



# **MBA-I**

# **SEMESTER**



## Management and Organizational Behavior

**Course Code: MBA17101CR**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.*

### **Unit-I:**

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

### **Unit-II:**

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the “Big Five” Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

### **Unit-III:**

Learning - Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

### **Unit-IV:**

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow’s Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom’s Expectancy Theory; J. Stacy Adam’s Equity Theory.

**Note:** - *The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.*

### **Suggested Readings:**

1. *Fundamentals of Management* by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. *Essentials of Management* by Andrew J/DuBrin THOMSON-South western *Management of Organizational Behavior* by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. *Organizational Behavior* by Stephen Robins- Pearson Education-New Delhi *Organizational Behavior* by Fred Luthans- McGraw-Hill
4. *Organizational Behavior* by Debra/James – THOMSON-South-Western



## Accounting for Managers

**Course Code: MBA17102CR**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.*

### Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

### Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

### Unit-III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of breakeven point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centers.

### Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labor cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

#### **Note:-**

1. *This paper shall have 70% numerical and 30% theoretical questions.*
2. *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

#### **Suggested Readings:**

1. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
2. *Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A. Management Accounting – Principles & Practice, Vikas Publishing House, New Delhi.*



## Quantitative Methods

**Course Code: MBA17103CR**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.*

### Unit-I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2)

### Unit-II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability-simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:- Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

### Unit-III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Involving Slack Variables only; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment.

### Unit-IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks-finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision making environments; Calculation of EMV and EVPI.

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:-**

- |   |   |                                   |
|---|---|-----------------------------------|
| 1 | <i>Quantitative techniques in Management/Vohra, N.D.,</i>                       | <i>Tata McGrawHill, New Delhi</i> |
| 2 | <i>Mathematics for Management/ Ragavachari, M.</i>                              | <i>Tata McGrawHill, New Delhi</i> |
| 3 | <i>Business Statistics/Gupta, SP and Gupta, MP</i>                              | <i>Sultan Chand, New Delhi</i>    |
| 4 | <i>Basic Statistics for Business &amp; Economics/Kazmier L.J &amp; Pohl, NF</i> | <i>McGrawHill, New York</i>       |
| 5 | <i>Statistics for Management/Levin Richard I &amp; RubinDavid</i>               | <i>Prentice Hall Inc</i>          |



## Managerial Economics

**Course Code: MBA17105DCE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

### Unit-I

Managerial Economics - Concept and Techniques, Nature of Business Decision making, Utility Analysis. Demand Analysis. Elasticity of Demands – Types and measurement. Demand Forecasting; Elements of Demand Forecasting.

### Unit-II

Production and Cost – The production function; production with one variable and two variable inputs, Economics of Scale; Estimating the production, Market Structure – Perfect competition. Monopoly, Monopolistic Competition, Oligopoly.

### Unit-III

Macro Economics – concept. GNP and GDP – Determinants of National income. Business Cycle- Nature and Phases. Inflation- phases of inflation and control.

**Note:** *The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

### **Suggested Reading:-**

1. *Business Economic /Adhikary Excel Books, New Delhi.*
2. *Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.*
3. *Managerial Economics/ Choptra, TATA McGraw Hill, New Delhi.*
4. *Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.*
5. *Modern Micro Economics/ Koutsoyiannis Macmillan, New York.*



## Computer Applications in Management

**Course Code** MBA17106DCE  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:-** This course aims at making students conversant with the basic concepts of computers, various input, output, and storage devices, software and operating systems and MS-office.

### Unit-I

- Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers
- Evolution (Generations) and classification of computers (super, mainframe, Mini, Micro etc)
- Common I/O devices and their characteristics.
- Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

### Unit-II

- Computer software: Classification and Types.
- Generations of computer Languages
- Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems.
- Booting process

### Unit-III

- Windows Basics: The Desktop, My Computer, Working with files and Folders.
- Windows Explorer, Windows Help and Support centre.
- Searching in Windows and System utilities.
- Start Menu, Accessories like Notepad, Paint and WordPad.

**Note:** - Practical work and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. ITLES, "Introduction to Information Technology", Pearson Education.
2. Peter Norton, "Introduction to Computers", PHI.
3. Sanders M, "Computers in Business: An introduction" McGraw Hill



## **Business Communication**

**Course Code: MBA17107DCE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:-** *The objective of this paper is to equip the students with Business Communication Skills to enable them to effectively communicate and present the technical report/presentations.*

### **Unit–I: Introduction**

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers.

### **Unit–II: Channels of Communication**

Channel effectiveness, Channel limitations. Media of communication approaches to effective communication, Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color, report writing organization and techniques, Short & Long Formal Reports.

### **Unit–III: Group Communication**

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Specific business communication: essentials of effective business communication .structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

**Note: -** *Case studies and other assignment will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw*
2. *Poe & Fruchling, Basic Communication, AITBS*
3. *Diwan & Aggarwal Business Communication Excel*
4. *Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books*



## Applied Operations Research for Business and Economics

**CourseCode:**MBA17001GE

**MBA I<sup>st</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40%**

**Course Objectives:** - *The objective of the course is to make the students familiar with some basic operations research techniques that have wide applications in business and economics. The main focus, however, is in their applications in decision making.*

### Unit-I

Mathematical basis of Managerial decisions - An overview; Nature and Scope and Scientific approach of Quantitative methods in management;

Decision theory: criteria for decisions under uncertain and probabilistic kinds of decision making environments; EMV and EOL criterion and estimating EVPI;

Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2), Dominance Rule

### Unit-II

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Big M method;

Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Assignment Problem: Introductory concepts, Hungarian assignment method for optimal assignment;

### Suggested Reading:-

1. *Basic Statistics for Business & Economics/Kazmier L.J & Pohl, NF/1988* McGrawHill, New York
2. *Statistics for Management/Levin Richard I & RubinDavid S/1995* Prentice Hall Inc
3. *Linear Programming and Decision Making/Narag, AS/1995* Sultan Chand, New Delhi
4. *Fundamentals of Operations Research/Sharma JK/2001* Macmillian, New Delhi
5. *Quantitative techniques in Management/Vohra, N.D.,* Tata McGrawHill, New Delhi

**Name of Course Instructor: Prof. Iqbal Ahmad Hakim**





## Leadership and Organization Dynamics

**Course Code: MBA17002GE**

**MBA 1<sup>st</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit-I**

Leadership, meaning, importance, types of leadership, leadership styles, and leadership theories.

### **Unit-II**

Basis of Power, the process of Empowerment, elements of employee empowerment. Organization structure, authority, and Delegation.

### **Suggested readings:**

1. *Management of Organizational Behavior* Hersey, Paul, Ken Blanchard, & Dewey E. Johnson: *Leading Human Resources* (2008).
2. *Culture, Leadership, and Organizations* House, Robert J., Paul J. Hanges, Mansour Javidan, Peter Dorfman, Vijay Gupta: *The GLOBE Study of 62 Societies* (2004).
3. *Organizational Behavior (13th Edition)* by [Stephen P. Robbins](#) [Timothy A. Judge](#) [Seema Sanghi](#).

**Name of Course Instructor: Dr. Aijaz Akbar Mir**



## Financial Statement Analysis

**Course Code: MBA17003GE**

**MBA 1<sup>st</sup> Semester**

**Credits:2**

**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objectives:** - *The purpose of this course is to acquaint the students with the broad framework of analyzing financial statements of companies.*

### Unit-I

Financial Statements Analysis: Meaning, objectives and process, Techniques of Analysis, Uses and preparation of Comparative financial statements, Common size financial statement, Trend analysis.

### Unit-II

Ratio Analysis: Advantages, significance and limitations – Computation and analysis of Liquidity Ratios, Solvency Ratios and Profitability Ratios. Funds Flow Analysis – Concept, uses and preparation of funds flow statement; Cash Flow Analysis.

### Suggested Readings:

1. *Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume II, Taxmann, New Delhi.*
2. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India, New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A. Management Accounting – Principles & Practice, Vikas Publishing House, New Delhi.*

**Name of Course Instructor:- Prof. Mushtaq A Darzi**



## Leadership Development

**Course Code: MBA17001OE**

**MBA 1<sup>st</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Course Objectives:-**

*The purpose of Leadership Development is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. LD requires personal curiosity and reflection from students as well as personal openness and sharing in class discussions, leadership development groups, and one-on-one sessions. Leadership development concepts used in the course will be immediately applicable for students and useful for the rest of their lives.*

### **Unit-I: Introduction**

Nature and scope of Leadership, management and leadership, evolving theories of leadership. Leader as an individual; personality and leadership, values and attitudes, cognitive differences, personality and leadership style, transactional versus transformational leadership. Creating Vision and Strategic Direction; strategic leadership, leadership vision, mission, strategy formulation, strategy in action, the leader's impact.

### **Unit-II: Research Perspectives on Leadership**

Trait Approach, Behavior Approaches, Individualized Leadership. Contingency Approaches; The Contingency Approach, Fiedler's Contingency Model, Hersey and Blanchard's Situational Theory, Path-Goal Theory, The Vroom-Jago Contingency Models .

*Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggesting Readings:**

1. *Leadership: Research Findings, Practice, and Skills, 8th Edition Andrew J. DuBrin, Cengage Ltd.*
2. *Leadership: Theory, Application, & Skill Development, 6th Edition Robert N. Lussier/ Christopher F. Achua, Cengage Ltd.*
3. *The Leadership Experience, 6th Edition, Richard L. Daft, Cengage Ltd.*
4. *Principal, The: Creative Leadership for Excellence in Schools, 8/E Ubben, Hughes & Norris, Pearson Ltd, New York.*

**Name of Course Instructor: Dr. Majid Hussain Qadri**



## Technical Writing

**Course Code: MBA17002OE**

**MBA 1<sup>st</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objective:** *To familiarize students with the mechanics of writing and enable them to write precisely and effectively. To express themselves in different genres of writing from creative to critical to factual writing and take part in print and online media communication.*

### Unit-I

#### **Personal & Social Communication:**

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, and consoling, conveying information. Blogs, Reviews, posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

### Unit-II

**Workplace Communication:** strategies for writing, e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing.

#### **Suggested readings:**

1. Diwan & Aggarwal *Business Communication Excel*
2. E. H. McGrath, S.J. 2012. *Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi*
3. Lesikar, Petit & Lesikar's, *Basic Business, Tata McGraw*
4. Poe & Fruchling, *Basic Communication, AITBS*

**Name of Course Instructor: Dr. Sumaira**



## Basic Econometrics

**Course Code: MBA17003OE**

**MBA 1<sup>st</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objective:** *The objective of this course is to equip the manager with the methodology of decision making using the concepts of microeconomics. Starting out with an exposition of the theory of decision making by households and firm. The participants will be made to comprehend the working out the markets, the determination of prices and techniques of decision making that the players in the market can adopt to ensure that sound decisions are made.*

### Unit-I

An overview of economics – Microeconomics. Nature and scope of business economics, Managerial decision making mdg. The economy risk and its working and basic problems. What is econometrics? Methodology of econometrics

### Unit-II

Theory of demand: Utility law of diminishing marginal utility, law of equi-marginal utility, indifference curve – Meaning and properties: Marginal rate of substitution. Elasticity of Demand – Measurement of Elasticity of Demand.

### Suggested Readings:-

1. *Damodar N Gujarati*
2. *Sangeetha – Basic econometrics*
3. *D N Dwivedi Micro Economics – Theory and application*
4. *Business and Managerial Economics – Sampat Mukherjee*
5. *Managerial economics – Keats*
6. *Economic Theory – M L Seth*
7. *Economics theory – KK Devish*

**Name of Course Instructor: Prof. Farooq Ahmad Khan**



# **MBA-II**



## Human Resources Management

**Course Code: MBA17201CR**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** *The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.*

### **Unit -I**

Human Resource Management. - Nature, Philosophy, significance and core values of HRM, Evolution of HRM; Challenges facing HRM and impact of technology on HRM practices. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy. who am I exercise.

### **Unit-II**

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis-job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Placement, induction, internal mobility and separations.

### **Unit-III**

Performance Appraisal System(PAS)-Concept, objectives and uses of PAS. PAS Methods and sources. Appraisal errors. Discipline and grievance handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

### **Unit-IV**

Manpower Training and Development – Concept, objectives and significance. Determination of training needs. Methods for operatives training and management development programmes. Stages of Training programmes. Evaluation of effectiveness of training Programmes.

**Note: -** *The case studies/ presentations will be announced by the course instructor during the semester.*

### **Suggested Readings:**

1. E. Schuster *Human Resource Management ,Concept ,Cases And Readings ,PHI*
2. Gary Dessler, *Human Resource Management, Pearson Education ,13th Edition*
3. UdaiPareek, *Training Instruments In Hrd And Od ,Tata Mac Graw Hill 2nd Edition*
4. M.S. Saiyadian , *Human Resource Management, Tata Mac Graw Hill 3rd Edition*
5. Shell/Bohlander, *Human Resource Management, Cengage Learning*



## Marketing Management

**Course Code: MBA17202CR**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

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

### Unit-I

Nature, Significance and scope of Marketing; Company Orientations towards the market place; Marketing concepts, Trends and Tasks; Strategic Marketing planning; Scanning the Marketing Environment; Marketing Research; Creating customer value, Satisfaction, and loyalty.

### Unit-II

Consumer Behavior; Factors influencing consumer Behavior and Buying decision process; Segmenting consumer and business Markets; Market Targeting; Building Strong Brands-Dealing with competition, Creating Brand Equity; Crafting Branding positions; Product Management; Product life cycle, New product and Decisions; Product packaging and labeling.

### Unit-III

Pricing objectives and approaches; Factors affecting pricing decisions; Pricing Strategies; Price Changes; Marketing channels and value Networks; Role of Marketing channels; Channel design and channel Management Decisions; Factors affecting distributors decisions; Channel conflict and its Management. Growth in Retailing Industry and Strategic decisions in Retail business.

### Unit-IV

Marketing communications, Developing effective communications, Advertising, Sales promotion, public Relations; Personal Selling and Direct Marketing; Internal Marketing; Socially Responsible Marketing.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. Gary Armstrong and Philip Kotler, "Marketing: An Introduction" Prentice Hall;
2. Philip Kotler, and Keller, "Marketing Management" Prentice Hall;
3. Ramaswamy, V.S. and Namakumari, S, "Marketing Management, Planning, Control" Macmillian, New Delhi;
4. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill ;
5. Rajan Saxena, "Marketing Management" McGraw Hill Companies.





## Managerial Finance

**Course Code: MBA17203CR**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *To acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.*

### Unit-I

*Introduction to Finance:* concept, principles that form the basics in financial management, scope, goal of the firm; *Time value of money-* future value and present value computation, comparing P.V. with F.V; *Cost of Capital-*concept, significance, determining cost of specific sources of capital, computation of the weighted average cost of capital.

### Unit-II

*Capital Investment Decision:* concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value method and net present value method, internal rate of return:

### Unit-III

*Capitalization and Capital Structure-*Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure –net income approach and traditional approach , Irrelevance of capital structure-net operating income approach and MM hypothesis, EBIT EPS analysis, Indifference point computation; *Leverage:* Financial, Operating Leverage and total leverage, Analysis and impact of leverage.

### Unit-IV

*Dividend Decision:* Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend relevance theories- M.M.Hypothesis; Bonus Shares and Stock Split.

*Note:-This paper shall have 60% numerical and 40% theoretical questions.*

*Note: Case Studies and other assignments will be given by the concerned faculty in the class.*

### Suggested Reading:-

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata McGraw Hill



## **Productions and Operations Management**

**Course Code: MBA17205DCE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam:50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.*

### **Unit-I**

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

### **Unit-II**

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

### **Unit-III**

Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

**Note:-** *The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

### **Suggested Readings:**

1. Adam, E.E. & Ebert, R.J. *Production and Operations Management*. 6th ed., New Delhi, Prentice Hall of India
2. Amrine Harold T. etc. *Manufacturing Organizations and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buffa, E.S. *Modern Production Management*, New York, John Wiley
4. Chary, S.N. *Production and Operations Management*, New Delhi, Tata McGraw Hill
5. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill



## Research Methodology

**Course Code: MBA17206DCE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

### Unit-I

Research Methodology - Epistemology Nature and Scope, Scientific Research, Building Blocks, Concepts, Construct, Parsimony, variables, attributes, validity concept, theory building in research, Research Process, Marketing research, value and cost of information – Bayesian Decision Theory, Ethical issues in Marketing Research.

### Unit-II

Research Design – types – Exploratory, Descriptive and Casual, Experimental Design-Concept and types, Experimentation –Validity Measurement and Scaling – Comparative and Non-Comparative Thurston's V-Scale Model, OS good's Semitic differential scale, Likert scale, Q-sort scale.

### Unit -III

Data Source- Primary, Secondary Questionnaire – Concept, design and types , Sampling Techniques- probability and non-probability, sample size, Sampling Errors. Hypothesis Formulation & Testing - Parametric tests- one sample and two sample tests for means and properties of large samples Z –Test, T-Tests, ANOVA one way and two way. Chi- Square test for independence of attributes and goodness of fit. Kolmogrov – Smirnow test and goodness of fit, Correlation and regression Analysis concept and application- Application of SPSS package.

**Note:-** Case studies and other assignments will be provided by the concerned faculty in the class.

### **Suggested Readings:**

1. *Withian G.Zikmund Business Research Methods, CENGAGE Learning.*
2. *Mark Saunders, Philp Lewis and Adrian Thorn Hill- Research Methods for Business students, Pearson Education.*
3. *N. Malhotra Marketing Research.*
4. *Pal Green- Marketing Research, McGraw Hill.*
5. *Levin Robin Statistics for Management Practices Hall India.*



## Public Administration

**Course Code: MBA17207DCE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The Key objective of this course is to acquaint the students with planning, executions, monitoring and controlling of activities in the public administration to train them in public administration decisions. The candidates are also expected to appreciate the role public servants play in the welfare and development of public and nation building.*

### Unit- I

Public Administration- Evolution and significance; Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries.

### Unit- II

Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; 'Antidevelopment thesis'; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India.

### Unit- III

Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance Commission; State administration and District Administration-structure; Civil Services;

**Note:** - *Case Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. Avasthi A. 1980. *Central Administration: Tata McGraw Hill: New Delhi.*
2. Basu, D. D. 2004. *Introduction to the Constitution of India; Prentice Hall: New Delhi*
3. Khera, S.S. 1975. *The Central Executive: Orient Longman: New Delhi.*
4. Singh Hoshiar and Singh Mohinder, 1989. *Public Administration in India: Theory and Practice;*
5. *Sterling Publishers Private Ltd., New Delhi.*
6. A.R. Tyagi 1962 *Public Administration, Atma Ram, Original from the University of Michigan*



## **H R in Business Organizations**

**Course Code: MBA17004GE**

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

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit -I**

Human Resource Management:- Nature, Philosophy, significance and functions of HRM; Challenges facing HRM. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy, cases and exercises.

### **Unit-II**

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification. Recruitment Search-process, sources and methods of recruitment. Selection Process. Performance Appraisal System (PAS)-Concept, objectives and uses of PAS. PAS Methods and Sources of PAS.

### **Suggested Readings:**

1. E. Schuster, "Human Resource Management ,Concept ,Cases And Readings", Prentice Hall India;
2. Gary Dessler, "Human Resource Management", Prentice Hall India
3. UdaiPareek , "Training Instruments In Hrd And Od", Tata McGraw Hill.

**Name of Course Instructor: Prof. S. Mufeed Ahmad**



## Data Base Management Systems

**Course Code: MBA17005GE**

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

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### Unit-I

- Basic concepts viz Entity, Attributes, Keys, Relationship, Association, Schema, Database, DBMS, Data Independence, Three Level Architecture
- **Relational Databases** –ERDs, Codd’s Rules, Integrity Rules, Database Anomalies
- **SQL**-Data Definition (Create/Drop a Table, View, Index),Data Manipulation (Select, Update, Delete, Insert).

### Unit-II

- **Relational Data Base Design** - Full Functional Dependency, Partial Dependency, Transitive Dependency
- **Normalization** - Unnormalized Relations, First, Second, Third, BCNF, Lossless Join and Dependency Preserving Decomposition.

*Note: Lab will be based on Unit-I.*

### Suggested Readings:

1. Desai, B., “An Introduction to Database Concepts”, Galgotia Publications.
2. Elmsari & Navathe, “Fundamentals Of Database Systems”, Pearson Edu. New Delhi.
3. Hoffer, “Modern Database management”, Pearson Edu. New Delhi.
4. Date, C. J., “An Introduction to Database Systems”, Addison Wesley.
5. Ullman, J. D., “Principals of Database Systems”, Galgotia Publications.

**Name of Course Instructor: Mr. Tariq Ahmad Lone**



## Marketing of Services

**Course Code: MBA17006GE**

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

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### Unit-I

Services marketing- concepts - scope and dimensions- Classification of services-distinctive features of services – four Is of services: intangibility, inconsistency, inseparability and inventory - factors contributing to the growth of service marketing in the Indian context. Expanded marketing mix for services –Service quality –Introduction to gaps model and SERVQUAL dimensions.

### Unit-II

Positioning Dimensions: Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Relationship Marketing: Creating and maintaining valued relationship with Customers; Service recovery –role of internal marketing in service delivery.

#### **Suggested Readings:**

1. Christian Gronroos, *Service Management and Marketing*, John Wiley & Sons Ltd, 2000.
2. Valarie A. Zeithaml, et al, *Service Marketing*, Tata McGraw-Hill, 2000.
3. Christopher Love Lock, *Service Marketing*, Pearson Education Asia, 2001.
4. Kruse, *Service Marketing*, John Wiley & Sons Ltd, 2000.
5. Tom Powers, *Marketing Hospitality*, John Wiley & Sons Inc.2000.
6. Philip Kotler, *Marketing of non-profit organization*, Prentice Hall, 2000.
7. Helen Woodruffe, *Services Marketing*, Macmillan, 2001

**Name of Course Instructor: Dr. Mushtaq A. Siddiqi**



## Managing Relationships

**Course Code: MBA17007GE**

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

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objective:** *To understand principles & psychological dynamics of human relationships and application of the psychoanalytic explorations as they are applicable to social and professional life.*

### **Unit-I**

Psychoanalysis of Human Relationships: Basic Concepts, Psychoanalysis of relationships within the Indian Context, Applications to the Organizational relationships: Oedipus in the Office, Leadership, Subordinacy, Interpersonal conflicts.

### **Unit-II**

Applications to Family Relations: Partnership, Parenting, Emotional Spillover, deviant Relations, Psychoanalysis of Social Life in India, Role of women, psychoanalysis and Culture.

### **Suggested Readings:**

1. E. Schuster, "Human Resource Management ,Concept ,Cases And Readings", Prentice Hall India;

2. Gary Dessler, "Human Resource Management", Prentice Hall India

3. Organizational Behavior by Stephen Robins- Pearson Education-New Delhi Organizational Behavior by Luthans- McGraw-Hill

**Name of Course Instructor: Dr. Sumaira**





## **Introduction to Data Analysis for Research**

**Course Code: MBA17004OE**

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

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit-I**

Over view of Business Analytics: Introduction and significance of analytics, sources of data, Importance of data quality, Data Classification- nominal, ordinal, interval, ration, Concept and types of variables, Measurement of variables, Dealing with missing or incomplete data, Descriptive and Analytical statistics, Introduction to different analytical tools and softwares.

### **Unit-II**

Introduction to business modeling, descriptive and predictive models; concepts and applications of regression, model fit statistics, logistic regression, correlation, factor analysis, cluster analysis, structural equation modeling; Related Softwares.

### **Suggested readings:**

1. *Research design and statistical analysis*, Myers, J.L., & Well, A.D., & Lorch, R.F., Jr. (3rd Edition)(2010). Mahwah, NJ: Erlbaum.
2. *Statistics in Plain English*, Urdan, T. 3rd Edition (2010). New York: Routledge Psychology Press.
3. *Statistics for Management*, Gerald Keller, Cengage Learning
4. *Statistics for Management*, Richard I. Levin, David S. Rubin, Prentice Hall India

**Name of Course Instructor: Dr. Ishtiaq Hussain Qureshi**



# **MBA-III**

# **SEMESTER**



## Strategic Management

**Course Code: MBA17301CR**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** *The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.*

### Unit-I

Nature, Scope, Significance and process of Strategic Management; Business Strategy; Different forms of strategy; strategy and tactics; Competitive advantages as focal point of strategy; strategic Intent; Dimensions of Strategic Decisions; Corporate level and business level Strategists and their role in Strategic Management.

### Unit-II

External Environmental Analysis; the general environment and the competitive environment; processes for analyzing the external environment; Internal environmental analysis, Resource-Based view of the firm; developing the company profile-value chain framework; Methods for assessing internal strengths and weakness; SWOT Analysis.

### Unit-III

Corporate level Strategies, Expansion Strategies; Retrenchment Strategies; Generic Business level Strategies; Strategic analysis and choice; BCG Matrix; GE-Nine Cell Matrix; Grand Strategy Selection Matrix; Model of Grand Strategy Clusters.

### Unit-IV

Strategy Implementation-7S Frame work for understanding implementation issues; Organizational Learning; Structures for Strategies, Organizational Leadership, Corporate culture. Strategic Evaluation and Control.

**Note:** - Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Dess and Miller, "Strategic Management" Tata McGraw Hill, New Delhi;
2. Kazmi, A. "Business policy and strategic Management" Tata McGraw Hill, New Delhi
3. Budhiraja, S.B. and Athreya, M.B "Cases in Strategic Management," New Delhi Tata
4. Thomson and Strickland, "Strategic Management" McGraw Hill international Editions
5. Hax, A, C and Majlut, N.S. "Strategic Management". Englewood Cliffs, New Jersey, Prentice Hall.



## Marketing of Services

**Course Code: MBA17303CR**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The basic aim of this course is to expose the student to the unique challenges of marketing and managing services and delivering quality service to customers in a complex and dynamic marketing environment.*

### Unit-I

Concept of services, importance, Goods versus Services marketing, Service Marketing Mix; Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Services Marketing, Service Quality Gap Model, Gronross Model of service quality; Challenges to Service Marketing.

### Unit-II

Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Servicescape; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Service Personnel; Employee and Customer Role in Service Delivery.

### Unit-III

Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Relationship Marketing: Creating and maintaining valued relationship with Customers; Service recovery –role of Internal Marketing in service delivery.

### Unit-IV

Building marketing strategy for hospitality, tourism, travel, medical, information technology, educational, financial and entertainment services.

**Note:** - Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

8. Christian Gronroos, *Service Management and Marketing*, John Wiley & Sons Ltd.
9. Valarie A. Zeithaml, et al, *Service Marketing*, Tata McGraw-Hill.
10. Christopher Love Lock, *Service Marketing*, Pearson Education Asia.
11. Kruse, *Service Marketing*, John Wiley & Sons Ltd.
12. Tom Powers, *Marketing Hospitality*, John Wiley & Sons Inc.
13. Philip Kotler, *Marketing of non-profit organization*, Prentice Hall.
14. Helen Woodruffe, *Services Marketing*, Macmillan.



## International Marketing

**Course Code: MBA17304DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.*

### Unit-I

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment., International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture & Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

### Unit-II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination:

### Unit-III

Managing International Distribution and Promotion: Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication. Understanding Global Consumer.

**Note:-** *Case studies and other assignment will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. Cateora, Philip R. and Graham John L.(2005). *International Marketing. Tata McGraw- Hill Edition.*
2. Terpstra, Vern and Sarathy, Ravi (2000). *International Marketing. The Dryden Press, Chicago.*
3. Keegan, Warren J. (7th Edition, 2002). *Global Marketing Management. Pearson Education, New Delhi.*
4. Kotabe Masaaki and Helsen Kristiaan (2nd Edition, 2001). *Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.*



## **Business Marketing**

**Course Code: MBA17305DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course focuses on the study of buying process, market selection, and the development of effective business marketing strategies. This course aims to make students familiar with terms, concepts and framework those are significant in the formation of business marketing strategy and to help students to develop skills to make marketing decisions in Business-to-Business situation.*

### **Unit-I**

Overview of Business Marketing; Business Market Processes; Business Markets Vs Consumer-Goods Market; Nature of Demand for Business Markets; Business Market Customers; Organizational Buying Process; Organizational Market Segmentation; Evaluating the Competitive and Technological Environment; Bases for Segmenting Business Markets; A Model for Segmenting the organizational market; Relationship Management in Business Marketing

### **Unit-II**

Managing the Product Line for Business Markets – Core Competencies, Product Quality, Product Policy, Product Positioning and Branding; Management of innovation, New Product Development Process; Services for Business Marketing; Managing Business Marketing Channels – Channel Selection, Channel Strategies, Channel Administration, Logistics Interface

### **Unit-III**

Business Marketing Communication–Integrated Communication Programs, Personal Selling; Managing Business-to-Business Advertising, Managing the Sales force; Communication Budget; Managing the Industrial Pricing function – Industrial Pricing Process; Pricing across the Product Life cycle, Price Administration, Competitive Bidding

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. Michael, D. Hutt and Thomas W. Speh, *Business Marketing Management*, Thomson
2. James C. Anderson and James A. Narus, *Business Marketing Management*, Pearson Education
3. Corey, E Raymond. *Industrial Marketing: Cases and concepts*. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall
4. Gross, A C etc. *Business Marketing*. Boston, Houghton Mifflin.
5. Hill, Richard. *Etc. Industrial Marketing*. Homewood Illinois, Richard D. Irwin.



## Brand Management

**Course Code: MBA17306DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The course aims at making students understand the Significance of Brands and their management.*

### Unit-I

Concept and significance of brands, Branding process – brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

### Unit-II

Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

### Unit-III

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. Kevin Lane Keller, “Strategic brand Management”, Person Education, New Delhi.
2. Lan Batey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore.
3. Jean Noel, Kapferer, “Strategic brand Management”, The Free Press, New York.
4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York.
5. S.Ramesh Kumar, “Managing Indian Brands”, Vikas publishing House (P) Ltd., New Delhi.
6. Jagdeep Kapoor, Brandex, Biztantra, New Delhi.



## Advertising Management

**Course Code: MBA17307DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.*

### Unit-I

Concept and definition of advertisement- its role in the marketing process; Legal, Social, Economic and Ethical implications of advertisements; Setting advertisement objectives: Ad agencies; Selection and remuneration; Advertisement campaign; Importance of creativity in advertising-creative strategy and process; implementation and evaluation, Nature & significance of integrated marketing communication (IMC).

### Unit-II

Major players in advertising : Advertising agency, Brand Manager, Market research firms , media; Media Plan- type and choice criteria; reach and frequency of advertisements; Advertising budget-establishment and allocation ,budgeting approaches; The process of developing an Ad .

### Unit-III

Message development; different types of advertisements; layout; design appeal; copy structure; advertisement production; print; Radio, TV and web advertisements; Media Research; testing validity and reliability of Ad's ; measuring impact of advertisements; Advertisement copy-its components and types; Production and execution of TVC's and print AD'S.

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. Aaker, David A etc., *Advertising Management 4<sup>th</sup> Ed. New Delhi, PHI, 1985.*
2. Belch George E. and Belch, Michael A; *Advertising and promotion, Tata McGraw Hill, New Delhi. Ogilvy David, Ogilvy on advertising, London, Longman.*
3. Borden, William H. *Advertising New York, John Wiley, 1981.*





## Security Analysis & Portfolio Management

**Course Code: MBA17308CR**  
**MBA 3rd Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - This course aims at to acquaint the students with the working of security market and principles of security analysis and also to develop the skill required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions in the light of standard finance theory vis-à-vis to behavioral finance theory.

### Unit-I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading: Security Market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

### Unit-II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis –weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return-historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; *Market Efficiency and Behavioral Finance*- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

### Unit-III

*Fundamental Security Analysis*: Economic analysis – purpose, sources of information and techniques; *Industry Analysis* – objectives, sources of information, and techniques; *Company Analysis*- objectives, company analysis through financial ratio analysis.

### Unit-IV

*Portfolio Theory and Management*-concept, objectives, principles, portfolio return, portfolio risk, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio, two asset portfolio, Markowitz portfolio theory, finding the efficient frontier and investors' utility, Sharpe's Index Model of Optimization.

**Note:** This paper shall have 50% numerical & 50% theoretical questions.

**Note:** Case Studies and other assignments will be given by the concerned faculty in the class.

### Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
5. Chandra, Prasanna: Investment Analysis & Portfolio Management, Tata McGraw Hill Publishing House.



## Working Capital Management

**Course Code: MBA17309DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The objective of the course is to acquaint students with the importance of the working capital and the techniques used for effective working capital management.*

### Unit-I

Working Capital – Concepts. Components of Working Capital. Objectives of Working Capital. Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital. Approaches to Working Capital Investment – Walters approach and Trade off approach. Financing of Working Capital.

### Unit-II

Management of cash and marketable securities – Objectives and Decisions. Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

### Unit-III

Management of Inventory. Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis. Emerging trends in inventory management. Receivables and Payables Management—Concept.

### Note:-

1. This paper shall have 50% numerical and 50% theoretical questions.
2. Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Bhalla, V.K. *Working Capital Management: text and cases*, Delhi, Anmol Publications,
2. Hampton J.J. and C.L. Wagner *Working capital management*, John Wiley and sons,
3. Rao K V. *Management of Working Capital*. New Delhi, Deep & Deep.
4. Scherr F C. *Modern Working Capital Management*, Prentice hall.
5. Smith, Keith V and Gallinger G. W. *Readings on Short-term Financial Management*, West Pub. Co.



## Indian Financial System

**Course Code: MBA17310DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *This course aims at making students conversant with various components of Indian Financial System viz. financial markets, institutions and instruments in analytical and critical manner.*

### Unit-I

Introduction-evolution, components, design and role of financial system, objectives of financial system; *Money Market*- call market, T-Bill market, Inter-bank market, certificate of deposit market, ready forward contract (REPO) market, commercial paper (CP) market, inter corporate deposit market, commercial bill market; Types and characteristics of corporate securities: shares-concept and types, debentures and bonds-concept and types.

### Unit-II

Primary Market –concept, capital market scams, public offer, underwriting, book building process for capital issues, on-line IPO's, rights issues, IPO's and SEBI guidelines, Public issue management; Security Valuation process- discounted cash flow models, cross sectional regression analysis, yield valuation; Depositories and Custodians-Depository system, NSDL, CDSL.

### Unit-III

Secondary Market-concept, organization, management of post issue activities and listing of securities, types of transactions in stock exchange, mechanics of share trading, transaction costs, trading arrangements, trading and settlement, categories of securities, inter-net trading, stock exchanges- Bombay Stock Exchange, The National Stock Exchange of India, Over the Counter Exchange of India, Interconnected Stock Exchange of India.

**Note:** *Case Studies and other assignments will be given by the concerned faculty in the class.*

### Suggested Readings:

1. Farozzi, Franch J: *Investment Management, Prentice Hall, International Edition.*
2. Gupta, L. C : *Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi*
3. Sharpe, William F, Gordon J Alexander and J. V Bailly: "*Investments*", Prentice Hall of India, New Delhi.
4. Francies J. Clark : *Management of Investments; McGraw Hill, New Delhi*
5. Chandra, Prasanna : *Investment Analysis & Portfolio Management, Tata McGraw Hill Publishing House.*
6. Pathak, B.V. "*India Financial System*", Pearson Education, New Delhi



## Management Control System

**Course Code: MBA17311DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - The objective of this paper is to enable the students to have a good knowledge of various techniques for planning and controlling the activities of an organisation; to learn how these techniques are actually applied in real life business situations so far as managerial planning and control is concerned.

### Unit – I

Nature of Management Control Systems: Basic concepts; boundaries of management control systems: Strategic planning, management control and operational control. Strategies: Corporate level and business unit strategies. Goal congruence: Factors of goal congruence. Formal management control system: design, implementation and administration. Informal management controls.

### Unit – II

Management Control Structure: Decentralized organization and responsibility accounting. Responsibility centres: Concept and characteristic. Types of responsibility centres: Expense centres, revenue centres, administrative and support centres, R&D centres and marketing centres. Profit centres: General considerations, role and performance measurement. Transfer pricing; different methods. Investment centres: Performance measure of investment centres.

### Unit – III

Management Control Process: Strategic planning, programming and budgeting. Controlling through Operating Budgets: Budget Formulation and Settlement Process. Incremental, Performance and Zero Base Budgeting. Performance Monitoring and Review. Behavioral Implications of Budgeting. Interactive controls.

**Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.**

### Suggested Readings:

1. Anthony Robert N Govindrajan Vijay, Management Control Systems; Tata McGrawHill publishing House
2. Anthony Robert N, Young David W., Management Control in Non-Profit Organisations; McGrawHill higher Education, New York
3. Merchant K C, Modern Management Control Systems Printice Hall
4. Hersy, P and Blanchard, H B Management of Organization Behavior: Utilizing Human Resources. New Delhi, Prentice Hal of India.
5. Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersy, Prentice Hall Inc.



## Behavioral Finance

**Course Code: MBA17312DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** -The course introduces the main concepts of behavioral finance. It focuses on the judgment and perception biases and preference errors. The course also introduces to the prospect theory, its applications in the market and explains the principles of behavioral investing. It provides the overview of market anomalies and relates them to behavioral explanation.

### Unit-I

**Introduction:** background and evolution of behavioral finance, contribution of pioneers of behavioral finance experts, human behavioral theories- prospect theory, heuristics: fusion investing; Behavioral Biases: overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

### Unit-II

**Review of Neo Classical Finance Theory:** Efficient market hypothesis, factors contributing to an efficient market, Three sub hypotheses of EMH and implications of each of them, tests and results which support the EMH and which indicate an anomaly related to the hypothesis; **Behavioral Challenges to EMH-** Analysis of behavioral challenge stage against EMH, investors rationality and behavioral biases, emotion and investment decisions, implications of behavioral biases on the applicability of EMH, behavioral patterns of Indian stock market investors.

### Unit-III

**Capital Budgeting and Behavioral Finance:** cost of capital and its significance in capital budgeting decisions, implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers capital budgeting decisions; **Risk and Behavioral Finance :**Analysis of firm valuation, perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, prospect theory and IPO behavior

**Note:** Case Studies and other assignments will be given by the concerned faculty in the class.

### Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Donald, E. Fisher & Ronald J. Jordon: Security Analysis & Portfolio Management, Pearson Education, New Delhi.
3. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
4. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
5. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.



## Human Resources Development: Strategies and Systems

**Course Code: MBA17313CR**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:-** *The course is designed to introduce the students the changing Human Resource Development Scenario and to enable them to cope-up with the challenge of change and also to acquaint the students with various HRD strategies and experiences in different organizational setups.*

### Unit-I

Human Resource Development.– Concept, Goals and Challenges of HRD. Human Resource Development climate and elements of HRD climate. Contributing factors of HRD climate practices in India. Measurement of HRD Climate.

### Unit-II

Human Resource Development for line managers-Concept, issues and Significance;, HRD matrix, the role of line managers in HRD. The responsibilities of line management for HRD system. Motivational aspects of HRD and role efficacy.

### Unit-III

Human Resource Development for workers-concept, Issues and significance; rationale and objectives of HRD for workers. HRD mechanism for workers. HRD strategies. HRD mechanisms and subsystems used in public, private and banking organizations in India.

### Unit-IV

HRD mechanisms for organizations. Performance appraisal and Potential Appraisal mechanisms for managers development-concept and issues. Potential appraisal linkages for the development of human resource. Requirements of potential appraisal system.

**Note: -** *The case studies/presentations will be announced by the course instructor during the semester.*

### **Suggested Readings:-**

1. Rao, T.V.. *Reading in Human Resource Development*, Oxford and IBH Publishing Company Pvt. Ltd., New Delhi
2. Singh, Rao, Nair. *Selected Readings in HRD*. Tata McGraw Hill Publishing Co., New Delhi.
3. Kohli, Uddesh & Sinha, Dharni P. *HRD- Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD
4. Rao, T.V. *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Pub. New Delhi.



## Management of Training and Development

**Course Code: MBA17314DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The purpose of this paper is to provide an in-depth understanding of the role of Training and development in the HRD, and how to manage the process of T & D for smooth empowerment of human capital.*

### Unit-I

Education, Training, Development. Principles of Training, objectives, Training, Budgets and Management Responsibilities, Structure of Training Organizations, Training Process Model.

### Unit-II

Responsibilities and Challenges to Training Managers. Principles of learning, theories of learning and learning organizations. Learning Motivation and Performance, Self Efficacy and Motivation, Training Policy.

### Unit-III

Identification of Training Needs, planning for Training Programme, training aids, preparation of trainees. Training methods, Training Need Analysis, Framework for Conducting Training Need Analysis, Evaluation of Training Programme, Rationale for Evaluation, Resistance to Training Evaluation, Evaluation Design Issues.

**Note:-** *The case studies/presentations will be announced by the course instructor during the semester.*

### Suggested Readings:

1. *Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower*
2. *Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page.*
3. *Lynton, R. Pareek, U. Training for Development. 2nd Ed. New Delhi, Vistaar.*
4. *Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gowerm*
5. *Blanchard & Thacker, Effective Training System, Strategies and Practices, PEARSON Education*



## Organizational Development

**Course Code: MBA17315DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The objective of this course is to familiarize the students with the concepts and application of organization development.*

### **Unit-I: Introduction to Organization Development**

Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions and Values. Theory and Practice on change and changing. The Nature of Planned Change. The Nature of Client Systems: Group Dynamics, Intergroup Dynamics and Organizations as Systems.

### **Unit-II: Operational Components of O.D**

Diagnostic, Action and Process – Maintenance Components, Action Research and O.D. Some key considerations and issues in O.D. Issues in consultant – Client relationships, Mechanistic & Organic systems and the contingency approach

### **Unit-III: O.D. Interventions**

Team Interventions, Inter – group Interventions Personal, Interpersonal and group process interventions, Comprehensive Interventions Structural Interventions

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Organization Development and Change – By Cummings and Worley Cengage learning. www.cengage.co.in*
2. *Management of Change and Organisation Development, SK Bhatia, Deep and Deep publishers.*
3. *Organization Development and Transformation, Special Indian Edition by Wendell .L French and others. Tata McGraw Hill. Co.*
4. *Organisation Development Principles, Process and Performance By Amitabh Mehta, year 2009 - Global India Business Publications, New Delhi.*
5. *Organisation Development by Joan Gallos & Edgar H. Schein.*





## Managing Interpersonal and Group Process

*Course Code: MBA17316DCE*  
*MBA 3<sup>rd</sup> Semester*  
*Credits: 3*

*Cont. Assessment I: 25*  
*Term End Exam: 50*  
*Min. Pass Marks: 40%*

**Course Objectives:** *The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills.*

### Unit-I

Nature of Groups at work: Basic Concepts, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness. Group Vs Teams: Concept of Teams, Distinguishing Team from groups.

### Unit-II

Effective Team Performance: Creating Teams, making Team successful obstacles to success, types of teams and Dysfunctions of groups and Teams, Dynamics of Informal groups, Training in Team skills, developing successful teams.

### Unit-III

Individual Performance in groups: Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy.

*Note: - Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. Bennis, W G *Essay in International Dynamics* U.S.A Dorsey Press
2. Kolb, D etc. *Organizational Behaviour: An Experiential Approach* 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, Inc.
3. Kolb, D etc. *Organizational Behaviour: Practical Readings for management* 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, of India.
4. Mainiero, L A & Tromley C I *Developing managerial Skills in OB* New Delhi, Prentice hall of India
5. Moore, M D etc. *Inside Organizations: Understanding the Human Dimensions* London, Sage



## Labour Welfare and Legislations

**Course Code: MBA17317DCE**  
**MBA 3rd Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** *To make students familiar with the various welfare measures and the legislations governing labor practices in India.*

### **Unit-I**

Concept of Social Justice, Working conditions in Organized and Unorganized sectors:  
Origin and growth of State Regulation Concept of Labor Welfare: Scope of Labor Welfare within and outside Factory premises.

### **Unit -II**

Labor Welfare with special reference to Indian Constitution, Environmental  
Pollution vis a vis Labor Welfare Factories Act, 1948: Aims, objectives and scope; Important definitions and authorities under the Act.

### **Unit-III**

Minimum Wages Act, 1948: Aims, Objectives and Scope, Payment of Wages Act 1936: Aims, Objective and Scope; Payment of Bonus Act 1965 Workmen's Compensation Act 1923: Aims Objective and Scope.

### **Suggested Readings:**

1. *Saxena, R.C.: Labour Problems and Social Welfare in India.*
2. *Barwell and Kar: Law of Service in India, Vol. II (1956), Service in Industries.*
3. *Vaid, K.N.: Labour Welfare in India.*
4. *Johari, C.K.: Issues in Indian Labour Policy.*
5. *Giri, V.V.: Labour Problems in Indian Industry.*



## **Production Planning and Control**

**Course Code: MBA17318CR**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control.*

### **Unit-I**

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

### **Unit-II**

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

### **Unit-III**

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

### **Unit-IV**

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

### **Suggested Readings:**

1. *Principles of Production Control – Burbidge.*
2. *Production and Inventory Control Handbook – Greene, James H.*
3. *Production and Inventory Control – Mc Leavey, Dennis W. And Narasimohan S.L.*
4. *Manufacturing Planning and Control – Valiman T.E. and Others.*



## Service Operations Management

**Course Code: MBA17319DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:-** *The Key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.*

### Unit-I

Emergence and Nature of Services, Importance of Service Sector, Role of Services, Service Tripod, Service Classification, Characteristics of Services, Service Types, Service Process- components and types, Service process model, Designing of service operations,

### Unit-II

Service Operations vs Manufacturing Operations, Location and layout Decisions for service operations, Service Environment, Employee Training and Skill development, Use of Technology in service operations, Outsourcing of services and online service delivery.

### Unit-III

Capacity Management in Services - Yield Management, Scheduling Decisions, Service Scheduling, Waiting Lines, Inventory Management, Service Operational Planning and Control, Process Analysis, Complaint Management, Service Recovery, Costing of services- Methods and Approaches

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman “Service Operations Management”, Thomson
2. Cengiz Haksever, Roberta S. Russell, Barry Render, Robert G. Murdick, “Service Management and Operations, 2/e”, Pearson Education
3. Fitzsimmons, James, “Service Management: Operations, Strategy, Information Technology”, McGraw-Hill



## **Purchasing and Materials Management**

**Course Code: MBA17320DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control.*

### **Unit-I**

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

### **Unit-II**

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

### **Unit-III**

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

### **Suggested Readings:-**

1. *Principles of Production Control - Burbidge*
2. *Production and Inventory Control Handbook – Greene, James H.*
3. *Production and Inventory Control – Mc Leavey, Dennis W. And Narasimohan S.L.*
4. *Manufacturing Planning and Control – Valiman T.E. and Others*



## Applied Operations Research

*Course Code: MBA17321DCE*  
*MBA 3<sup>rd</sup> Semester*  
*Credits: 3*

*Cont. Assessment I: 25*  
*Term End Exam: 50*  
*Min. Pass Marks: 40%*

### Unit-I

Introduction to OR: Managerial Decision Making and OR. OR Models: Principles and Types. Linear Programming and its application in management decision making, Duality, and Sensitivity Analysis

### Unit-II

Transportation Models, Trans-shipment Problem, application in supply chain management Travelling Salesman Problem, Assignment Models. Replacement Models: Group Replacement, Individual Replacement Application of Queuing Theory

### Unit-III

Inventory control (deterministic Models only) Price Break Inventory Model Dynamic Programming. Principles of Optimality, Recurrence Relation Game Theory: strategic importance, prisoners dilemma, Pure and Mixed Strategy.

### Suggested Readings:

1. *J K Sharma Quantitative Techniques for Managerial Decisions.*
2. *N D Vohra Quantitative Techniques in Management*
3. *S.D.Sharma Operations Research 12th Kedar Nath Ram Nath & Co*
4. *V.K.Kapoor Operations Research 7th Sultan Chand*



## Goal Programming in Management

**Course Code: MBA17322DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real world problems.*

### **Unit-I**

Goal Programming- Basic Concept, Model Formulation, Graphical and Simplex Method.

### **Unit-II**

Integer Goal Programming, Post Optimal Sensitivity Analysis, Parametric Goal Programming

### **Unit-III**

Goal Programming, under Uncertainty, Application of Goal Programming in Functional Areas of Management

**Note:** - *The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.*

### **Suggested Readings:**

1. Cook, Thomas M and Rursell, Robert A. *Introduction to management science*, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Eppen, G.D.etc., *Quantitative Concepts for Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Ignizio, J.P. *Goal Programming and Extensions*. Lexington. Lexington Books.
4. Ijler Y. *Management Goals and Accounting for Control*, Amsterdam, North Holland.



## Knowledge Management

**Course Code: MBA17323CR**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students conversant with the basic concepts of KM, its characteristics and architecture, tools and techniques of KM.*

### Unit-I

Concepts of Data, Information, Knowledge, Experience, Commonsense and Intelligence. KM Myths – KM Life Cycle – Types of Knowledge – Expert Knowledge – Human Thinking and Learning. Challenges in Building KM Systems – Conventional Vs KM System Life Cycle (KMSLS)

### Unit-II

Knowledge Creation and Knowledge Architecture – Nonaka's Model of Knowledge

Creation and Transformation, Knowledge Architecture

Knowledge Capture- Tools and techniques of capture of Tacit Knowledge, Delphi Method, Balack boarding, Repository Grid

### Unit-III

Knowledge Codification – How to codify knowledge,

Tools and Procedures – Knowledge Maps, Decision Tables, Decision Trees, Frames, Production Rules, System Testing and Deployment

### Unit-IV

Transfer Methods – Role of the Internet in Knowledge Transfer Knowledge Transfer in E-world - Intranets, Extranets, Groupware and Groupware applications. Business Intelligence – Decision Making Architecture – Data Management – Knowledge portal technologies

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. *Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education*
2. *Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press, 2001.*
3. *C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems, Vol. 1 and 2, 2003*





## Data Warehousing and Data Mining

**Course Code: MBA17324DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - This course aims at making students conversant with the basic concepts of data warehouse, its characteristics and architecture, concept of data mining, tools and techniques of data mining.

### Unit-I

Data Warehouse Concepts: Definitions, Characteristics, Purpose, Data Warehouse Architecture, Data Warehouse Implementation, And Data pre-processing: Data cleaning, Data integration and Transformation, Warehouse Schema Design and Metadata, Future Trends.

### Unit-II

OLAP Concepts: Definitions, characteristics and its types, OLAP applications in Business, Future Trends.

Data Mining Concepts: Definitions, Process and Applications in business and future trends.

Difference between Data mining and OLAP

### Unit-III

Classification: Data Mining through Decision Trees, decision tree rules, issues in data mining through decision trees, strengths and weakness of decision trees.

Association Rules: process of association rule mining, problem of large data sets, strengths and weakness of association rules

**Note:-** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. S. Nagabhushana, *Data Warehousing OLAP and Data Mining*, New Age International Pvt Ltd Publishers, India
2. Jiawei Han, Micheline Kamber, *Data Mining – Concepts and Techniques*, Morgan Kaufmann Publishers, First Edition
3. Michael J A Berry, Gordon S Linoff, *Data Mining Techniques*, Wiley Publishing inc, Second Edition
4. Alex Berson, Stephen J.Smith, *Data warehousing , data mining & OLAP*, Tata McGraw Hill Publications,2004
5. W H Inmon, *Building the data warehouse*, Wiley Computer Publishing, Third edition



## Machine Learning Systems

**Course Code: MBA17325DCE**  
**MBA 3rd Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students conversant with the basic concepts of Machine Learning, tools and techniques of ML.*

### Unit-I

Basic concepts of learning and Machine Learning.  
Machine learning- Definitions, techniques and applications. Supervised Learning, Unsupervised Learning, Reinforcement Learning  
Difference between Data Mining and Machine Learning.

### Unit-II

Decision Tree-Numeric Attributes, Missing Values, Pruning, Estimating Error Rates, Complexity of Decision Tree Induction, From Trees to Rules  
Neural Networks (NN)-Perceptron, Artificial neural network architecture, Feed Forward NN, Back Propagation NN, NN applications in business.  
Support Vector Machines (SVM)-SVM architecture and working. Application of SVM

### Unit-III

SOM (Neural networks) - SOM architecture and working. Application of SOM  
ART- ART architecture and working. Application of ART  
Clustering-Technique of clustering and its applications in business.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Mitchell, T. (1997). *Machine Learning*. New York: McGraw-Hill.
2. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar, *Foundations of Machine Learning*, The MIT Press
3. Yaser S. Abu-Mostafa, Malik Magdon-Ismail, Hsuan-Tien Lin, *Learning From Data*, AMLBook



## Enterprise Resource Planning

**Course Code: MBA17326DCE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:-** *This course aims at making students conversant with the basic concepts of ERP.*

### Unit-I

ERP: An Overview, Evolution of ERP-MRP and MRP-II, Problems of Information islands, Risks and Benefits of ERP, Major ERP Packages (SAP, Oracle, BAAN, JD Edwards, PeopleSoft, QAD), Market opportunities and problems in ERP selection and implementation.

### Unit -II

ERP implementation: Identifying ERP benefits team formation, consultant intervention, selection ERP, process of ERP implementation, Project Management and Monitoring, Measuring benefits of ERP.

### Unit-III

Post ERP Implementation, Maximizing the ERP System, The Business modules of ERP Package: Financial, Manufacturing, Human Resources, Material management, Procurement and Inventory Management, Sales and Distribution, ERP and Change Management.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. *Hammer, Michael and J. Champ, Reengineering the corporation*
2. *Leon, Alexis, Enterprise Resource Planning, Tata McGraw Hill*
3. *Ray, Rajesh, ERP, Tata McGraw Hill*



## Geographical Information Systems

**Course Code: MBA17327DCE**  
**MBA 3rd Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *To provide an understanding of the basic concepts and uses of GIS technology and spatial analysis.*

### **Unit-I: Concepts and Definitions**

Geographic Information System (GIS): Definition and applications; GIS and Remote Sensing interface; Components and elements of GIS; Development of GIS technology; Geographic objects: point, line, area and their computer representation; Analog and digital maps.

### **Unit-II: Functional Components**

Data input/ capturing, storage and manipulation, query, data analysis and presentation, topology creation, data quality and errors in GIS.

### **Unit-III: Data Management and Structure**

Nature of Geographic data: Spatial and attribute data; Sources of data; Concept of vector and raster based models: Attribute data management: Data Base Management System (DBMS); Data Structures: relational, hierarchical and network; Linking spatial and attribute data.

### **Suggested Readings:**

1. Burrough, P. A., and McDonnell, R. A., *Principles of Geographical Information Systems, 2nd Edition, Oxford University Press*
2. Demers, M. N., *Fundamentals of Geographic Information Systems, John Wiley & Sons, 3rd Edition.*
3. Longley, P. A., Goodchild, M. F., Maguire, D. J., and Rhind, D. W., *Geographic Information Systems and Science, John Wiley and Sons*
4. Heywood, I. et. al, *An Introduction to Geographic Information Systems, Pearson Education, Delhi.*

### **Additional Readings**

1. Ramez Elmasri, Shamkant B.Navathe, *"Fundamental of Database Systems", Pearson Addison Wesley*
2. Shashi Shekhar and Sanjay Chawla, *"Spatial Databases: A Tour", Prentice Hall.*



## **Green Marketing**

**Course Code: MBA17008GE**

**MBA 3<sup>rd</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit-I**

Over view of Green Marketing: Nature, Significance and emergence of green marketing, green marketing stakeholders, Ethics and Social responsibility for green marketing, Human influence on climate, resources and biodiversity, consumption and environment, Green marketing adoption.

### **Unit-II**

Green marketing value creation: Market Analysis-segmentation, targeting and positioning from green perspective, consumer behavior, sustainable market development, Product and process innovation, sustainable product lines, sustainable consumption, sustainable supply cycle, sustainable logistics, ISO 14000.

### **Suggested Readings:**

1. *Green to gold: How smart companies use environmental strategy to innovate, creates value, and build competitive advantage.* Esty, D. C., & Winston, A.S. New Haven: Yale University Press (2006). .
2. *Green Marketing Manifesto.* Gant, John: *John Willy & Sons New Jersey* (2007)
3. *Sustainable marketing: Managerial-ecological issues.* Fuller, D. A. *Thousand Oaks, CA: Sage.* (1999).
4. *Green marketing: Opportunity for innovation,* Ottman, J. A. 2nd edition, *Booksurge*(1998).

**Name of Course Instructor: Dr. Ishtiyaq H. Oureshi**



## Data Analysis Using Excel

**Course Code: MBA17009GE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 2**

**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

### Unit- I

- Basic Excel environment, workbook, worksheet, worksheet components and their functions, Menus especially Formulas & Data menus
- Creating a worksheets, using basic formulas and formatting, using functions, inserting charts, importing data, pivot tables and charts
- Printing in Excel

### Unit- II

- Analysing data- preparing data for analysis
- Parametric tests: Linear Regression and Correlation, t-test, z-test, ANOVA
- Non-parametric tests: sign test, Wilcoxon and Mann-Whitney tests

*Note: Lab will be based on Units I and II*

### Suggested Readings:

1. Gerald Keller, "Statistics for Management", Cengage LearningPHI.
2. Gordon S.Linoff, "Data Analysis using SQL & Excel", Wiley Publishing.
3. Albright, Winston & Zappe, "Decision Making using Excel", Cengage LearningPHI.

**Name of Course Instructor: Mr. Tariq Ahmad Lone**



## **Manpower Development**

**Course Code: MBA17010GE**

**MBA 3<sup>rd</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit-I**

Human Resource Development: – Concept, Goals and Challenges of HRD; Need for Personality Development; Human Resource Development climate and elements of HRD climate; Contributing factors of HRD climate practices in India; Measurement of HRD Climate; Human Resource Development for line managers-Concept; issues and Significance; the role of line managers in HRD; Cases, exercises and feedback sessions.

### **Unit-II**

Motivational aspects of HRD and role efficacy; Human Resource Development for workers-concept; Issues and significance; rationale and objectives of HRD for workers; HRD mechanism for workers; HRD mechanisms for managers; Performance Appraisal System Practices in organizations; Training and Development Cases, exercises and feedback sessions.

### **Suggested Readings:**

1. Rao, T.V. *Reading in Human Resource Development*, Oxford and IBH Publishing Company Pvt. Ltd.;
2. Singh, Rao, Nair. *Selected Readings in HRD*. Tata McGraw Hill Publishing Co.;
3. Srinivasan R. Kandula, “*Strategic Human Resource Development*” Prentice Hall India;

**Name of Course Instructor: Prof. S. Mufeed Ahmad**



## **Conflict Management and Negotiation Skills**

**Course Code: MBA170050E**

**MBA 3<sup>rd</sup> semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course objective:** - *The objective of this course is to familiarize the students with the basic concept of conflict management and negotiation process.*

### **Unit-I**

Concept; Process of conflict; Conflict levels; Reactions to conflict; Management of conflict; Resolution strategies; PRAM model; Pondy's model of organizational conflict; Negotiation skills. Contemporary cases/ Readings/ Exercises and Role Play.

### **Unit-II**

Leadership and Negotiation; Leading Negotiation Process; leadership and Diversity; Leadership skills; styles and theories of leadership; Trait theory; Situation theory; Path goal leadership; Transactional and Transformational leadership; Contemporary cases/ Readings/ Exercises and Role Play.

**Note:** *Case studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Organizational Behavior- By Fred Luthans; Irwin/ McGraw Hill*
2. *Fundamentals of organizational behavior- Griffin and Moorhead ; Houghton Mifflin Company, Boston*
3. *Getting to YES Negotiation Agreement without Giving In-By Roger, Ury and Patton*
4. *Leadership-By Richard L.Daft,; Cengage Learning*
5. *Seven Hobbits of Highly Effective people-By Stephen R.Covey; Simon and Schuster New York*

**Name of Course Instructor: Prof. Shabir A. Bhat**





## Managerial Skill Development

**Course Code: MBA17006OE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits:2**

**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objective:** - *The objective of this paper is to equip the students with the managerial Skills to enable them to effectively communicate and enhance their leadership and motivational powers.*

### **Unit-I**

Communication in Business, the process of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers. Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color.

### **Unit-II**

Personality development and improving public interaction. Self confidence, how to develop self confidence, good attitude, time management, stress management, delegation and persuasion. Motivation, types: intrinsic and extrinsic motivation, Maslow's need hierarchy, Herzberg's theory, why motivation, Negotiation, effective leadership. Perception and improving listening skills.

**Note:** *Case studies and other assignment will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw*
2. *Poe & Fruchling, Basic Communication, AITBS*
3. *Diwan & Aggarwal Business Communication Excel*  
*Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books*

**Name of Course Instructor: Dr.Farzana Gulzar**



## Managing Across Cultures

**Course Code: MBA17007OE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits:2**

**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

### Unit-I

Managing Across Cultures-concept and managerial implications. Types of cultures .Creating and maintaining organizational culture, Hofstede's cultural dimensions, The GLOBE project and its major findings; Communicating across cultures: Barriers to effective communication in global organizations.

### Unit-II

Cross culture negotiation and decision making: Stages in negotiation in global organizations; cultural national and organizational influences on the process of negotiation; Effective strategies for international negotiations: Steps in decision making process and impact of culture on decision making in global organizations.

### Suggested Readings:-

1. *International Management: Cross-Cultural Dimensions*, Author: Richard Mead; Publisher: Wiley Blackwell
2. *Blackwell*
3. *Essentials of International Management: A Cross-Cultural Perspective* Author: David C Thomas Publisher: Sage Publications, Inc
4. *International management: Managing in a diverse & dynamic global environment*, Authors :Arvind V Phatai Rabi S Bhagat/Roger J.Kashlak. Mc Graw Hill, special Indian edition.
5. *International Management*, Author – Helen Deresky, Imprint -Pearson Education
6. *The Cultural Dimensions of International Business*, Author-Gary Ferraro , Imprint- Pearson Education
7. *International Human Resource Management*, Author- Sengupta Nilanjan, Bhattacharya Mousumi ; Publisher – Excel Books.

**Name of Course Instructor: Dr. Mushtaq A. Siddiqi**



# **MBA-IV**

# **SEMESTER**



## **Business Ethics and Corporate Governance**

**Course Code: MBA17401CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The basic objective of the course is to expose students to the ethical dimensions of business decisions and to develop an understanding of corporate social responsibility and corporate governance in order to equip students to frame and institutionalize ethical business strategies.*

### **Unit-I**

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

### **Unit-II**

Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

### **Unit-III**

Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

### **Unit-IV**

Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Manuel G Velasquez: Business Ethics, Pearson*
2. *John R Boatright: Ethics and the Conduct of Business, Pearson.*
3. *Willaim H Shaw: Business Ethics, Thomson.*
4. *Andrew Crane & Dirk Matten: Business Ethics, Oxford*
5. *Daniel Albuquerque: Business Ethics, Oxford*
6. *Thomas Clarke: International Corporate Governance, Routledge*



## Strategic Marketing

**Course Code: MBA17403CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:-** *The basic aim of the course is to expose the students to the strategic framework that keeps organizations relevant and effective in the competitive markets.*

### **Unit-I:**

New Paradigms in Marketing; Corporate strategy vs. Strategic Marketing; Nature, scope and tasks of Strategic Marketing; Strategic Marketing vs. Strategic Marketing; Overview of Strategic Process; Strategic Intent-Vision, Mission

### **Unit-II**

Nature and components of marketing environmental, Assessing internal environment; SWOT analysis; PEST analysis, Porter's Five Force Model; Customer analysis; Competitor analysis- levels of competition, competitive advantage; competitive intelligence; competitive strategies; Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization.

### **Unit-III**

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; New Generic Strategies; Marketing Strategies for leaders, challengers, and followers; Competitive strategies for domestic players; Strategies for global players.

### **Unit-IV:**

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools, Balanced Score Card, Internal Marketing- nature and scope, Internal Marketing Mix, Difference between Internal Marketing and External Marketing, Key success factor of Internal Marketing

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. David A. Aaker, *Strategic Market Management*, John Wiley
2. Sahaf, M.A., *Strategic Marketing*, Prentice-Hall of India, New Delhi
3. Cravens, D W., *Strategic Marketing Homewood Illinois*, Richard D. Irwin.
4. Xavier, M.J., *Strategic Marketing*, Response Books- A division of Sage Publications, New Delhi
5. Orville C.Walker, Jr., *Marketing Strategy*, Tata McGraw Hill, New Delhi
6. Linda E. Swayne, *Cases in Strategic Marketing*, Prentice Hall, New Delhi



## Sales and Distribution Management

**Course Code: MBA17404DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and efficient marketing channels.*

### Unit-I

Nature and Scope of Sales Management; Objectives and functions of Sales management; Nature of Selling; Overview of Selling Process and Selling Theories; Prospecting for customers; Designing and delivering of sales presentation; Modes of sales presentation, Recruiting and selecting Sales Personnel – Methods and administering selection procedures; Developing Sales Training Programs, Executing and Evaluating sales training programs.

### Unit-II

Motivating Sales Personnel, Overview of basic motivational theories; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel; Objective and Types of Quotas, Quota setting procedure, Administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories.

### Unit-III

An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Planning and organizational Patterns in Marketing Channels - Traditional vs. Vertical Marketing system; Marketing Channel Design Process; Channel Management Decisions Wholesaling; Types of Wholesales; Wholesales Marketing Decisions; Retailing: Types of Retailers, Retailer Marketing Decision. Market Logistics: Logistics objectives, Market logistics decisions for distribution channel.

**Note:** - *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings :**

1. *Still, R R. & Cundiff; Sales Management, Englewood C*
2. *Tanner, J; HoneycuttED; Erffmeyer Robert C.; Sales management: Pearson Education*
3. *Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.,*
4. *Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc..*
5. *Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illonois, Richard D Irwin.*
6. *Kotler P. ,Marketing Management, TMH*



## Consumer Behavior

**Course Code: MBA17405DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The basic objective of the course is to acquaint students with the dynamics of consumer decision-making.*

### UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOR:

Scope and Relevance of consumer behavior, nature and importance and interdisciplinary nature. Application of consumer behavior in marketing, the consumer research process- quantitative and qualitative research. Segmentation: Uses and bases of segmentation. Consumer decision-making process, psychographics and VALS.

### UNIT-II: INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOR;

Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Attitude formation and change: attitude and its formation. Cognitive dissonance theory and attribution theory. Personality and consumer behavior: Nature of personality, Self-image, Vanity and consumer behavior.

### UNIT-III: EXTERNAL BEHAVIORIAL DETERMINANTS

Influence of reference groups - Friendship, Work, Celebrity and family. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership. Diffusion of innovations.

**Note:** *Case studies and other assignment will be provided by the concerned faculty in the class.*

#### **Suggested Readings:**

1. Leon G. Schiffman & Leslie Lazar Kannk, *Consumer Behaviour*, Prentice-Hall of India
2. Reynolds & Wells: *Consumer Behaviour - McGraw Hill, International*.
3. James F. Ingel Roger. D. & Blackwell - *Consumer Behaviour - Dryden Press*
4. S.C. Mehta - *Indian Consumers - Tata McGraw Hill*



## E-Commerce

**Course Code: MBA17406DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students well versed with the e-commerce and e-business concepts and technologies.*

### Unit I

- **Introduction to E-Commerce-** Definition, Evolution,
- **WWW** Web Servers, Clients, Email, Search Engines, Chat, Music, Video.
- **Internet Marketing Technologies** – Databases, Data warehouse and Data mining.
- 

### Unit II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce-** System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

### Unit III

- **E-Commerce Payment Systems:** Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **Credit Card E-Commerce Transactions:** Working, Credit Card Enablers, Limitations of Online payment systems
- **Digital Payment Systems :** Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **B2B Payment Systems :** Electronic Billing presentment and payment

**Note:-** *Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. *Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Delhi.*
2. *Cady, G.H. and Part McGregor, "The Internet" BPB Pub., Delhi.*
3. *Carpenter, Phil e Brands, HBS Press, Boston.*
4. *Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill.*





## **Retail Management**

**Course Code: MBA17407DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

### **Unit- I: Introduction**

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development.

### **Unit- II: Situation Analysis**

Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non- store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

### **Unit- III: Managing Retail Business**

Retail organizations and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

### **Suggested Readings:**

1. *Berman B and Evans J R- Retail Management, Pearson Education.*
2. *Michael Lervy M and Weitz B W- Retailing Management, Tata McGraw-Hill.*
3. *Newman A J and Cullen P- Retailing: Environment and Operations, Vikas.*
4. *Varley R and Rafiq M- Principles of Retail Management, Palgrave.*
5. *Lamba- The Art of Retailing, Tata McGraw-Hill.*



## Project Appraisal , Finance and Management

**Course Code: MBA17408CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

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

### Unit-I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

### Unit-II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

### Unit-III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital Requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

### Unit-IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.*
2. *Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.*
3. *Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.*
4. *Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.*
5. *Rao P C K. Project Management and Control. New Delhi, Sultan Chand & Sons.*



## Financial Risk Management

**Course Code: MBA17409DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This Course aims at making students conversant with the latest concepts of financial risk management and also introduces them to the practical application of various tools and techniques of financial risk management techniques.*

### Unit-I

**Risk Management:**-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk, liquidity risk, interest rate risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process.

### Unit-II

**Risk Measurement:** - based on sensitivity, based on volatility and based on down side potential; *Credit risk management* –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks; *Interest Rate Risk Management:* objectives, essentials of interest rate risk, sources, effects and measurement of interest rate risk, strategies for controlling interest rate risk.

### Unit-III

**Operational Risk Management:**- Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach. Risk Based *Capital Standards:* concept, application of capital adequacy standards to Indian banks, computation of capital adequacy of banks.

**Note:** *Case Studies and other assignments will be given by the concerned faculty in the class.*

### Suggested Readings:

1. *Chance, D. M., An Introduction to Derivatives, Dryden Press, International Edition.*
2. *Chew, L., Managing Derivative Risk, John Wiley, New Jersey.*
3. *Hull, J, Options : Futures & Other Derivatives, Pearson Education , New Delhi*
4. *Dorfman, M.S. "Introduction to Risk Management and Insurance" Pearson Education, New Delhi*
5. *Mare Lore And Lev Berodovsky, Financial Risk Management, Butterworth Heinemann, Oxfords*
6. *Bhattacharya, K. M. , Risk Management in Banks, Himalya Pub. Company, New Delhi.*
7. *Andrew K.,Master Financial Derivatives: A step by step guide to credit derivatives and their application, Prentice Hall India , New Delhi.*



## Corporate Tax Planning and Management

**Course Code: MBA17410DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** -This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

### Unit-I

**Assessment of Companies:** Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. **Advance Tax Payment for Companies:** Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

### Unit-II

**Corporate Tax Planning :** Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. **Minimum Alternate Tax (MAT):** Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

### Unit-III

**Tax Planning with regard to Specific Management Decision:** Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). **Tax Planning & Financial Management Decisions:** Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

**Note:** This paper shall have 60% numerical and 40% theoretical questions.

**Note:** Case Studies and other assignments will be given by the concerned faculty in the class

### Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhania, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi



## Micro Finance

**Course Code: MBA17411DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** The objective of the paper is to make the students understand the basic principles on which microfinance is organized and to make students realize likely impact of microfinance principles on MFIs.

### Unit – I

Concept of Microfinance, its origin and history. Programmes of Micro finance: Grameen Bank, SHG-Bank Linkage programme of NABARD, SEWA Bank programme, SIDIBI Foundation for Microcredit, Microfinance programme of ICICI Bank. Working Microfinance models in India: Bank-SHG members, Bank-Facilitating Agency-SHG Members, Bank-NGO-MFI-SHG members.

### Unit – II

Micro-credit: An outline, Microcredit and rural development, Microcredit schemes in India, SGSY, NRLM, others. Concept of Micro insurance. Demand for Micro insurance: Importance, Current coping strategies for the poor: Strengths, weaknesses and opportunities for Micro insurance. Micro insurance in India.

### Unit – III

Concept of Financial Inclusion. Status of Financial Inclusion in India. Institutional changes required for financial Inclusion. Role of savings on financial inclusion. Financial inclusion in tribal areas. Financial inclusion of SC/ST and weaker sections of society. Models of financial inclusion: Branch banking model, Microfinance model, Business corresponding model, ICT Based model (technology based).

**Note: Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Neeta Tapan, Micro credit, Self-Help Groups (SHGs) and Women Empowerment; New Century Publications, New Delhi, India
2. Padmaja Mishra, Alok Ranjan Behara, Financial Inclusion, Inclusive Growth and the Poor; New Century Publications, New Delhi, India
3. Karmakar K.G., Banerjee G.D., Mohapatra N.P, Towards Financial Inclusion in India; SAGE Publications India Pvt Ltd, New Delhi
4. S. L Shetty, Microfinance in India; Academic foundation, New Delhi
5. Anil Kumar Thakur and Praveen Sharma, Micro Credit and Rural Development, Deep and Deep Publications Pvt. LTD



## Islamic Banking and Finance

**Course Code: MBA17412DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *To provide an overview of Islamic banking development and how shariah compliant retail and investment products are structured.*

### Unit: I

*Overview of Islamic Banking Development:* early experiments with Islamic finance, Islamic Banking in Arabia: role of the Islamic Development Bank in promoting Islamic finance, Dubai Islamic House, Kuwait Finance House, Al Rajhi Banks licensed for banking operations in Saudi Arabia; South East Asian Developments- Bank Islam Malaysia, Bank Muamalat Indonesia, International bank involvement in Islamic finance- HSBC Amanah, Citigroup, UBS and Deutsche Bank.

### Unit: II

*Islamic Deposit Facilitates:* Islamic Deposit Facilities- designing Gard Hassan and Wadiah accounts for transaction deposits, Shariah compliant savings deposits with limited transaction function, unrestricted Mudaraba investment accounts subject to periods of notice, Restricted Mudaraba investment accounts with bank returns through arrangement and management fees, Murabaha time deposits as a tool for treasury management

### Unit: III

*Structuring Shariah Compliant Short Term Financing Facilities:* Murabaha trade financing facilities with and without client purchase guarantees-transfers of title under Murabaha contracts and the timing of single or multiple payments, bundling of commodities for Murabaha contracts and recurrent transactions, use of letters of credit and shipping documents in Murabaha transactions: Salam and parallel Salam contracts and their difference from conventional forward contracts, Tawarruq as a vehicle for obtaining a cash advance, Qardhasan interest free credit contracts, Design and features of Islamic credit cards.

**Note:** *Case Studies and other assignments will be given by the concerned faculty in the class.*

### **Suggested Readings:**

1. *Har Dr. "Islamic Banking Practice" Bahrain Institute of Banking and Finance, 2008*
2. *Iqbal Z. and Mirakhor A., "An introduction to Islamic Finance: Theory and Practice" Wiley, 2007*
3. *Hassan m. Kabir, "Handbook of Islamic Banking" Edward Elgar, Cheltenham, England and Northampton, Massachusetts.*
4. *Kette, Brian, Introduction to Islamic Banking and Finance" Printhauss, Northampton, 2008*
5. [www.islamic-banking.com](http://www.islamic-banking.com)



## Management of Industrial Relations

**Course Code: MBA17413CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *Organizational efficiency and performance are inter linked with Industrial Relations (IR) in a business enterprise. This course provides the conceptual and practical aspects of IR at the micro and macro levels.*

### Unit-I

Industrial Relations - Nature, Concept and evolution of industrial relations; Disputes, causes of industrial disputes & settlement of disputes.

### Unit-II

International labor organization (ILO): Scope , objectives and membership. Trade unions; Principles of trade unions. Classification and types of trade unions. Problems of trade unions.

### Unit-III

Collective Bargaining; Nature , scope & objectives of Collective Bargaining. Types and process of collective bargaining., Strike, Types of strikes.

### Unit-IV

Welfare Measures; Statutory and Voluntary welfare measures. Industrial Health and safety- Accidents; Causes, Prevention, safety Provisions. Occupational Hazards, Diseases, Statutory provisions.

*Note: The case studies/ presentations will be announced by the course instructor during the semester.*

### **Suggested Readings:**

1. Kochan, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish
2. Mamkoottam, K. *Trade Unionism. Myth and Reality*. New Delhi, Oxford University Press
3. Niland J.R. etc. *The Future of Industrial Relations*, New Delhi, Sage publication.
4. *Industrial relations* by Arun Monappa, Tata McGraw-Hill Education.
5. *Industrial Relation, Trade Unions and Labour Legislations* by P.R.N Sinha, Indu Bala and Seema Priyadarshini, PEARSON Education.



## Organizational Change and Development

**Course Code: MBA17414DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *The objective of this course is to familiarize the students with basic organizational process to bring about organizational effectiveness and change.*

### Unit-I

Organizational Effectiveness; Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Value creation process by organization; Organizational Change-Change Process; Types and forms of organizational change; Forces for change, Resistance to change, Relationship among organizational change, design and effectiveness.

### Unit-II

Organizational Culture-Meaning and Characteristics; Culture Versus Climate; Creating the Organization Culture; Strong and Weak Cultures, Cross-cultural dynamics; Power and Politics-Concept; Bases of Power; Power, Authority and Influence; Political implications of power.

### Unit-III

Conflict and Negotiation- Concept; Process of Conflict; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies; PRAM Model. Leadership- Concept; leadership skills, Styles and Theories of Leadership-trait Theory; Situation Theory, Path Goal Leadership; Transactional and Transformational Leadership.

**Note:** - *The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.*

### Suggested Readings:

1. *Theory of Organization Development and Change by Cummings/ Worley CENGAGE Learning, New Delhi, 2009*
2. *Organizational Development by French and Bell, Prentice Hall of India, New Delhi*
3. *Changing Organizations by Bennis.W.G. Tata McGraw Hill, New York*
4. *Organization Theory, Change and Design by Richard L.Daft CENGAGE Learning, New Delhi, 2009*
5. *Organization Design for Excellence by Khandwalla,Tata McGraw Hill, New Delhi.*





## International Human Resources Management

**Course Code: MBA17415DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks on account of Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce.*

### Unit-I

Concept of International HRM, Managing Global, Diverse Workforce, culture and international HRM, Types of cultures—Dominant culture, sub culture, organizational culture, occupational culture, strong and weak culture; Managing across borders and cultures; cultural differences and its managerial implications; creating and maintaining organizational culture.

### Unit-II

Communicating across cultures: Barriers to effective communication in global organizations, leadership across cultures; The GLOBE project on leadership and its major findings; Hofstede's cultural dimensions; evolution and change in global organizational structures; Various forms of structures.

### Unit-III

Cross culture negotiation and decision making: Stages in negotiation in global organizations; cultural, national and organizational influences on the process of negotiation; Effective strategies for international negotiations: Steps in decision making process and impact of culture on decision making in global organizations.

**Note:** - Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. *International Management: Cross-Cultural Dimensions*, Author: Richard Mead; Publisher: Wiley Blackwell
2. *Essentials of International Management: A Cross-Cultural Perspective* Author: David C Thomas; Publisher: Sage Publications, Inc
3. *International management: Managing in a diverse & dynamic global environment*, Authors: Arvind V Phatak Rabi S Bhagat/Roger J.Kashlak. Mc Graw Hill, special Indian edition.
4. *International Management*, Author – Helen Deresky, Imprint -Pearson Education
5. *The Cultural Dimensions of International Business*, Author-Gary Ferraro , Imprint- Pearson Education



## Management Development

**Course Code: MBA17416DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** - *The purpose of this course is to advance an understanding of concepts, methods and strategies underlying the development of executives.*

### Unit- I

Field of Human Resource Development: - Definition; objectives and Functions of Human Resource Development Professionals; open systems.

### Unit-II

Theory perspective of training; strategic planning approach; organizational environment and training; training methodology and overview of the training process; training needs assessment and training objectives.

### Unit-III

Management development : perspective, MD and management education ; Pitfalls, Continuing need, Need for effective MD, MD Policy and Committees ; Planning the strategies and programme to reach MD objectives.

**Note:** *The case studies/ presentations will be announced by the course instructor during the semester.*

### **Suggested Readings:**

1. *Bienvenu, B.J. "New Priorities in Training". American Management Association.*
2. *Bibsted, Don. "Development in Interpersonal Skills Training". Gower, London.*
3. *Brinkerhoff, Robert. "Achieving Results from Training: How to evaluate HRD to Stngthen Programs and Increase Impact". Jossey Bass, San Francisco.*
4. *Craig, Robert L. "Training and Development Handbook". McGraw Hill, New York.*



## Human Resources Planning and Development

**Course Code: MBA17417DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** *The objective of this paper is to develop a conceptual as well as a practical understanding of Human resource planning, deployment and development in organizations*

### Unit-I

Macro level manpower planning and labor market analysis; Organizational human resource planning; Stocktaking; Work force flow mapping; Age and Grade distribution mapping.

### Unit-II

Models and techniques of manpower; Demand and supply forecasting; Behavioral factors in Human resource planning.

### Unit-III

Wastage analysis retention; Redeployment and Exit strategies; Career management; career planning and development; Performance planning.

*Note: The case studies/ presentations will be announced by the course instructor during the semester.*

### **Suggested Readings:**

1. Arthur.,M. *Career Theory Handbook*, Englewood Cliff, Prentice Hall Inc.,
2. Belkaoui, A.R and Belkaoui, J.M. *Human Resource Valuation: A Guide to Strategies and Techniques*. Greenwood, Quorum Books
3. Greenhaus, J.H. *Career Management*, New York, Dryden.
4. Kavanagh, M.J. etc. *Human Resource Information System: Development and Applications*. Boston, PWS-Kent
5. Mabey,C. and Salama, G. *Strategic Human Resource Management*. Oxford, Blackwell



## Total Quality Management

**Course Code: MBA17418CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objective:** *The objective of the course is to develop a deep insight of quality among the students and the current reliance of quality principles in the competitive era.*

### Unit-I

Basic Concepts in Quality, Dimensions of Quality, Quality costs, Quality Philosophies- Contribution of Deming, Juran, Taguchi and Crosby to quality, Comparison of Quality Philosophies.

### Unit-II

Customer Perception of Quality, Total Quality Management-Historical Review, TQM Framework, Stages in TQM Implementation. Barriers to TQM Implementation Employee Involvement in Quality Management.

### Unit-III

The seven tools of quality, Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal. Concept of six sigma, Continuous Process Improvement –Kaizen, Kanban and JIT. Quality Function Deployment (QFD)

### Unit-IV

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits.

**Note:** *The case studies/ presentations will be announced by the course instructor during the semester.*

### **Suggested Reading:**

1. Rose J.E., *Total Quality Management*, Kogan Page India Pvt., Ltd.
2. James R.Evans & William M.Lindsay, *The Management and Control of Quality*, South-Western (Thomson Learning),
3. Feigenbaum.A.V. *“Total Quality Management*, McGraw-Hill.
4. Oakland.J.S. *“Total Quality Management Butterworth – Hcinemann Ltd., Oxford.*
5. Narayana V. and Sreenivasan, N.S. *Quality Management – Concepts and Tasks*, New Age International.



## Logistics Management

**Course Code: MBA17419DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing environment, and to show how long logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software package for problem solving.*

### Unit -I

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy.

### Unit -II

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse. Material Handling equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – principles – benefits – methods. Automated Material Handling.

### Unit -III

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**Note:-** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. *Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint*
2. *Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India*
3. *Coyle et al., The Management of Business Logistics, Thomson Learning.*
4. *Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process Tata*
5. *McGraw Hill*
6. *Bloomberg David J et al., Logistics, Prentice Hall India*



## Supply Chain Management

**Course Code: MBA17420DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

### **Unit-I:**

The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks – Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation. The Logistics of Business - The Logistical Value Proposition- The Work of Logistics-Logistical Operating Arrangements - Flexible Structure –Supply Chain Synchronization.

### **Unit-II:**

The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design. Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices. Transport Functionality, Principles and Participants-Transportation Service - Transportation Economic and Pricing- Transport Administration –Documentation.

### **Unit- III:**

Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions. Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales And Operations Planning(S & OP)-Supply Chain Planning Considerations-Pricing.

**Note:-** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### **Suggested Readings:**

1. *Supply Chain Logistics Management* - Bowersox, Closs & Cooper –McGraw-Hill.
2. *World Class Supply Management* - Burt, Dobbler, Starling, TMGH.
3. *Global operations & Logistics- Philippe* - Pierre Dornier, John Wiley & sons Inc, New York.
4. *Designing and Managing the supply chain* - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc.
5. *Operations Now* – Finch, Mc Graw Hill.



## Transportation Management

**Course Code: MBA17421DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *The purpose of this course is to develop the skills and knowledge regarding transportation management.*

### Unit-I

Growth of urbanization and problems of transportation; Transportation challenges and limitations; Government activities in transportation; Transportation Modes: Load Planning, Transportation Modes and Their Selection. Transportation systems: Planning, Operation and management of goods transport, Trip generation and distribution;

### Unit-II

Transportation Models: Sequential Travel Demand, Forecasting Models, Growth Factor Model, Regression Model, Gravity Model, Future Developments in Transportation. Motor Vehicle Act 1988: Short titles & definitions, and its Impact on Urban Transport System, Vehicular Pollution, Emission Norms; Laws governing the use of motor vehicle & vehicle transport.

### Unit-III

Factors influencing transport development: physical, economic, political and strategic – concepts of connectivity and accessibility; Transport policy and planning; Basic considerations– transportation demand: Direction, Volume and Frequency. Regulation of Transport Services: Licensing policies, Transport Taxation; Transport and environment; Energy consumption in Transport; Role of international bodies in transport development.

**Note:-** *Cases Studies and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. *Baerwald, J E. Transportation and Traffic Engineering Handbook. Englewood Cliffs, New Jersey, Prentice Hall*
2. *Bell, G. etc. The Business of Transport. Plymouth, McDonald and Evans.*
3. *Dickey, J W. Metropolitan Transportation Planning. New Delhi, Tata McGraw Hill.*
4. *Grey, G E. and Hole, L A. Public Transportation Planning: Operations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.*
5. *Gupta, M P. Metropolitan Transportation System. New Delhi, National.*



## World Class Manufacturing

**Course Code: MBA17422DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Objective:** *To acquaint the students with the world class manufacturing environment and optimized production principles.*

### **Unit-I**

World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system.

### **Unit-II**

State of international business, Managerial attitude towards globalization of business, Entering the international area, Managerial challenges for the future; Software in use, Problems in implementation, Indian experience, optimized production technology.

### **Unit-III**

Principles advocated in Just-in-Time System, JIT Manufacturing System, JIT Pull System, Use of Kanban System, JIT Purchase, Source development, Supply chain Management.

### **Suggested Readings:**

1. *Management to-day - Burton and Thakur.*
2. *Operation Management – Hughes, Chris.*
3. *Programmed Learning at for Production and Operations Management. – Buffa, Elwoods*





## E-Business

**Course Code: MBA17423CR**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 4**

**Cont. Assessment I: 25**  
**Cont. Assessment II: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - This course aims at making students well versed with the e-commerce and e-business concepts and technologies.

### Unit-I

- **Introduction to E-Commerce-** Definition, Evolution,
- **WWW** Web Servers, Clients, Email, Search Engines, Chat, Music, Video.
- **Internet Marketing Technologies** – Databases, Data warehouse And Data mining.

### Unit-II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce-** System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

### Unit-III

- **E-Commerce Payment Systems:** Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **Credit Card E-Commerce Transactions:** Working, Credit Card Enablers, Limitations of Online payment systems
- **Digital Payment Systems :** Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **B2B Payment Systems :** Electronic Billing presentment and payment

### Unit-IV

- **Ethical, Social and Political Issues in E-Commerce:** Responsibility, Accountability and Liability.
- **Privacy and Information Rights:** Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.
- **Intellectual Property Rights:** Types, Copyright and Patent.  
**Net Marketplaces** – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

**Note:-** Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. *Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Delhi.*
2. *Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi.*
3. *Carpenter, Phil e Brands, HBS Press, Boston.*
4. *Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill.*
5. *Ravi Kalakota, E-business 2.0 Road to success, Available at Amazon. com*



## Advanced Data Base Management Systems

**Course Code: MBA17424DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students well versed with latest concepts and theories in DBMS and their applicability in daily life.*

### Unit-I

- **Basic concepts:** Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture.
- **Data Base Components** - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

### Unit-II

- **Relational Databases** - Codd's Rules, Integrity Rules, Database Anomalies
- **Relational Algebra** - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division
- **SQL**-Date Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

### Unit-III

- **Relational Data Base Design** - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency
- **Normalization** - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

**Note:** - *Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.*

### Suggested Readings:

1. Desai, B., "An Introduction to Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals of Database Systems", Pearson Edu. New Delhi.
3. Hoffer, "Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J., "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.



## Multi Media Management

**Course Code: MBA17425DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students convergent with basic concepts in media and multimedia management.*

### Unit-I

Introduction to Multimedia- stages in a multimedia project -multimedia hardware-Multimedia Software- Basic tools-making instant Multimedia - Authoring tools. Multimedia .building blocks- Text - Sound – Images – Animation – Video

### Unit-II

Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web; Assembling and delivering a Project

### Unit-III

Planning and costing – designing and producing – delivering. Multimedia Education – Training – Business Applications

**Note:** - *Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.*

### Suggested Reading:

1. *Vaughan, Tay: Multimedia: Making it work, NY, McGraw-Hill.*
2. *Minazzi Roberta, Social Media Marketing in Tourism and Hospitality, Springer.*
3. *Lowee, Ferrel & Charles, Managing Media firms and Industries, Springer.*
4. *Manjula Chowdhary, Tourism Marketing, Oxford University Press, India.*
5. *Partho Pratim, Computers in Tourism-Concepts & Applications, Oxford University Press.*



## Telecommunication for Business

**Course Code: MBA17426DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students well versed with telecommunication concepts and their applicability to business.*

### Unit-I

Computers and communications: The Information Technology; The concepts of Global village; On-Line Information Services.

Electronic Bulletin Board Systems; the Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks

### Unit-II

Managerial Issues Related to telecommunications; Client/server Computing; Communications Servers; Digital Networks, Electronic Data Interchange and its Applications

### Unit-III

Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks; Managing in the Market-space; Electronic Commerce And Internet

**Note:-** *Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.*

### Suggesting Readings:

1. *Derfler, Frank J. Guide to Linking LANS. Emeryville, California, Ziff-Davis Press*
2. *Derfler, Frank J. Guide to Connectivity. 2<sup>nd</sup> ed., Emeryville, Cliff., Ziff-Davis Press*
3. *Estabrooks, Maurice. Electronic Technology. Corporate Strategy and World Transformation , Wastport, Quoram Books*
4. *Fitzgerald, Jerry. Business Data Communications: Basic Concepts, Security and Design., New York, John Wiley*
5. *Keen, Peter and Cummins, Michael. Networks in Action: Business Choices and Telecommunications Decisions. Belmont, A, Wads Worth*



## Office Automation Management

**Course Code: MBA17427DCE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment I: 25**  
**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - *This course aims at making students well versed office tools and the concept of smart office.*

### Unit-I

Concept of an automated office: Functions of a modern office, Features of office automation, Nature of requirements, Impact of IT, Support required for Business Executives.

### Unit-II

Applications in a modern office: Word processing, Dispatching, File keeping- storage and retrieval, Databases, Document Transmission, Telex, Telephone, e-mail Facsimile, Voicemail, Voice messaging, Telemarketing, Teleconferencing, Telecommuting, Electronic funds transfer, E-commerce.

### Unit-III

Equipment in a modern office: electronic pushbutton telephone, Electronic typewriter, Facsimile machine, Automatic telex, Plain paper copier, Personal Computers.

**Note:-** *Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.*

### Suggesting Readings:

1. *Computer applications in Business, Sudalaimuthu & Raj, Himalaya Publishing House.*
2. *Introduction to Information Technology, IELTS, Pearson Education.*
3. *Introduction to Computer Science, Peter Norton, TataMcgraw Hill Publications.*
4. *P.K Sinha, Fundamentals of Computers, BPB publishers*
5. *Introduction to Computer Science, IELTS, Pearson Education.*



## **Internship and Training Project**

***Course Code: MBA17428GE***

***MBA 4<sup>th</sup> Semester***

***Credits 4***

***Max. Marks: 100***

***Min. Pass Marks: 40%***

All MBA students shall be required to earn 4 credits under generic and open electives from any company in or outside state, they will be placed for internship and training project.

The internship and training project shall be evaluated by company supervisor and by external examiner followed by project viva-voce conducted by the panel of experts. The evaluation of Internship and Training Project shall consist of three parts. Firstly, evaluation shall be done by the company supervisor where student is placed and shall have weightage of 2 credits. Secondly, evaluation shall also be done by the external evaluator, to be appointed by the Director, The Business School, University of Kashmir and shall have weightage of 2 credits. Lastly, evaluation shall be made by the following panel of experts through Viva-Voce of the students and shall have weightage of 2 credits:

- a)** Head, Department of Management Studies as Chairman;
- b)** One External Examiner from the panel submitted by Head of the Department and approved by the Hon'ble Vice Chancellor;
- c)** Two teachers (Associate Professor/ Professor) of the department (to be nominated by the Head of the Department).



## Financial Appraisal of Projects

**Course Code: MBA17011GE**

**MBA 4<sup>th</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objectives:** - *The purpose of this course is to acquaint the students with the procedure and practice of financial appraisal of projects.*

### Unit I

Financial Appraisal – Concept. Estimation of project cost. Means of financing. Working capital requirements and its estimation. Financing of working capital. Estimation of working results. Cost of Production and Profitability Estimates. Cash flow Estimates. Projected Balance sheets.

### Unit II

Project Appraisal Techniques - Payback Period, Average Rate of Return, Net Present Value and Internal Rate of Return.

### Suggesting Readings:

1. *Arnold G. "Corporate Finance", Pearson Education, New Delhi.*
2. *Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.*
3. *Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.*
4. *Pandey I.M., "Financial Management" New Delhi, Vikas Publishing House.*
5. *Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.*

**Name of Course Instructor:- Prof. Mushtaq A Darzi**



## **Organizational Psychology**

**Course Code: MBA17012GE**

**MBA 4<sup>th</sup> Semester**

**Credits: 2**

**Term End Exam: 50  
Min. Pass Marks: 40 %**

### **Unit-I**

Introduction to organizational Psychology – Definitions & Scope. Major influences on industrial Psychology- Scientific management and human relations schools Hawthorne Experiments

### **Unit-II**

Individual in Workplace Motivation and Job satisfaction. Organizational culture, Leadership & group dynamics.

### **Suggested readings:**

1. Miner J.B. (1992) *Industrial/Organizational Psychology*. N Y: McGraw Hill.
2. Blum & Naylor (1982) *Industrial Psychology. Its Theoretical & Social Foundations* CBS Publication.
3. Aamodt, M.G. (2007) *Industrial/Organizational Psychology: An Applied Approach (5th edition)* Wadsworth/Thompson: Belmont, C.A.
4. Aswathappa K. (2008). *Human Resource Management (fifth edition)* New Delhi: Tata McGraw Hill.

**Name of Course Instructor: Dr. Aijaz Akbar Mir**





## Global Brand Management

**Course Code: MBA17013GE**

**MBA 4<sup>th</sup> semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### Unit-I

Branding: The Conceptual Framework: Introduction, Brand Types, Brand Management, **Process Of Brand-Led Marketing**, What Can Be Branded, How To Brand, Elements Of Effective Branding. Functions of A Brand, Challenges Of Building A Brand, Magic Of Four Wheels.

### Unit-II

Branding Failures, Classification Of Brand Failures, Factors Of Brand Failures, Brand Failures In Emerging Market, Myths About Brands, Branding Alternatives, Brand Line Extension Brand Leveraging Brand Positioning Brand Rejuvenation And Re-Launch, Brand Life Cycle Brand Image Building.

*Note: Case studies and other assignment will be provided by the concerned faculty in the class.*

### **Suggested Readings:**

1. Aaker, D. (1991), *Managing brand equity: Capitalizing on the value of a brand name*. New York: The Free Press.
2. Aaker, D. (1996), *Building Strong Brands*. New York: The Free Press.
3. Abrams, Bill. *The Observational Research Handbook: Understanding How Consumers Live with Our Product*. New York: McGraw-Hill (formerly NTC Business Books), 2000
4. Kevin Lane Keller (1998), *Strategic Brand Management-"Building, Measuring and Managing Brand Equity"*. Prentice Hall.
5. Kotler, P. (1997), *Marketing Management. Ninth Edition*. Upper-Saddle River, NJ: Prentice-Hall.

**Name of Course Instructor: Dr.Farzana Gulzar**



## Organizational Effectiveness and Change

**Course Code: MBA17014GE**

**MBA 4<sup>th</sup> semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objective:** - *The objective of this course is to familiarize the students with basic organizational process to bring about organizational effectiveness and change.*

### Unit-I

Organizational Effectiveness; Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Value creation process by organization; Organizational Change-Change Process; Types and forms of organizational change; Forces for change, Resistance to change, Relationship among organizational change, design and effectiveness.

### Unit-II

Organizational Culture-Meaning and Characteristics; Culture Versus Climate; Creating the Organization Culture; Strong and Weak Cultures, Cross-cultural dynamics; Power and Politics- Concept; Bases of Power; Power, Authority and Influence; Political implications of power.

**Note:** - *The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.*

### **Suggested Readings:**

1. *Theory of Organization Development and Change* by Cummings/ Worley CENGAGE Learning, New Delhi, 2009
2. *Organizational Development* by French and Bell, Prentice Hall of India, New Delhi
3. *Changing Organizations* by Bennis.W.G. Tata McGraw Hill, New York
4. *Organization Theory, Change and Design* by Richard L.Daft CENGAGE Learning, New Delhi, 2009
5. *Organization Design for Excellence* by Khandwalla,Tata McGraw Hill, New Delhi.

**Name of Course Instructor:Prof.Shabir A.Bhat**



## Corporate Accounting and Reporting

**Course Code: MBA17008OE**

**MBA 4<sup>th</sup> Semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40%**

**Course Objective:** *To familiarize students with basic aspects of corporate accounting and reporting.*

### **Unit: I**

*Formation of a Company:* Incorporation of a company; Meaning and types of company; Share and share capital-meaning, nature and types; *Accounting for share capital*-issue and allotment of equity and preference shares, private placement and public subscription of share capital, over subscription and under subscription, issue at par, premium and at discount, calls in advance, calls in arrears, interest on calls in advance and arrears, issue of shares for consideration other than cash;

### **Unit: II**

*Forfeiture of shares*- accounting treatment, reissue of forfeited shares; *Accounting for Issue of Debentures*:- Meaning and types of debentures, issue of debentures at par, at premium, and at discount, issue of debentures for consideration other than cash, issue of debenture as a collateral security; Reporting and Disclosure of share capital and Debt Capital in company's balance sheet;

**Note: - This paper shall have 60% numerical and 40% theoretical questions.**

### **Suggested Reading:-**

1. Tulsain, P.C. , Accountancy Part II, RatnaSagar P. Ltd. New Delhi.
2. Narang, K.L. and Jain S. P., Advanced Accounting, Kalyani Publishers, New Delhi.
3. Earl, K. Stice and James D. Stice, Financial Accounting: Reporting and Analysis, Thomson, New Delhi.

**Course Instructor: Dr. Bashir Ahmad Joo**



## Strategic Management and Innovations

**Course Code: MBA17009OE**

**MBA 4<sup>th</sup> semester**

**Credits: 2**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### Course Objectives:-

- *Developing and reinforcing a general management perspective*
- *Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.*
- *Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to deliver the chosen strategy. Assess the likely sustainability of firm strategies and competitive positions.*
- *Assess differing styles of management and leadership and consider the essential role of personal values in leading an organization.*

### Unit- I: CORE CONCEPTS

Definition, nature, scope, and relevance of strategic management; Strategic decision-making. Historical perspective of Strategy. Process of strategic management and levels at which strategy operates. Role of strategists, Building Company's vision, core purpose and core value of an organization, Porras's BHAG framework, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence.

### Unit-II: ENVIRONMENTAL ANALYSIS

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT. Industry level analysis: Porter's five forces model. Methods and techniques used for organizational appraisal: Porter's Value chain analysis. Blue ocean strategy concepts and application.

**Note:-** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. *Besanko, Dranove, Shanley, and Schaefer, Economics of Strategy, 4th Edition, Wiley,*
2. *Strategy and the Business Landscape, by Pankaj Ghemawat, 3rd Edition, Prentice Hall.*
3. *R. M. Grant. Contemporary Strategy Analysis, 8th edition, Oxford.*
4. *Porter, Michael: Competitive Strategy, The Free Press, 1980.*
5. *Porter, Michael: Competitive Advantage, The Free Press, 1985.*
6. *Govindarajan: Ten Rules for Strategic Innovators: From Idea to Execution Hardcover –Harvard Business Review Press,2005*
7. *Govindarajan The Other Side of Innovation Harvard Business Review Press ,2010*
8. *Effrey Dyer, Hal Gregersen, and Clayton Christensen, The Innovator's DNA, Harvard Business Review Press, 2011*

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