



# **MBA-I**

# **SEMESTER**



## Applied Operations Research for Business and Economics

**Course Code: MBA-15107-GE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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  $2 \times 2$ ), 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;

### Unit-III

Network analysis: Introductory concepts, 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; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Queuing theory: Elementary characteristics and simple situation applications

### Suggested Reading:-

1. *Basic Statistics for Business & Economics/Kazmier L.J & Pohl, NF/1988* McGrawHill, New York
2. *Statistics for Management/Levin Richard I & Rubin David 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**



## Strategic Value Creation for New Businesses

**Course Code: MBA-15108-GE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

### Unit-I

Over view of new venture creation: Nature, and Significance of new ventures, small business vs corporate entrepreneurship, creativity, innovation; Value, customer value, shareholder value, economic value, other stakeholder value, societal and environmental value; New venture creation model, stages and decisions in new venture creation, understanding business environment, environmental and cultural impact of business, understanding future customer.

### Unit-II

Capturing new markets, influence of competition, IT and globalization to foster innovation and agility for both new and existing firms, New technologies, disruptive technologies, Induces and autonomous strategic behaviors; promoting and managing innovation in start-ups and existing firms; risks and barriers for introducing break-through products and services, business model innovation, design-driven innovation.

### Unit-III

Business strategies and value creation, competing through value creation- blue ocean strategy, value chain framework, enterprise resource planning, resource based view and environmental perspectives to competitive advantage, Core competencies, change management, organizational learning, data base learning, performance measurement, Green business strategies, Integrating green perspectives with vision, mission, objectives, strategy and tactics.

### Suggested readings:

1. *Blue Ocean Strategy*, Mauborgne, René, Boston, Harvard Business School Press, 2005.
2. *Unleashing Innovation, How Whirlpool Transformed an Industry*, Snyder, Duarte, Jossey-Bass, 2008.
3. *Entrepreneurship: New Venture Creation*, David H. Holt, Prentice Hall India
4. *Strategic Management*, Alex Miller, Irwin McGraw Hill.

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



## Leadership and Organization Dynamics

**Course Code: MBA-15109-GE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III

Organization Culture and Climate, Change management, Organization development Process and techniques, social responsibilities of organizations, Organization ethics and values, process of learning organizations.

### 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**



## Personal Brand Management

**Course Code: MBA-15110-GE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objective:** *The course is designed to prepare students to successfully enter the job market. The course aims to introduce admitted students to resume preparation, interviewing skills, and development of a personal brand and marketing plan.*

**Relevance:** *Required for Post-graduating students of Management, Commerce, Economics, Media, Law, Psychology, Home Science, and Social Works*

### Unit-I

Different types of Business Organisations in the Public and Private Sector; Sole-trader, Partnership, Limited Liability Company, Co-Operative, Franchising; Public Corporations, Government Departments, Local Councils, Public-private partnerships

### Unit-II

Exposure to professional training in interviewing skills, Resume development, Professional presentation, Personal branding strategy, and Personal marketing plan development.

### Suggested Readings:

1. *Bence, B., Master the Brand Called YOU, Global Insight Communications LLC*
2. *Brown, N., How to Brand Your Personal Profile? A story of personal branding, Lulu.com*
3. *Rampersad, H.K., Authentic Personal Branding, Information Age Publishing*

**Name of Course Instructor: Prof. M. A. Sahaf**



## Fundamentals of Management

*Course Code: MBA-15111-GE*  
*MBA 1<sup>st</sup> Semester*  
*Credits:2*

*Cont. Assessment: 10*  
*Term End Exam: 50*  
*Min. Pass Marks: 40 %*

**Course objective:** - *The objective of this course is to familiarize the students with the basic management concepts and application.*

### Unit-I

Development of Management Thought; Classical, Behavioral and Management Science Approaches; Hawthorne Studies; Systems and contingency approaches for understanding organizations. Application of management thought to the current scenario. Contemporary cases/ Readings/ Exercises and Role Play.

### Unit-II

Managerial Process-;Functions of Management-Planning- Elements of Planning; understanding the need for planning; Organizing- organization structure and decisions determining structure; Directing and Controlling; managerial skills and roles in organizations; 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. *Fundamentals of Management- By Griffin; Houghton Mifflins Company Boston, USA*
2. *Management – By Stoner, Freeman and Gilbert; Pearson Education*
3. *Management – By Hitt Black Porter; Pearson Education*
4. *Management and Organizational Behavior-By Mullins; Pearson Education*
5. *Management: Principles and Function- By Ivancevich Donnely and Gibson; Richard D.Irwin,Inc Homewood, Illinois,USA*

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



## Financial Statement Analysis

**Course Code: MBA-15112-GE**  
**MBA 1<sup>st</sup> Semester**  
**Credits:2**

**Cont. Assessment: 10**  
**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 – concept. 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 - Liquidity Ratios; Solvency Ratios; Profitability Ratios. Funds Flow Analysis – Concept, uses and preparation of funds flow statement; Cash Flow Analysis - Concept, uses and preparation of cash flow statement.

### Suggested Readings:

1. *J.R. Monga, Basic Corporate Accounting, Mayur Paperbacks (c/o K.L. Malik and Sons Pvt. Ltd, 23 – Darya Ganj, New Delhi.*
2. *Nirmal Gupta, Chhavi Sharma, Corporate Accounting, Theory and Practice, Ane Books Pvt Ltd, New Delhi.*
3. *M.C., Shukla, T.S. Grewal and S.C. Gupta, Corporate Accounting, S. Chand and Co., New Delhi.*
4. *Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume II, Taxmann, New Delhi.*
5. *S.N. Maheshwari, and S.K. Maheshwari, Corporate Accounting, Vikas Publication, New Delhi.*
6. *Shukla M.C. Grewal T.S. and Gupta, S.C.: Advanced Accounts; S.Chand & Co. New Delhi.*
7. *Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi.*
8. *Agarwala A.N. Agarwala K.N.: Higher Sciences of Accountancy: Kitab Mahal, Allahabad*

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



## Leadership Development

**Course Code: MBA-15113-OE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

*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.*

### **Course Objectives:-**

- 1.To enable students to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.*
- 2.To participate fully in open, intimate small-group discussions about the reflective exercises they have completed on their own.*
- 3.To understand why leaders lose their way and the self-awareness needed to avoid derailment.*
- 4.To gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.*
- 5.To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.*
- 6.To explore how to build support teams and lead an integrated life.*
- 7.To understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.*
- 8.To create Personal Leadership Development Plans to guide them throughout 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 .

### **Unit-III: Strategic Leadership Development**

Leadership and Motivation; Theories of Motivation. Leadership Communication; leading strategic conversations, selecting rich communication channels. Leading Teams; team types and characteristics, handling team conflict. Developing leadership diversity. Leadership power and influence. Leading Change, strategies for leadership pipeline, resistance to change, the negative impact of change, leading and managing for innovation

**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: MBA-15114-OE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III

**Media & Creative Writing:** Techniques of writing, Features for publication (Newspapers, magazines, newsletters, and notice-board), case studies, short stories, travelogues, writing for children. **Research Writing:** Qualities of research writing, writing abstract, developing questionnaire, dissertation, data (charts, tables) analysis, documentation, Articles for publication

#### **Suggested readings:**

*E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi*

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



## Basic Econometrics

**Course Code: MBA-15115-OE**  
**MBA 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III

Production function – Law of variable proportions and returns of scale, Iso-quants, Linear homogenous production function, cob Douglas production function-cost-concepts and economists approach, Revenue concepts- Market structure, perfect and imperfect competition, price output determination, Monopoly, monopolistic competition and oligopoly.

### 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**



## Internet And E-Commerce

*Course Code: MBA-15116-OE*  
*MBA 1<sup>st</sup> Semester*  
*Credits: 2*

*Cont. Assessment: 10*  
*Term End Exam: 50*  
*Min. Pass Marks: 40 %*

### Unit-I

- Internet- introduction, evolution, Basic terms, Getting connected to Internet, Internet Applications, data over Internet. Internet Phone, Internet Video, collaborative computing Understanding URL; Domain name; IP Address; Using e-governance websites.
- Internet tools- Web Browser, Browsing web using Internet Explorer, E-Mail, Search Engines, Instant Messaging, Chat, Uploading and Downloading, attachments.
- **Introduction to E-Commerce, 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

### Unit-II

- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws
- **E-Commerce Payment Systems** : Cash, Checking transfer, Credit card, stored value and accumulating Balance, Limitations of Online payment systems
- **Digital Payment Systems** : Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **Ethical, Social and Political Issues in E-Commerce:** Responsibility, Accountability and Liability.
- **Net Marketplaces** – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

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

### Suggested Readings:

1. Coleman, Pat and Peter Dyson, "Internet", BPB Pub. Delhi, 1997
2. Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Delhi.
3. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi, 1999
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill, 2000

Name of Course Instructor: Mr. Tariq Ahmad Lone



# MBA-II

# SEMESTER



## **H R in Business Organizations**

**Course Code: MBA-15207-GE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

### **Unit -I**

Human Resource Management:- Nature, Philosophy, significance and core values of HRM, Functions of HRM; Challenges facing HRM and impact of technology on HRM practices. Role of HR managers. Qualities of good HR managers and determining personal effectiveness & sense of efficacy; Measurement of sense of Efficacy, cases and exercises.

### **Unit-II**

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis-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 of PAS; Appraisal errors; Training and development (T&D); Significance and stages of T&D; Methods of Training and development.

### **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. Udai Pareek , "Training Instruments In HRD And OD", Tata McGraw Hill.

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



## Decision Support System

**Course Code: MBA-15208-GE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

**Course Objectives:** -This course aims at making students conversant with the basic concepts of Decision Making and Decision support systems (DSS), its characteristics and architecture, tools and techniques of DSS.

### Unit-1

- Introduction to – Concepts of Data, Information, Information Systems & End Users.
- Systems Concepts: Open System, Closed System; Information Systems and Systems Concept.
- Building Information System: System Analysis and Design - Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design And Implementation)

### Unit-II

- Management Information System – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS
- Managerial Decision Making – Decision Making Process, Types of Decisions, Group Decision Making features of CBIS
- Decision Support Systems: An Overview Of DSS, Characteristics of DSS; Capabilities of DSS, Classification of DSS, Relevance of Relational Database Design in Decision Making

### Unit-III

- Components of Decision Support Systems: Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem.
- Constructing A DSS: Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development.
- Knowledge Base Management System: Knowledge, Knowledge Base

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

### Suggested Readings:

1. Turban, Efrain : *Decision Support & Intelligent Systems-* Pearson Education
2. Marakas, George.M. : *Decision Support Systems in the 21st century –* Pearson Education
3. Laudon, “*Managing A Digital Firm*”, Pearson Publishing.

**Name of Course Instructor: Dr. Rafi A. Khan**



## Data Base Management Systems

**Course Code: MBA-15209-GE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.
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### Unit-III

- **Concurrency Control Techniques** - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance
- **Recovery Techniques** – Types Of Failures, Audit Trails, States Of Transaction, Recovery Concepts(Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures.

*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**



## **Strategy Formulation**

**Course Code: MBA-15210-GE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

### **Unit-I: Strategic Analysis**

Strategic Intent; Competitive advantage as focal point of strategy; Strategy and different forms of Strategy; Incremental perspective; Rational planning perspective; Organizational learning perspective; External environmental analysis; Internal analysis; SWOT Analysis.

### **Unit-II: Strategy Formulation**

Strategy Formulation; Long-term objectives; Different types of strategies and levels of strategies; Integration Strategies; Diversification Strategies; Defensive strategies; Michael Porter's Generic Strategies; Means for achieving Strategies.

#### **Books Suggested:**

1. Porter, Michael E(1985) "Competitive Advantage, New York, Free Press;
2. Alex Miller (1998) "Strategic Management, McGraw Hill, International Edition;
3. Thompson AA, Struikland A Y and Bamble J. E (2005) "Crafting and executing Strategy Tata McGraw-Hill company ltd. New Delhi;
4. David F. R (2009) Strategic Management, Concept and Cases, "PHI-learning, New Delhi.

**Name of Course Instructor: Prof. A. M. Shah**





## Entrepreneurship Development

**Course Code: MBA-15211-GE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objectives:** - *The objective of this course is to introduce student to entrepreneurship and its role in economic development and enable to learn and start and manage small enterprises. The course aims to ensure the students acquire basic understanding about the concept, its growth and its scope and help students to understand the importance of entrepreneurship for the economy.*

### Unit-I

Entrepreneur – Concept-Functions and clarifications of entrepreneurs – characteristics of entrepreneur – Nature and importance of entrepreneur – Entrepreneur vs. professional manager – Women entrepreneurs. Concept of Entrepreneurship – Entrepreneurship and environment – Policies governing entrepreneurs, entrepreneurial development programmes – Institutions for – entrepreneurship development, Entrepreneurship.

### Unit-II

Institutions for entrepreneurial development – Role of consultancy organizations – Role of financial institutions – Bank finance to entrepreneurs Entrepreneurship development: Role of financial institutions for the development of entrepreneurship.

### Suggested Readings:-

1. *Vasant Desai: Dynamics of entrepreneurial development and management;*
2. *Vasant Desai: Entrepreneurial development*
3. *Peter F Drucker: Innovation and development;*
4. *M. V Deshpande: Entrepreneurship of small scale industries;*
5. *Balakrishnan, G. Financing of small scale industries*

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



## Marketing of Services

**Course Code: MBA-15212-GE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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: MBA-15213-GE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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.

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



## Principles of Marketing & Sales

**Course Code: MBA-15214-OE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

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

### Unit-I

Marketing –Nature, scope and tasks; Marketing concepts; Marketing Tasks; Customer Satisfaction and value; Marketing plan and planning; Marketing Information System and Marketing Research, Marketing Environment analysis; Marketing Mix. Building a company wide Marketing Orientation; An overview of sales management and nature of selling.

### Unit-II

Consumer Buying Behavior; Market segmentation, Targeting and Positioning; New Product planning and development; Product life cycle; Pricing objectives, Factors affecting pricing Decisions, Pricing Methods; Setting the Final price; Branding –concept and Decisions; Designing and managing Marketing Channels; Overview of Sales Process, Prospecting for customers, Selling Theories.

### Unit-III

Marketing Communication; Developing Effective Marketing Communications; Promotional Tools Managing Advertising, Sales Promotions, Public Relations and Direct Marketing; Designing and delivering of sales presentation; Modes of sales presentation, Recruitment & selection and Training of Sales personnel

### Suggested Readings:

1. Kotler, Phillip and Armstrong, G. *Principles of Marketing* , New Delhi, Prentice Hall of India.
2. Kotler, Phillip, *Marketing Management*; Prentice Hall of India.
3. Ramaswamy, V.S. and Namakumari , S. *Marketing Management Planning , control .. New Delhi, Macmillan*
4. Stanton, William, J. *Fundamentals of Marketing* New York, Mc Graw Hill.
5. Neelamegham, S. *Marketing in India; Cases and Reading. New Delhi, Vikas.*
6. Tanner, J; HoneycuttED; Erffmeyer Robert C.; *Sales management: Pearson Education, 2009*
7. Buskirk, R H and Stanton, W J. *Management of Sales Force. Homewood Illonois, Richard D Irwin,*
8. Dalrymple, D J. *Sales Management: Concepts and cases. New York, John Wiley, 1989.*
9. Still, R R. & Cundiff; *Sales Management, Englewood C*

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



## Service Science and Network Marketing

**Course Code: MBA-15215-OE**

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

**Credits: 3**

**Cont. Assessment: 15**

**Term End Exam: 60**

**Min. Pass Marks: 40 %**

**Course Objectives:** - Global markets are increasingly service-based economies and therefore future employment growth will be concentrated in the service sectors of the global economy. Innovations in Service design, development, marketing and delivery are required to make service businesses more efficient and scalable. Service science is a new emerging multidisciplinary research area and academic discipline, integrating aspects of information systems, computer science, operations research, engineering, management sciences, business strategy, social and cognitive sciences, and legal sciences. The course has been in addition designed to incorporate the following objectives

- Equip students with service science fundamentals
- Enable students to be proficient in the understanding, analysis, design and development of service innovation solutions

### Unit-I: Service-Dominant Logic and Service Economy

Emerging New Dominant Logic for Marketing. Schools of Thought and Their Influence on Marketing Theory and Practice. Contrasting the goods and service -dominant logics. Operand and Operant Resources. Fundamental premises of service dominant logic. Value co-creation and production. Co-creation of value as distinguished from co-production. Role of networks and interaction in value creation and exchange

### Unit-II: Service Systems and Networks

Definition, nature and scope of service science .service science in the emerging service economy. Emerging framework's for understanding SSMED. Interdisciplinary and multidisciplinary characteristics of service science.T-Shaped Professional human resource development. Role of Technology as operand-resource. Nature scope and significance of emerging Service ecosystems. Service (Eco) Systems Perspective on Value Creation. Social media marketing. Nature scope and characteristics of networks. Marketing as Complex Networks: Many-to-Many Marketing. Customer behavior in networked environment, service social network and models Organizational relationship, alignment, and culture.

### Unit-III: Service innovation and Service Leadership Development

Definition, nature and scope of service innovation. Market-creating Service Innovations. Drivers of Successful Service Innovations. Govinrajan's Strategic Innovation rules and application.

Service Oriented Technologies---Exploring the use and application of advanced analytic technologies to address the information service and business intelligence challenges faced by enterprises.

Nature scope and relevance of service leadership. Service leadership pipeline. Service-profit Chain relevance in network marketing.

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

#### **Suggested Readings:-**

1. LUSCH, R.F. & VARGO, S.L., eds.,*The Service-Dominant Logic of Marketing* Armonk, NY:M.E.Sharpe, 2006
2. Martin, R. (2009) *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Harvard Business School Press, Boston, MA.
3. Martin, R., &Euchner, J. (2012). *Design Thinking*. Research Technology Management.
- 4.MelissaArchpru Akaka and Stephen L. Vargo (2013), "Technology as an Operant Resource in Service (Eco)Systems," *Information Systems and e-Business Management*,

**Note:** Further readings will be communicated by the course instructor at the time of classes

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



## Introduction to Data Analysis for Research

**Course Code: MBA-15216-OE**  
**MBA 2<sup>nd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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**



## Understanding Global Consumer

**Course Code: MBA-15327-GE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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: Nature and Scope**

Consumer behavior: Scope, importance and interdisciplinary nature, Micro Economic ,Macro Economic Howard-Sheth, Engell, Blackwell-Miniard and Nicosia models of consumer decision-making, Relationship marketing.

### **Unit-II: Consumer Decision-Making**

Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Consumer search Behavior, Consumers Evaluation rules, consumer's choice criteria, Information Processing and Involvement.

### **Unit-III: Internal Behavioral Determinants**

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Memory, 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, Emotions and beliefs. Personality and consumer behavior: Role of lifestyle in understanding consumer diversity. Self Concept.

**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*

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





## Green Marketing

**Course Code: MBA-15328-GE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III

Strategic Green Marketing: Green Marketing Strategies, Integrating green perspectives with vision, mission, objectives, strategy and tactics, green marketing strategy formulation, Product, price, promotion and distribution strategies from green perspective, and implementation of green strategies, performance measurement, feedback and control.

### 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. Qureshi**



## **Crisis Management**

**Course Code: MBA-15329-GE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

**Course Objective:** *To create and teach course in crisis and risk management to know different crisis situations, to understand crisis impacts and assessing & improving the disaster, emergency, and crisis management plans, actions and decisions of various stakeholders.*

### **Unit-I**

Introduction, Nature and Types of crisis, Stages of crisis-Pre crisis, acute crisis and post crisis stage, Assessing and managing risk, Impact of a crisis, Crisis Leadership, impact of globalization on crisis and mass disasters.

### **Unit-II**

Models & theories associated with crisis management, crisis communication plan-policy and process, role of crisis manager, crisis team command center, organizing media interfaces, action plan, mechanism of passing information, crisis log, effect of crisis situations on humans-psychological effects.

### **Unit-III**

Crisis management strategy-Crisis audit, Crisis trigger point, developing crisis management infrastructure, formation and role of crisis management team, exercising crisis management plan, evaluation crisis management, managing the media and popular conscience, discuss selected case studies to analyze the successful and unsuccessful crisis management strategies, lessons learned in crisis management (psychology recovery).

### **Suggested readings:**

*Mutchopadhyaya, A.K., 2005, Crisis and disaster management turbulence and aftermath, New age International Publications, New Delhi.*

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



## Strategic Leadership

**Course Code: MBA-15330-GE**

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

**Credits: 2**

**Cont. Assessment: 10**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### Unit-I: Management and leadership

Management and leadership; Strategic Intent; Leadership Challenges; Strategy and Leadership; Strategic Planning; Strategic thinking; Strategic innovation; Change Management.

### Unit-II: Strategic Leadership

Approaches to Leadership; Strategic Leadership; Embracing change; clarifying strategic intent; Building an organization; Developing better competencies and capabilities; Shaping organizational culture; Recruiting and deploying talented operational leadership; strategic control

#### **Books Suggested:**

1. *Robinson S P and Coulter M (2005) " Management, Prentic Hall of India, New Delhi;*
2. *Mike Freedman (2004), "The Art and Discipline of Stragegic Leadership", Mc Graw Hill;*
3. *Bert Cannella, Sydney Fenkelstein and Donald C. Hambreela (2008), " Strategic Leadership: Theory and Research on Executives Top Management Teams and Boards; Oxford University Press;*
4. *Edward A Mettir (2008) "Strategic Leadership, Essential Concepts" Aventine Press;*
5. *John Adair (2010), "Strategic Leadership: How to think and plan strategically and provide direction", Kogan Page.*

**Name of Course Instructor: Prof. A. M. Shah**



## **Manpower Development**

**Course Code: MBA-15331-GE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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**



## Decision Accounting and Business Analysis

**Course Code: MBA-15332-GE**  
**MBA 3<sup>rd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objective:** *This course is aimed at students who at some point in their careers expect to start business and are interested to evaluate the prospects of new business ventures and value of any business concern using financial analysis.*

### Unit-I

**Business Analysis:** Meaning, Framework and role of financial statements in financial analysis, analysis of potential sources of competition, sources of competitive advantage, achieving and sustaining competitive advantage, application of competitive advantage, strategy analysis; **Decision Accounting Analysis-** Meaning , determination of marginal costs, profit determination under marginal costing, use of marginal costing in profit target, level of activity, repair and renewal, sales mix and market expansion analysis.

### Unit-II

**Accounting Analysis:-**Meaning and Overview of accounting analysis, steps involved in accounting analysis, analysis of accounting pitfalls; **Variance Analysis-** Features and meaning of standard costing, analysis of cost and labour variances; Control and disposition of variances; **Prospective Analysis-** computation and use of liquidity, profitability and solvency ratios for analyzing the prospects of any business concern.

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

### Suggested Readings:-

1. Colin, Drury, *Management and Cost Accounting*, Thomson, New Delhi.
2. Shashi K. Gupta and Sharma, R.K., *Management Accounting*, Kalyani Publishers, New Delhi.
3. Earl, K. Stice and James D. Stice, *Financial Accounting: Reporting and Analysis*, Thomson, New Delhi.
4. Sheridan, T., Jhon D. Martin and Anshuman, V.R., *Valuation : Analysing Global Investment Opportunities*, Pearson Education, New Delhi;
5. Narang, K. L and Jain, S. P, *Cost Accounting*, Kaliyani Publishers, New Delhi

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



## **Data Warehousing And Knowledge Discovery In Databases**

**Course Code: MBA-15333-GE**  
**MBA 3<sup>rd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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, Data Warehouse Architecture, 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. Knowledge Discovery In Databases (KDD)

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

Difference between Data mining and OLAP

**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, 2003. ISBN: 81-8147-049-4.
3. Michael J A Berry, Gordon S Linoff, *Data Mining Techniques*, Wiley Publishing inc, Second Edition, 2004. ISBN: 81-265 -0517-6.
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, 2002. ISBN: 0-471-08130-2.

**Name of Course Instructor: Dr. Rafi A. Khan**



## Micro Economics

**Course Code: MBA-15334-OE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

### Unit-I

Nature and scope of economics, Microeconomics-Concepts; scarcity and choice; questions of what, how and for whom to produce and how to distribute output; law of demand and supply; interaction of demand and supply; Cardinal utility Assumptions and consumer's equilibrium; Ordinal utility- Assumptions, Laws of utility.

### Unit-II

Theory of Costs and Production Costs----concepts, Cost curves - short run and Long run, Relation between Average, Marginal and Total Costs, Production function- Properties; Law of variable proportions; Returns to Scale, Marginal rate of technical substitution, Iso-cost curves.

### Unit-III

Inflation- Concept and types; Causes and consequences; Business cycle- Concept and phases, Ricardian Theory of Rent, Modern theory of Wages, Classical and Keynesian Theories of interest, Innovation and dynamic theories of Profit.

### Suggested Readings:

1. A. Koutsoyiannis (2006), *Modern Microeconomics*, Macmillan Press Ltd, London.
2. D.N. Dwivedi (2007), *Microeconomics*, Tata McGraw Hill, New Delhi.
3. H.L.Ahuja (2007) *Advanced Economic Theory- Microeconomic Analysis*, S. Chand & Company, New Delhi.
4. Edward Shapiro (2008), *Macroeconomic Analysis*, Galgotia Publications, New Delhi.
5. D.N. Dwivedi (2007), *Macroeconomics- Theory and Policy*, Tata McGraw Hill, New Delhi.
6. H.L. Ahuja (2006), *Macroeconomics- Theory and Policy*, S. Chand & Company, New Delhi.
7. Dornbusch, Fisher, *Macroeconomics*, McGraw Hills.

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



## **Conflict Management and Negotiation Skills**

**Course Code: MBA-15335-OE**  
**MBA 3<sup>rd</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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: MBA-15336-OE**  
**MBA 3<sup>rd</sup> Semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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**



# **MBA-IV**

# **SEMESTER**



## Financial Appraisal of Projects

**Course Code: MBA-15429-GE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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 and capital structure. Working capital requirements and its estimation. Financing of working capital.

### Unit-II

Estimation of working results. Cost of Production and Profitability Estimates. Cash flow Estimates. Projected Balance sheets. Term Loan Repayment Schedules. Analyzing Financial Projections- Ratio Analysis, Break Even analysis.

### Unit-III

Project Appraisal Techniques - Payback period, Average rate of return, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis, Decision tree analysis.

### **Suggested Reading:-**

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: MBA-15430-GE**  
**MBA 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### **Unit-III**

Work Environment industrial accidents and safety measures. Performance Management: Training & Development.

### **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**



## **Marketing Finance**

**Course Code: MBA-15431-GE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course Objective:** - *The basic purpose of this course is to develop understanding of the conceptual framework of financial analysis and its applications in marketing decision making.*

### **Unit-I: Sales and Marketing Investment**

Sales Revenue as an Integral Elements of Cost and revenue; Investment Framework by ROI; Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc.; Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs; Classification of Marketing Costs by Function; Marketing Cost allocations and its limitations for Managerial Decisions.

Evaluating Return on Marketing Investment; Developing and Launching New Products and the Concept of Investment in Life Cycle of Product; Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.

### **Unit-II: Policy Decisions and Marketing Finance**

Pricing of New Products under ROI Concept; Bayesian Decision Theory and Pricing; The Concept of Marketing Cost & Value-Measuring Marketing Value; Cost Analysis for Distribution alternatives Financial Analysis for switching over form; Impact of marketing strategies on organization structure design and consequent financial implications.

Target pricing; Pricing of Turn Key Project; Notional Pricing; Brand Valuation; Financial Aspects of Brand Management; Impact of Transfer Pricing; Mechanism on Marketing Performance; Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments.

### **Books Suggested:**

1. Ward, K., *Marketing Finance*, Rutledge
2. Wlater, D and Halliday, M., *Marketing and Finance Management*, Palgrave Macmillan
3. Sahaf, M.A., *Management Accounting: Principles and Practice*, Vikas Publishing House

**Name of Course Instructor: Prof. M. A. Sahaf**



## **Organizational Effectiveness and Change**

**Course Code: MBA-15432-GE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**Term End Exam: 50**  
**Min. Pass Marks: 40 %**

**Course objective:** - *The objective of this course is to familiarize the students with the basic organizational processes 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 organizations; Organizational change- Change process; types and forms of organizational change; Contemporary cases/ Readings/ Exercises and Role Play.

### **Unit-II**

Lewin's three step model of Change; Force's field theory of change; Forces for change and Resistance to change. Power and Politics-Concept; Bases of Power; Authority and Influence; Political implications of power. . 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 Change*-By Barbara Senior and Jocelyne Fleming; Pearson Education
2. *Theory of Organizational Development and Change*- By Cummings and Worley; Cengage Learning India Pvt ltd
3. *Organizational Development*- By French and Bell, Prentice Hall India ,New Delhi
4. *Organization Theory, Change and Design*-By Richard L.Daft, Cengage learning India Pvt Ltd.
5. *Organizationl Behaviour*- By Fred Luthans; Irwin/ McGraw Hill.

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



## **Economic Environment of Business**

**Course Code: MBA-15433-GE**

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

**Credits: 2**

**Cont. Assessment: 10**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objective:-** *The objective of this course is to provide the students an understanding and scanning business environment in order to analyze opportunities and take decisions under uncertainty.*

### **Unit-I**

Introduction to Economic Environment of Business. Growth, inflation, balance of payment-circular flow of income-national income concepts – measurement of national income. Keynesian perspective multiplier – accelerator – Business Cycle – the role of fiscal policy – Indian fiscal policy and Experience.

### **Unit-II**

Demand and supply of money – equilibrium of money market – the role of monetary policy – Indian perspectives. Analysis of Inflation and unemployment – the role of economic policies – Indian experience. International trade – trade multiplier – linkage model – the role of trade policy.

### **Suggested Readings:-**

1. *Sloman, John, Economics, Prentice –Hall of India Pvt. Ltd, New Delhi, 1998*
2. *Paul A. Samuelson & William D. Nordhans, Economics, Tata Mc Graw – Hill publishing Co. ltd, New Delhi, 1998.*
3. *Dwivedi D N, Macroeconomics- Theory and Policy, Tata Mc Graw – Hill publishing Co. ltd, New Delhi, 2001.*
4. *Ruddar Dutt and KPM Sundaram, Indian Economy, S Chand and Co., ltd New Delhi, 2002*
5. *Irvin B. Tucker, Macroeconomics for Today, Thomson Learning, 2001.*

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



## Global Brand Management

**Course Code: MBA-15434-GE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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**





## **Data Analysis Using Excel**

**Course Code: MBA-15435-GE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 2**

**Cont. Assessment: 10**  
**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**



## **Business Taxation Law and Practice**

**Course Code: MBA-15436-OE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40 %**

**Course Objectives:** -This course aims at making students conversant with the basic concepts of Income Tax Law and Practice applicable to business concerns, so that same are later on used in direct tax planning.

### **Unit-I**

**Introduction:** Introduction to Income Tax Law; Important concepts necessary for understanding the frame work of the Income Tax Act,1961; Concept of Income; Exempted and partially exempted incomes. **Scope of Total Income and Residential Status:** Concept of Total Income; Incidence of Tax; Residential Status of an Individual, a Firm/Association of Persons and a Company; Deduction from Gross Total Income.

### **Unit-II**

**Income under the Head Profits and Gains of Business and Profession:** Chargeability; Treatment of Business Incomes: Deduction and Allowances for Expenses, Expenditures and Losses; Provisions for Depreciation on Assets; Computation of Taxable Business and Profession Income. **Income from Capital Gains:** Chargeability; Meaning and Types of Capital Assets; Concept of Transfer of Capital Asset; Cost of Acquisition; Computation of Capital Gain/Loss; Exemptions.

### **Unit-III**

**Income from other Sources:** Chargeability; Meaning, Types and Taxability of Specific and General Incomes; Computation of Income from Other Sources. **Assessment of Partnership Firms and companies:** Computation of Total Income and Tax Liability of Firms and Companies. Provisions regarding Set-off and Carry Forward of Losses used while making Assessment of Partnership Firms and Companies.

#### **Note:-**

- Cases Studies and other assignments will be provided by the concerned faculty in the class.
- This paper shall have 60% numerical and 40% theoretical questions.

#### **Suggested Readings:**

1. *Income Tax Act, BARE Act, Taxman Publications, New Delhi.*
2. *Singhania, V. K., "Direct Tax Law and Practice", Taxman Publications, New Delhi.*
3. *Singhania V.K., "Students Guide to Income Tax", Taxman Publications, New Delhi.*
4. *Gaur, V.P. et.al., "Income Tax Law and Practice" Kalyani Publishers, New Delhi*
5. *ArvindTuli and NeeruChadha, "Income Tax and Wealth Tax" Kalyani Publishers, New Delhi*

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



## Managing Across Cultures

**Course Code: MBA-15437-OE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III

HRM in global organizations: Staffing policies- the ethnocentric, polycentric, geocentric and region-centric approaches; selection criteria used by MNC's to select expatriates for international assignments; Sources of staffing (PCNs, TCNs, and HCNs.); Factors influencing performance of TCNs and PCNs, appraisal of HCNs; Cultural adjustment-phases during expatriation, cultural shock.

### 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 Phatak 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 S Publisher – Excel Books.

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



## Strategic Management and Innovations

**Course Code: MBA-15438-OE**  
**MBA 4<sup>th</sup> semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**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.

### Unit-III: STRATEGY FORMULATION AND INNOVATION

Identification, of resources and capabilities in strategy formulation. Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate. Corporate level analysis (BCG, GE Nine-cell). Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Strategic innovation concepts and application. Clayton's framework of disruptive innovations. Game theory application in Strategy formulation and analysis. Current Trends in Strategic Management (strategy in networks).

**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*

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



## Research Design and Methodology

**Course Code: MBA-15439-OE**

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

**Credits: 2**

**Cont. Assessment: 10**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

**Course Objectives:** *The objective of this course are to acquire students with the basic concept and techniques research design and methodology for social sciences and to enable them to apply this knowledge in the business decisions and other research pursuits.*

### Unit-I

Nature and scope of research, types and methods of research, Problem(s) Selection and formulation, statement of research questions and research objectives; Hypothesis – Concept , types and source; Methods of Data collection: Primary and Secondary sources; Data gathering instruments-observation, interviewing and other techniques, Survey Instrument:- Questionnaire Design Process; Census and sampling methods, theoretical basis of sampling, techniques-Probability and Non probability sampling;

### Unit-II

Sample Design and choice of sampling techniques,-Precision and confidence in determining sample size; Measurement of variables: Primary scales of measurement, Comparative and Non-Comparative Scales of measurement of variables; Statistical Analysis of Data:- Correlation and Regression Analysis (Basic Concepts), Testing of Hypothesis-Chi Square and testing; Data interpretation: Application of SPSS (statistical package) for analysis and interpretation of data.

### Suggested Readings:

1. Donald R. Cooper and Ramela S. Schindler, “” Business Research Methods” Tata McGraw Hills Publishing Company Ltd. New Delhi 2000.
2. Uma Sekaran, “ Research Methods for Business John Wiley and Sons, New York 2000
3. Richard Levin & S. Rubin, “ Statistics for Management” PHI
4. Naresh Malohtra, “Marketing Research”, Tata McGraw Hill Publishing Company Ltd. New Delhi

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



## Knowledge Management

**Course Code: MBA-15440-OE**

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

**Credits: 2**

**Cont. Assessment: 10**

**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

**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, AnjoAnjewierden, Robert de Hoog, NigelShadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering andManagement”, Universities Press, 2001.
3. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems, Vol 1 and 2, 2003

**Name of Course Instructor: Dr. Rafi A. Khan**



## **Stress Management**

**Course Code: MBA-15441-OE**

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

**Credits: 2**

**Cont. Assessment: 10**

**Term End Exam: 50**

**Min. Pass Marks: 40 %**

### **Unit-I**

Work stress, Concept, Nature and Dimensions of Stress, Sources of stress, symptoms, and Consequences of stress, types of Stress.

### **Unit-II**

Stress Effects, Causes and Ways of Coping. Stress and individual performance. Stress and conflict, Managing stress at workplaces.

#### **Suggested readings:**

1. Robbins S.R; Judge.T.A; Sanghi.S., “Organizational Behaviour”, 13th Edition , Pearson Education ,2009.
2. Luthans F. “Organizational Behaviour”. 7th Edition. New York McGraw Hill – 1995.
3. Stress Management by Dr Satish Pai, & Dr S Ravishankar, Publisher: Himalaya

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