of Sample, Purpose and advantages of sampling, Measurement and Scaling, Multi-dimensional scaling.

Types of Data: Primary, Secondary; Techniques of Data Collection: Questionnaire, Interview and Schedule and their formats.

**Unit – III**

Hypothesis Formulation: Meaning, Nature, types, characteristics of a useful hypothesis, importance of a Hypothesis, testing hypothesis.

Research Report Writing, Referencing: APA and MLA, Bibliography.

**Unit IV**

**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, project life cycle.

**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis.

**Unit V**

**Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

Calculation of PERT and CPM including crashing, Resource Allocation.

**BOOKS**

- Kothari, C.R., Research methodology Methods & techniques, New Age International (P) Ltd., Publishers, New Delhi, 2007, 2<sup>nd</sup> ed.
- Panneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi, 2009.
- Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to management research methods, Blackwell Publishing Ltd., 2004.
- Bhattacharyya, Dipak Kumar, Research methodology, Excel Books, New Delhi, 2006, 2<sup>nd</sup> ed.
- Vijayalakshmi, G. and Sivapragasam, C., Research methods Tips and techniques, M.J.P. Publishers, Chennai, 2008.

**M-205**  
**English Lab and Computer Application-II**

**Course/Paper : 205**  
**MBA Semester-II**

**Max.Marks : 100**  
**Viva**

**Objective**

*Objectives : To build learning of English language spoken, listen and written to make the management students placeable in the Industry*

**Unit I**

LSRW Skills & Methodologies, Introducing oneself, Paying compliments, Agreeing and Disagreeing, Pronunciation

**Unit II**

Tele Manners, Point out the difference, Relay (Passing a story), Once upon a time, Stress Management

**Unit III**

word stress, sentence stress, Press conference, Role Play, What would happen if.., World after 50 years, Time Management

**Unit IV**

CV preparation, GD, Personal Interviews, Corporate Etiquettes Do's and Don'ts, Expectation Management

**Unit V**

Powerpoint : Making of a presentation, Opening existing and new slide, Cut/ copy / paste, Insert features, Designs, Animations, Slide show, review and view features.

Making a powerpoint presentation and presentation.

Ms-Excel- Open spreadsheet, New, Cut/ copy/ paste, Insert features, Page Layout, References, Mailings, Review, view, Calculating formulas

\*External Viva to be conducted for Assessment.

**BOOKS**

- Robert L. Shurter and J Peter Williamson, Written Communication in Business
- Heta A Murphy and Charles E Peck, Effective Business Communication
- William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
- C. C. Parkhurst, English for Business
- Robert D Hay and P V Lesakar, Business Report Writing
- Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11<sup>th</sup> ed.
- The Seven Habits of Highly Effective People - Stephen R. Covey.
- Who Moved My Cheese - Dr. Spenser Johnson.
- Seven Spiritual Laws of Success - Deepak Chopra.

<b>SECOND YEAR</b>
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**MBA-301**  
**SUMMER TRAINING PROJECT**

**Course/Paper :MBA- 301**  
**MBA Semester-III**

**Max.Marks : 100**  
**VIVA**

*At the end of second semester all students will have to undergo summer training of 8-10 weeks with an industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the department/ faculty from time to time. Each student will be required to submit a project report to the Department / Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. The Viva voce will be conducted in Semester III.*

**Project Work Viva Voce**  
**MBA-401**

Course Objective:

The Project work viva voce is scheduled at the end of it at the end of semester in order to judge the understanding as well as application of the knowledge gained by the student during the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks will be of 100 marks which would be assessed by the Internal Guide (50 marks) and External Expert (50 marks). The Project Work may be based on Empirical or Secondary data.

**FINANCE SPECIALIZATIONS**

F-302

**Security Analysis & Portfolio Management**

**Course/Paper : F-302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

*The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market.*

**Unit I**

Investment Scenario & Security Markets: concept, objectives and constraints

security and non security forms of investment.

**Unit II**

Securities markets: New Issue Market, functions, methods of raising capital, development of stock market in India-Llisting, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI).

**Unit III**

Risk and Return: total risk and its factors-concept and components of total risk- security returns: measuring historical and ex ante (expected) returns-systematic and unsystematic risk-quantifying portfolio risk and return-benefits of diversification-capital market line and capital assets pricing model.

**Unit IV**

Introduction to portfolio management: The investment process-definition of investments-investment categories. Capital market theory: CAPM, CML-application of the security market line, APT. Portfolio analysis: diversification, portfolio risk and return-Markowitz risk return optimization-single index model-the Sharpe index model-portfolio beta, optimum portfolio selection, measurement of portfolio performance

**Unit V**

Economic analysis, Industry analysis, Company analysis, Technical analysis.

## Case and Problems

### BOOKS

- Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
- Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8<sup>th</sup> Ed.
- Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
- Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
- Sharpe & Alexander, Investments, Prentice Hall of India

**F-303**  
**Management of Financial Services**

**Course/Paper : F- 303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

Objective

*To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.*

Unit I

Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India.

Unit II

Indian financial system: an overview of Indian financial institutions, types of financial services - fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

Unit III

Capital markets: government securities market, monetary money market.

Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, primary market in India and abroad,

Unit IV

SEBI guidelines, Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services: Lease, Hire purchase,

Unit V

consumer finance, factoring, bill financing, credit cards, securitization/mortgages.

Case and Problems

**BOOKS**

- Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
- Tripathy, Naline Prava, Financial Services, PHI Learning.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
- Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
- Padmalatha & Justin Paul, Management of Banking and financial services, 2/e, Pearson, 2010.

**F-402**  
**Financial Derivatives**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments

**Unit I**

Definition of Derivative Securities- Structure of derivative markets in India, forwards, futures, options, swaps etc.

**Unit II**

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes. Trading Strategies involving Options and Futures. Interest rate derivatives,

**Unit III**

Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: Determination of Fair value

**Unit IV**

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

**Unit V**

Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, Evaluation of currency and Interest rates

Case and Problems

**BOOKS**

- Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
- Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
- John, C. Hull, Options, Futures and other Derivative Securities, PHI Learning
- Keith, Reqhead, Financial Derivates an Introduction to Futures, forwards, options and SWAPs, PHI Learning
- John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition

**F-403**  
**Banking Services Operations**

**Course/Paper : F-403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.*

*Unit I*

Indian financial system: the financial system - nature - evolution and structure - the functions of financial intermediaries - financial instruments - the role of financial system in economic development - the Indian financial system.

Unit II

Deposit products: types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Credit policy: Need for credit policy, credit policy components of credit policy, credit policy pursued by the government, credit culture.

Unit III

Retail banking: basics, forms and emerging issues. Corporate banking: Nature, Developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

Unit IV

Rural banking and Micro finance: sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDB) - regional rural banks (RRBS), service area approach (SAA) - National Bank for Agriculture and Rural Development (NABARD)

Unit V

Introduction to banking operations: the changing nature of banking operations, importance of customer relationship management in banks - - role of technology in banking operations - the need for Asset-Liability Management. Introduction to electronic banking: an introduction, e-commerce, e-banking in India, internet banking strategies, risks in e-banking, Payment and settlement systems ; RTGS and NEFT

**BOOKS**

- Shekar & Shekar, Banking Theory and Practice, Vikas, 20/e, 2011.
- Vij & Dhavan, Merchant Banking & Financial services, 1/e, McGraw Hill, 2011.
- Machiraju, Indian Financial System, 4/e, Vikas, 2010.
- Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
- Tripathy, Nalini Prava, Financial Services, PHI Learning.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
- Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.



## MARKETING ELECTIVES

M-302

### Advertising Management

**Course/Paper : M-302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.*

#### Unit I

Foundations for Communication; Marketing Communication Process, Marketing Communication Mix: Advertising, Personal Selling, Publicity & Public Relations, Sales Promotion

#### Unit II

Advertising: Definition & Characteristics; Types; Mass Media Promotions- Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising

#### Unit III

Models of Advertising :AIDA, DAGMAR

Consumer behavior. Consumer Buying Behavior process, Purchase Decision ; Post Purchase Evaluation

#### Unit IV

Advertising Plan, Advertising Production Process , Creative strategy, Types of Advertising appeals , The Creation Stage

#### Unit V

Testing and Measuring Performance - Copy Testing : Pre-Testing and Post Testing; Media Planning, Measuring Promotional Performance - Advantages and disadvantage, Ethics in Advertising, Legal Aspects of Advertising.

#### **Books**

- Advertising Theory and Practice : Chunawlla, Kumar, Sethia, Subramanian, Suchak, Himalaya Publishing House
- Advertising Management & Sales Promotion – SHH Kazmi & Satish K Batra, Himalaya Publishing House.
- Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed. Chicago; Irwin, 2002.
- Arens and Bovee, Contemporary Advertising, Irwin, 1995.
- Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.

## M-303

### Sales & Distribution Management

**Course/Paper : 303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

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

#### Unit I

The Sales Management - Introduction to Sales management, Sales organization : Structure, Sales function & policies, Sales Manager: Functions

#### Unit II

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

#### Unit III

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

#### Unit IV

Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

#### Unit V

Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution management Case and Problems

#### **BOOKS**

- Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
- Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
- Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
- Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
- Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
- Calvin; Sales Management; Tata McGraw Hill, New Delhi.
- Futrell, Charles, Sales Management, Thomson Learning, Mumbai.
- Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
- Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.

**M-402**  
**Consumer Behavior & Market Research**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*At the end of the course it is expected that the students will be :proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner*

**Unit I**

**Consumer Behavior:** Definition , Consumer Decision Process, Decision Rules Factors affecting Consumer Behavior

**Unit II**

**Consumer Research:** Introduction. Consumer Research Process, Qualitative and Quantitative data, Attitudinal Scales , Sampling methods , Research Proposal.

**Unit III**

**STP (Segmentation, Targeting & Positioning) in Consumer Behavior, Types, Targeting : Concept, Types**

**Unit IV**

**Motivation : Introduction, Process, Motives. Motivational Theories, Motivational Direction Techniques of Motivational Research**

**Unit V**

**Personality, Defense mechanisms, Evaluating Psychoanalytical perspective, Traits perspective – The Big 5 Factors, Self Concept or Self Image, Assessing & evaluating Self.**

**Case and Problems**

**BOOKS**

- Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
- 2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
- Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
- Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
- Loudon & Loudon; Consumer Behavior; TMH; New Delhi
- Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

## M-403

### Marketing of Services

**Course/Paper : M-403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.*

#### Unit I

Introduction to Service Marketing – Concept , Nature, Classification  
Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service expectations

#### Unit II

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps.

#### Unit III

The marketing mix elements, Product, price place, promotion & communication services, and extended marketing mix - people, process physical evidence in services.

#### Unit IV

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service marketing

#### Unit V

Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service Case and Problems

#### **BOOKS**

- J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.
- Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
- Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
- Shankar, Ravi, Service Marketing, Excel, 2002.
- Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
- McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.
- S.M. Jha, Service Marketing, Himalaya Publishing House, New Delhi.

**H-302**  
**Training and Development**

**Course/Paper : H-302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The Purpose of this paper is to provide an in-depth under-standing of the role of training in the HRD and to enable the course participants to manage the Training system and processes.*

**Unit I**

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration

**Unit II**

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process;

**Unit III**

Training Climate and Pedagogy; Developing Training Modules, Training methods, Training Strategy.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

**Unit IV**

Evaluation of Training - Training evaluation , Measurement Tools & Technique, Feedback Mechanism

**Unit V**

Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India. Case Study.

**BOOKS**

- Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- Buckley, R. and Caple, Jim, The Theory & Practice of Training, London, Kogan Page.
- Janakiram, B., Training & Development, New Delhi, Biztantra.
- Pareek, Udai, Training for Development, New Delhi, Vistaar.
- Pepper, Allan D., Managing the Training and Development Function, Alderson, Gower
- Reid, M.A., Training Interventions: Managing Employee Development, London: IPM.

## H-303

### Strategic Human Resource Management

**Course/Paper :H- 303**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.*

#### Unit I

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

#### Unit II

Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource - non-substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices - marginal utility models - auditing HR practices and department, linking strategy to HRM practices.

#### Unit III

HR Strategy in work force utilization: Efficient utilization of human resource - cross training and flexible work assignment - work teams - non unionization, strategies for employee shortages, strategies for employee surpluses.

#### Unit IV

Evaluating HR Function : Overview of evaluation - scope - strategic impact - level of analysis - criteria - level of constituents - ethical dimensions, approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - out come and process criteria, balanced score card perspective, bench marking,

#### Unit V

HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring

#### Case and Problems

#### **BOOKS**

- Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
- Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
- Michael Armstrong, Strategic Human Resource Management: Strategy and Action, Kogan
- Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
- Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.
- Beardwell and Holden, 1996, Human Resource Management, London Pitman.

**H-402**  
**Leadership Skills & Change Management**

**Course/Paper : H-402**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles. Understanding the change, its role and implementation.*

**Unit I**

The nature and importance of leadership: The meaning of leadership leadership vs. management, the Impact of leadership on organizational performance, leadership roles - the satisfactions and frustrations of being a leader. Traits, Motives

**Unit II**

Characteristics of leaders: Personality traits of effective leaders, leadership motives-, Effective leadership behaviour and attitudes, 360-degree feedback for fine-tuning leadership approach.

**Unit III**

Leadership styles, Gender differences in leadership style - selecting the best leadership style.

**Unit IV**

Developing teamwork: team leadership vs. solo leadership - advantages and disadvantages of group work and team work - the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork.

**Unit V**

Case Study

**BOOKS**

- Nilakant V. and Ramnarayan S., Change management, Response books 2006.
- Palmer, Dunford and Akin, Managing organizational change, 2011.
- Kavitha Singh, Organizational Change and Development, Excel Books, 2010.

**H-403**  
**Human Resource Planning**

**Course/Paper : H-403**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

To create practical awareness about the current trends in human resource planning in global companies.

**Unit I**

Introduction: definition and concept of HRP, benefits, process. HRP components., HR planning as a strategic process-employees as resources-goal attainment.

**Unit II**

Linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

**Unit III**

HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.

**Unit IV**

Career planning: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors - Stages of growth and career, career processes.

**Unit V**

Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Case and Problems

**BOOKS**

- Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
- Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw- Hill Bombay.
- Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
- Dale Yoder and Staudahar Paul D; Personnel Management and Industrial Relations, Prentice-Hall, Englewood Cliffs.
- B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai, Delhi, 2000.



## **PRODUCTION ELECTIVES**

**P-302**

### **Total Quality Management**

**Course/Paper : P-302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.*

#### **Unit I**

**Introduction:** Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture.

**Customer Focus and Satisfaction:** Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.

#### **Unit II**

**Philosophy of TQM:** Philosophies of Deming, Crosby, Juran and Taguchi, PDCA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

#### **Unit III**

**Pre-requisite for TQM:** Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS , Organizing for quality.

#### **Unit IV**

**Quality by Design:** Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

**Bench Marking:** Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

#### **Unit V**

**Tools of TQM:** Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

Case and Problems

#### **BOOKS**

- Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
- 2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

**P-304**  
**Production Planning and Control**

**Course/Paper : P-303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

**Unit I**

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

**Unit II**

Production systems, type of production, Functions of production, planning and control, production procedure.

Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques:

**Unit III**

Production order: Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

**Unit IV**

Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

**Unit V**

Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

Case and Problems

**BOOKS**

- Seetharama, Peter J., Dennis W, Production planning & inventory control by. –Pub. PHI
- Production and operation management- S N Chary- Tata Mc Graw hill
  
- Groover, M. P., Automation, Computer Integrated Manufacturing System,
- R. B Khanna, Production and operation management by–Pub. PHI
- Aswathappa & Bhat, Production and operation management- Pub. - Himalaya pub. House

**P-402**

**Logistics Management**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.*

**Unit I**

Logistics Management- Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management

**Unit II**

Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

**Unit III**

Customer Service- Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

**Unit IV**

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

**Unit V**

Transportation- Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

Case and Problems

**BOOKS**

- Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
- Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
- Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.
- Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

**P-403**  
**Supply Chain Management**

**Course/Paper : P-403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course is designed to acquaint the students with due basic management decisions encountered in the organization of function and the effective utilization of materials and its supply.*

**Unit I**

Introduction: What is supply chain management - Global optimization - managing uncertainty - Why supply chain management - key issues in supply chain management - supply chain performance - achieving strategic fit.

**Unit II**

Logistics Network Configuration: Introduction - data collection - data aggregation - Transportation rates - mileage estimation - warehouse costs - warehouse capacities - potential warehouse locations - service level requirements - future demand - model and data validation -

**Unit III**

Inventory management and Risk pooling: Introduction - single warehouse inventory - the economic lot size model - the effect of demand uncertainty - supply contracts - multiple order opportunities - continuous review policy - variable lead times - periodic review policy - risk pooling

**Unit IV**

Customer value and supply chain management: Introduction - the dimensions of customer value - conformance to requirements - product selection - price and brand - value added services - relationships and experiences - strategic pricing - revenue management - customer value measures - information technology and customer value.

**Unit V**

Decision-support systems for supply chain management: Introduction - the challenges of modeling - structure of decision support systems - input data - analytical tools - presentation tools - supply chain decision - support systems. Case and Problems

**Books**

- Donald J Bowersoy & David J Closs , Logistical Management- - Tata Mc GrawHill
- R P Mohanty & S G Deshmukh, Supply Chain Management- Theories & Practice -- Pub: Biztantra House
- Sunil Chopra, Supply Chain Management--Pub: Peter Meindi

## **INFORMATION TECHNOLOGY ELECTIVES**

**IT- 302**

### **Strategic Management of Information Technology**

**Course/Paper : IT-302**

**Max.Marks : 70**

**MBA Semester-III**

**Time : 3 Hrs.**

#### **Objective**

*This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.*

#### **Unit I**

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

#### **Unit II**

Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

#### **Unit III**

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

#### **Unit IV**

Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level.

#### **Unit V**

Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.

#### **Cases and Problems.**

#### **BOOKS**

- Strategic Management in Information Technology, David B. Yoffie
- Executive Strategy: Strategic Management and Information Technology, Frederick Betz
- Management Strategies for Information Technology (Business Information Technology), Earl (Author)
- Etourism: Information Technology for Strategic Tourism Management, Dr Dimitrios Buhalis
- Strategic Information Technology and Portfolio Management, Albert Wee Kwan Tan

**IT-303**  
**Data Base Management**

**Course/Paper : IT-303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.*

**Unit I**

File System and Databases: Introducing the database - files and file systems - database systems - introduction to database models - data base models and internet.

**Unit II**

The Relational Database Model: A Logical view of data - keys - integrity rules - relational database operators - relationships within the relational database - data redundancy indexes.

**Unit III**

Structured query language: SELECT Statement - distinct clause - handling of null values - ORDER BY clause, WHERE clause - relational operators - logical operators (AND, OR, NOT), SQL Operators - (BETWEEN, AND, IN, LIKE) - numeric functions - string functions - date functions - conversion functions - GROUP BY clause - group functions - HAVING clause - joining tables - SET Operators (UNION, INTERSECTION, MINUS) - Sub queries.

**Unit IV**

Object oriented databases: Object oriented concepts - features of an object oriented DBMS - How object orientation affects database design - Advantages and disadvantages of OODBMS.

Web based databases

**Unit V**

Database security and administration: Database security - access control - GRANT, REVOKE - GRANT, REVOKE on views and integrity constraint - data as a corporate asset - the evolution of database administration function - The DBA's managerial role.

Cases and Problems.

**BOOKS**

- "Database System Concepts" by Abraham Silberschatz, Henry Korth, and S. Sudarshan
- "Database Management Systems" by Raghu Ramakrishnan
- "An Introduction to Database Systems" by Bipin Desai
- "Principles of Database Systems" by J. D. Ullman
- "Fundamentals of Database Systems" by R. Elmasri and S. Navathe
- "Foundations of Databases" by Serge Abiteboul, Richard Hull and Victor Vianu

## IT-402

### Management Support System

**Course/Paper : IT-402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*This course introduces students to the use of computer-based systems in support of managerial decision making in organizations.*

#### Unit I

Overview of management support systems. Decision making and decision makers.

#### Unit II

Introduction to decision support systems. Decision modeling

Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

#### Unit III

Introduction to Data warehousing and development process: concept, why, framework- options-developing. The business driven approach-requirements management control- development life cycle-development methodologies.

#### Unit IV

Data warehousing applications: CRM, SCM, Banking sector, insurance sector.

Group decision support systems.

#### Unit V

Enterprise/Executive information systems, Implementation, integration & impacts of MSS ,

#### **Case and Problems**

#### **BOOKS**

- V.V Sople- Logistics Management-Pub.- Pearson edition-2013
- Desai K D – Six Sigma, Pub. Himalaya Publishing house
- Ray & Ruben- Stores Management, Pub. Himalaya Publishing House

**IT-403**  
**E-Business**

**Course/Paper : IT-403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers.*

**Unit I**

Introduction, background and current status: digital economy, principles of e-business, e-business models.

**Unit II**

E-business frameworks: E-selling process, e-buying planning, e-procurement, convergence strategies, e-business design and e-markets: overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

**Unit III**

Integrating supply chain management process: definitions, components of e-supply chain, managing relations in e-supply chain.

**Unit IV**

Integrating enterprise resource planning process: enterprise architecture planning, lead time reduction, improved supplier performance.

Selling chain management process: definition, business and technology drivers, infrastructure, sales and distribution configuration.

**Unit v**

E-CRM processes and their integration, e-banking, e-governance.

E-Business strategy into action, Challenges, e-Transition and Summary. e-Security.

Case and Problems

**BOOKS**

- J Deitel, Deitel & Nieto Internet and World Web. How to Program
- Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program
- E-Business and E-Commerce, 2/E , Dave Chaffey, Prentice Hall.



## NATIONAL JOURNALS:

- ✓ *Vikalpa, IIM Ahmedabad, This is a peer reviewed journal publishing contemporary research papers and cases on marketing, finance, HR, systems and other areas of management. Price Rs 1000 Frequency quarterly.*
- ✓ *IIM Bangalore Management Review. This is a peer reviewed journal publishing contemporary research papers, roundtables and cases on marketing, finance, HR, systems and other areas of management., Price 1600 Frequency-Quarterly.*
- ✓ *Decision, IIM Calcutta, This is a peer reviewed journal publishing contemporary research papers, roundtables and cases on marketing, finance, HR, systems and other areas of management. Price Rs 2000.00 Frequency half yearly.*
- ✓ *The Journal of Entrepreneurship : Editor: Sasi Misra, Entrepreneurship Development Institute of India,Ahmedabad, This journal is designed to disseminate the fruits of research and results of innovative experiments, with particular focus on countries like India. The journal focuses on the changing contours of entrepreneurial research and training and acquaints the readers with the latest trends and directions of explorations in the theory and practice of entrepreneurship. Price: Rs. 1,450 Frequencies: Twice a Year.*
- ✓ *Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai, Rs.300/- Frequency-Quarterly.*
- ✓ *Forgien Trade Review: Editor: Indian Institute of Foreign Trade New Delhi, Price: Rs.2, 800/-, Frequency: Quarterly. SAGE.*
- ✓ *Journal of Human Values : Editor: SK Chakarborty , IIM Calcutta. The **Journal of Human Values** (JHV) addresses the topics of human values from a multidisciplinary perspective and provides a fresh approach to understanding the relevance of human values in the present context. Price: Rs.1780/-, Frequency: Twice a Year. SAGE*
- ✓ *Vision.The Journal of Business Perspective: Editor: Debi S Saini, Management Development Institute,Gurgaon. This journal carries papers in all functional areas of management, including economic and business environment. The papers are based on original research that help bridge the gap between the known and the unknown, and often between perspectives of academics and those of the corporate world.The journal is premised on creating influence on the academic as well as corporate thinkers. Price: Rs.1,810/- Frequency: Quarterly.*
- ✓ *ASCI Journal of Management Rs 500.00 - Frequency: half yearly.*
- ✓ *Productivity Journal Rs 2300.00 Frequency: Quarterly.*

## MARKETING

- ✓ *Indian Journal of Marketing – Rs 1200.00 Frequency: monthly.*
- ✓ *MICA Communications Review – A Marketing Communications Journal, Mudra Institute of Communications, Ahmedabad. This journal publishes research papers and cases related to market*
- ✓ *Research, consumer behaviour, marketing communication. Price Frequency. Bi Annual.*

## FINANCE

- ✓ *Chartered Accountant Rs 1000.00 Frequency: Quarterly.*
- ✓ *Finance India Rs 1800.00 Frequency: Quarterly.*
- ✓ *Human Capital Rs 600.00 Frequency: Monthly.*
- ✓ *Management Accountant Rs 600.00 Frequency: Monthly.*
- ✓ *Journal of Accounting & Finance Rs 1200.00 Frequency: Half yearly.*

## **HR**

- ✓ *Indian Journal of Industrial Relation* Rs 1000.00 Frequency: Quarterly.
- ✓ *NHRD Journal of Career Management, National HRD, Calcutta. This journal focuses on the issues related to career management in organizations.* Price Frequency. SAGE
- ✓ *Management and Labour Studies: Editor: Sanjay Patro XLRI, Jamshedpur, Management and Labour*
- ✓ *Studies (MLS) are the official publication of XLRI, Jamshedpur.*
- ✓ *Price: Rs.2200/- Frequency: Quarterly. SAGE.*
- ✓ *Personnel today* Rs 700.00 Frequency: Quarterly.
- ✓ *Leadership excellence (Indian Edition)* Rs 1200.00 Frequency: Monthly.
- ✓ *Indian Journal of Training & Development* Rs 750.00 Frequency: Quarterly.

## **INTERNATIONAL JOURNALS**

1. *Harvard Business Review* Rs 13,500.00 Frequency: yearly 10.
2. *Supervision, US* \$ 356.96.
3. *Academy of Management Journal, US* \$ 570.
4. *Academy of Management Perspectives, US* \$ 465.
5. *Marketing Research* US \$ 540.
6. *Journal of Finance* US \$ 540.

## **MAGAZINES:**

1. *Indian Management* Rs 600.00 Frequency: Monthly.
2. *Business India* Rs 290.00 Frequency: 26 yearly.
3. *Business World* Rs 720.00 Frequency: 52 yearly.
4. *Business Today* Rs 780.00 Frequency: 26 yearly.
5. *Fortune International* Rs 2834.00 Frequency: 26 yearly.
6. *University News* Rs 950.00 Frequency: 52 yearly.
7. *Capital market* Rs 1300.00 Frequency: 26 yearly