परिप्रेक्ष्य

या परिप्रेक्ष्यावरील सर्व संबंधितांना कडतील विषयावर दिनांक १४ जून २०१८ रोजी संपन्न.

व्यापारीय एवढा व व्यापारीय विषयाने बैठकीत विषय भ.३२/३२-२०१८ व्या ठरणारसार प्रस्तुत विषयावर संक्षेपात्मक वाणिज्य व व्यवस्थापन विषयाने पद्धती तत्त्वसूत्र खालील विषयाचा C.B.C.S. (Choice Based Credit System) Pattern या अभ्यासक्रम रीतीनिष्ठ वर्ष २०१८-१९ निर्धारित वस्तुत व्यापारीय विषय "www.srtmun.ac.in" या संक्षेपस्वत्तावर उपलब्ध आहे. तरी सदरील बाबा ही सर्व संबंधितांना निर्देशित आपण द्यावी.

'जानविषय' परिसर,
विद्युतपार, नागरोद - ४३६ ६९६.
आ.क्र.: रीतीनिष्ठक-०९/परिप्रेक्ष्य /पद्धती-संबंधितांना
अभ्यासक्रम / २०१८-९/२०१५
दिनांक : २०.०८.२०१८.

स्थानिक एवढा विभाग:

१) भाषा कुलसंचालन यांचे कार्यालय, प्रस्तुत विभाग.
२) भाषा, संपादक, परिसर व मूल्यांकन मंडळ, प्रस्तुत विभाग.
३) प्राणायाम, सर्व संबंधित संस्थानविस्तार माहिती विभाग, प्रस्तुत विभाग.
४) अन्यायासंचालन, पद्धती विभाग, प्रस्तुत विभाग.
५) साहित्यकुलसंचालन, पात्रता विभाग, प्रस्तुत विभाग.
६) सिस्टम एक्सपर्ट, रीतीनिष्ठक विभाग, प्रस्तुत विभाग.
Swami Ramanand Teerth Marathwada University, Nanded

School of Commerce and Management Sciences

Master of Business Administration (M.B.A.)

(Program Code: SCMS/01/MBA)

(CBCS System)

Under the Faculty of Commerce & Management Science

PROGRAM STRUCTURE

(Revised with effect from June 2018)
(A) PROGRAM DETAILS

Name of the Program: Master of Business Administration (MBA)

Intake: 60 + 09 (NRI and PIO Quota)

Total credits: 128

Total Marks: 3200

Eligibility: Any Graduate along with CET of DTE, Maharashtra being cleared

Course Duration: Two years (Full Time) (Spread over 4 semesters)

Medium of Instruction: English

Methods of instructions:

1. Formal lectures as well as visiting speakers (Resource Persons) from universities / business and industry
2. Seminar/ Group discussion/ tests/ tutorials / home assignments/Journals/ practicals /Lab exercises/ Surveys/ projects /Case discussions and Presentations / Role-plays/ Syndicates/ Management Games
3. Teaching aids: Use of video, audio clips, Projector etc will be made teaching- learning more effective

(B) OBJECTIVES OF PROGRAM

The objectives of M.B.A. program are as under.

1. To provide basic understanding in various functional areas of management such as finance, marketing, human resources, operations etc.
2. To equip the candidates with a high level of conceptual, analytical and descriptive abilities.
3. To enable them to comprehend and understand complex environment and handle their job competitively and effectively.
4. To strengthen decision-making skills.
5. To increase business awareness and entrepreneurial abilities among educated youth for speeding up the process of industrialization required for industrially backward region like Marathwada.

**B1) Measuring the attainment of these objectives**

**(C)EXAMINATION PATTERN: (Course wise)**

<table>
<thead>
<tr>
<th>Internal assessment</th>
<th>50 marks</th>
<th>2 credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>University examination</td>
<td>50 marks</td>
<td>2 credits</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100 marks</td>
<td>4 credits</td>
</tr>
</tbody>
</table>

**Internal Assessment of 2 Credits**

**A. Distribution of internal marks per course as shown below:**

<table>
<thead>
<tr>
<th>Test 1</th>
<th>Test II</th>
<th>Tutorial</th>
<th>Seminar</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>50</td>
</tr>
</tbody>
</table>

(Except for those courses carrying Computer practical examination)

**Break up of seminar/field survey marks are as follows:** Seminar will be assessed on the basis of communication skill, presentation style, Analytical ability, audience interaction & query handling etc)

1) Seminar write-up/survey report 10 Marks
2) Seminar Presentation or survey 10 Marks

**Total: 20 Marks**

**Course pattern of University Examination for all courses for 2 credits**

No. of credits 02, Total marks 50, Duration 3 hours

**Nature of Question paper**

- Question No. 1 and 6 are compulsory and carrying 10 marks each.
- Q1 will be short answers (8 sub questions will be given out of that any 5 have to be answered) & Q 6 will be based on case study or numerical problem.
Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit course will be as per CBCS pattern which does not have any sections)

**Standards of passing:**
- The passing rules of this program shall be as per the CBCS pattern of this university applicable from time to time.
- The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts including seminar/field survey credits.
- For each course with 4 credits the ratio of marks of continuous internal assessment (CA) in relation with external university examination (UA) shall be as per CBCS pattern i.e. 50:50.
- Marks in CA should be communicated to the University before commencement of semester end examination.
- The UA shall be based on the term end written examination to be held at the end of each semester for each course.
- For CA/ assessment passing will be for 25 marks out of 50 marks and also for UA passing will be for 25 marks out of 50. Head wise passing (CA/UA) will be for 50% of total marks. In case of fraction, next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.
- Candidate attending less than 75% of classes will not be allowed for CA/ UA in partial or full.
- All other rules of grades, conversion / A.T.K.T. / grace / CPI & final grade marks etc. will be given as per CBCS pattern of this University.
- It is mandatory to pass in CA for validating the passing in UA for example a candidate clearing UA but failed in CA, will be required to appear again in both internal and external examination in subsequent examination.

**Project report & Viva-Voce:**
* Project report will carry 50 Marks 2 credits
* Viva-voce on project 50 Marks 2 credits

**Total 100 Marks 4 credits**
Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks of 2 credits and Via-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from School and expert from other university department appointed by the university. Grades, conversion of marks & CPI & final grade etc will be as per CBCS pattern.

**Important Instructions and Key Points**

1. A.T.K.T. & grace marks will be given as per university rules from time to time.
2. The questions to be asked in the class tests / tutorials / home assignments / seminar presentation will be prepared by the concerned teachers and communicated to the candidates at appropriate time.
3. At the Semester end examination (external assessment) total marks 50 per course. The duration of the examination for all courses is three hours. For university examinations. It is the responsibility of subject teacher to set and assess the question paper in the time framework as per university rules.
4. The candidates by opting for the open electives will be abided by the following rules:
   a. The open elective will consist of external examination only
   b. The options should be communicated in writing before the commencement of first semester for semester I & II; and before the commencement of third semester for semester III & IV.
   c. Options once communicated to the School Director cannot be changed.
   d. In case the candidate fails to communicate the option in due time, the head of the department will allot an appropriate option for that candidate and communicate accordingly to the concern candidate and the Director of the School.
   e. The examination form the candidate should reflect the same option which were communicated by the candidates in writing to the School Director.
5. For computer-based courses, (Computer applications in Management, e-Business and MIS) University examination is of 50 marks (2 credits), if applicable and Practical examination is of 25 marks and will be conducted by the concerned teacher through a duly constituted committee
approved by the Director of the School consisting of the subject teacher, Head of the Department
and an Expert from outside. The averaging of the marks of committee members given
individually, will constitute the final marks. For remaining 25 internal marks, candidates will be
required to submit a journal with details of lab exercises performed throughout the term, to the
subject teacher.

6. In case of any grievance to the candidates about internal marks given by the teachers,
following procedure will be adopted. Director of the school will appoint ‘Three members
committee with prior approval of Hon’ble Vice Chancellor for the constitution of committee.
The committee will be made up of three members. Director of the school will be chairman of the
committee, one external subject expert will be member and one internal school faculty will be
member. They will investigate and submit report to the chairman and corrective actions could be
taken by the approval of Vice-Chancellor and final report will be submitted to examination
section of this University for further necessary action.

7. Major and Minor Elective (specialization)
The school offers following choices of Elective (specialization)s


b. Financial Management. 
   d. Banking (Only as minor)

A candidate can choose one Elective (specialization) as Major Elective from the above
group of the Electives as per his/her choice. As far as electives are concerned, candidate has
freedom to take Elective (specialization) as Major (Marketing, Finance and HRM) + Minor
(Marketing, Finance and HRM) in the same or different Elective (specialization). In the
transcript issued to the candidate and on the degree certificate the same will be reflected. A basic
competency test may be conducted for finalization of Elective (specialization) subjects.

A candidate who is opting for marketing management as major Elective (specialization)
can opt Marketing Management, Financial Management, Human Resource management or
Banking as Minor Elective (specialization). Similarly Those Candidates opting Major in any
other Elective (specialization) can opt any one of the available minor Elective (specialization)s.
Candidates are allowed to choose Banking Elective (specialization) as minor Elective
(specialization) as credit transfer from M. Com. offered by this school as a part of intra credit
transfer.
# COURSE STRUCTURE AND WORKLOAD

**MBA Syllabus 2017-18 (CBCS)**

**SCHOOL OF COMMERCE & MANAGEMENT SCIENCES**

Name of the Class: M.B.A. (First Year) (Semester I and II)

**M.B.A. Semester I (New)**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Code.</th>
<th>Subject/Title of the Course</th>
<th>No. of lectures per week</th>
<th>No. of Credits per courses</th>
<th>Internal</th>
<th>University</th>
<th>Total</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>I/SCMS/C1/101</td>
<td>Principles &amp; Practice of Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>102</td>
<td>I/SCMS/C2/102</td>
<td>Accounting for Managers</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>103</td>
<td>I/SCMS/C3/103</td>
<td>Managerial Economics</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>104</td>
<td>I/SCMS/C4/104</td>
<td>Legal aspects of Business</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>105</td>
<td>I/SCMS/C5/105</td>
<td>Quantitative Techniques &amp; Business Mathematics</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>106</td>
<td>I/SCMS/C6/106</td>
<td>Organizational Behavior</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>107A</td>
<td>I/SCMS/SEC1/107A</td>
<td>Computer Applications in Management</td>
<td>02</td>
<td>02</td>
<td>00</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>107B</td>
<td>I/SCMS/SEC1/107B</td>
<td>Excel lab</td>
<td>02</td>
<td>02</td>
<td>50</td>
<td>00</td>
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<tr>
<td>Total</td>
<td></td>
<td></td>
<td>28</td>
<td>28</td>
<td>350</td>
<td>350</td>
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</tbody>
</table>

**Open Electives (OE) for Inter Credit Transfer**

- Computer Applications in Management
<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Code</th>
<th>Subject/Title of the Course</th>
<th>No. of lectures per week</th>
<th>No. of Credits per courses</th>
<th>Internal</th>
<th>University</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>201</td>
<td>II/SCMS/C7/201</td>
<td>Marketing Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>202</td>
<td>II/SCMS/C8/202</td>
<td>Financial Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>203</td>
<td>II/SCMS/C9/203</td>
<td>Production &amp; Operations Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>204</td>
<td>II/SCMS/C10/204</td>
<td>Human Resource Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>205A</td>
<td>II/SCMS/AECC1/205A</td>
<td>Research Methodology</td>
<td>02</td>
<td>02</td>
<td>00</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>205B</td>
<td>II/SCMS/AECC1/205B</td>
<td>Statistics for Management</td>
<td>02</td>
<td>02</td>
<td>50</td>
<td>00</td>
<td></td>
</tr>
<tr>
<td>206</td>
<td>II/SCMS/AECC2/206</td>
<td>Business Environment</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>207 (A)</td>
<td>II/SCMS/SEC2/207-A</td>
<td>Management of Creativity and Innovations* OR</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>207 (B)</td>
<td>II/SCMS/SEC3/207-B</td>
<td>Principles of Banking &amp; Finance*</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>208</td>
<td>II/SCMS/SEC3/208</td>
<td>E-Business</td>
<td>04</td>
<td>04</td>
<td>50</td>
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<td></td>
<td>Total</td>
<td>32</td>
<td>32</td>
<td>400</td>
<td>400</td>
<td>800</td>
</tr>
</tbody>
</table>

**Open Electives (OE) for Inter Credit Transfer**

Research methodology
Name of the Class: M.B.A. (Second Year) (Semester III and IV)

**MBA III Semester (New)**

**Compulsory subjects**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Code</th>
<th>Subject/Title of the Course</th>
<th>No. of lectures per week</th>
<th>No. of Credits per courses</th>
<th>Internal</th>
<th>University</th>
<th>Total</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>III/SCMS/C11/301</td>
<td>Business Policy &amp; Strategic Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>302A</td>
<td>III/SCMS/SEC4/302A</td>
<td>Entrepreneurship Development</td>
<td>02</td>
<td>02</td>
<td>00</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>302B</td>
<td>III/SCMS/SEC4/302B</td>
<td>Entrepreneurship project</td>
<td>02</td>
<td>02</td>
<td>50</td>
<td>00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303</td>
<td>III/SCMS/C12/303</td>
<td>International Business Management</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>304</td>
<td>III/SCMS/AECC4/304</td>
<td>Operations Research</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>305A</td>
<td>III/SCMS/SEC5/305-A and III/SCMS/GE1/305-A</td>
<td>Foreign Language I: Spanish/ French</td>
<td>02</td>
<td>02</td>
<td>00</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>305B</td>
<td>III/SCMS/SEC6/305-B and III/SCMS/DSE1/305-B</td>
<td>Productivity and Quality Management OR</td>
<td>02</td>
<td>02</td>
<td>50</td>
<td>00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>305A</td>
<td>III/SCMS/C11/301</td>
<td>Tally Intra credit transfer of MBA III semester with M.Com. III Semester</td>
<td>02</td>
<td>02</td>
<td>50</td>
<td>00</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>305B</td>
<td>III/SCMS/SEC6/305-B and III/SCMS/DSE1/305-B</td>
<td>Customer Relationship Management*</td>
<td>02</td>
<td>02</td>
<td>00</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total for compulsory credits: 200

**FUNCTIONAL ELECTIVES I (Marketing) Group A (Major)**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Code</th>
<th>Subject/Title of the Course</th>
<th>No. of lectures per week</th>
<th>No. of Credits per courses</th>
<th>Internal</th>
<th>University</th>
<th>Total</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>306-A</td>
<td>III/SCMS/DSE2/306-A</td>
<td>Consumer Behavior &amp; Marketing Research</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>306-B</td>
<td>III/SCMS/DSE3/306-B</td>
<td>Advertising, Sales Promotion, Sales &amp;</td>
<td>04</td>
<td>04</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Course No.</td>
<td>Course No.</td>
<td>Subject/Title of the Course</td>
<td>No. of lectures per week</td>
<td>No. of Credits per courses</td>
<td>Internal</td>
<td>University</td>
<td>Total Marks</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
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<td></td>
</tr>
<tr>
<td>306-C</td>
<td>III/SCMS/DSE4/306-C</td>
<td>Rural Marketing</td>
<td>04</td>
<td>40</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>306-D</td>
<td>III/SCMS/DSE5/306-D</td>
<td>Industrial Marketing</td>
<td>04</td>
<td>40</td>
<td>50</td>
<td>50</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

**Electives total**

| | Course No. | Course No. | Subject/Title of the Course | No. of lectures per week | No. of Credits per courses | Internal | University | Total Marks |
| | 307-A | III/SCMS/DSE6/307-A | Security Analysis & Portfolio Management | 04 | 40 | 50 | 50 | 100 |
| | 307-B | III/SCMS/DSE7/307-B | Strategic Financial Management | 04 | 40 | 50 | 50 | 100 |
| | 307-C | III/SCMS/DSE8/307-C | Financial Derivatives | 04 | 40 | 50 | 50 | 100 |
| | 307-D | III/SCMS/DSE9/307-D | International Financial Management | 04 | 40 | 50 | 50 | 100 |

**Electives total**

<p>| | Course No. | Course No. | Subject/Title of the Course | No. of lectures per week | No. of Credits per courses | Internal | University | Total Marks |
| | 308-A | III/SCMS/DSE10/308-A | Human Resource Planning | 04 | 40 | 50 | 50 | 100 |
| | 308-B | III/SCMS/DSE11/308-B | Human Resource Training &amp; Development | 04 | 40 | 50 | 50 | 100 |
| | 308-C | III/SCMS/DSE12/308-C | Management of Industrial relations &amp; Employment Laws | 04 | 40 | 50 | 50 | 100 |
| | 308-D | III/SCMS/DSE13/308-D | Strategic Human Resource Management | 04 | 40 | 50 | 50 | 100 |</p>
<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Code</th>
<th>Subject/Title of the Course</th>
<th>No. of lectures per week</th>
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Open Electives (OE) MBA III Sem.
- Business Entrepreneurship
- Foreign Language I: Spanish/ French
- A candidate can opt for the online NPTEL [https://onlinecourses.nptel.ac.in](https://onlinecourses.nptel.ac.in) management course offered of minimum 12 weeks by IIT Madras or online courses provided by SAP, Germany (www.sap.com) on his/her own, complete it successfully before admission in third semester, and submit the completion certificate to the director of the school. Through this he/she can avail the benefit of waiving the two credit course in third semester in open elective.
### Compulsory subjects

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Compulsory total  
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Open Electives (OE) MBA IV Sem: Managerial Communication  2. Foreign Language II: Spanish/ French
### MBA Syllabus 2015-16 (CBCS)

**SCHOOL OF COMMERCE & MANAGEMENT SCIENCES**

**Name of the Class:** M.B.A. (First Year) (Semester I and II)

**M.B.A. Semester I (New)**

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MBA III Semester (New)  
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**FUNCIONAL ELECTIVES III (HRM) Group C (Major)**

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<tr>
<td>306-C</td>
<td>XXI-C</td>
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<td>Human Resource Planning</td>
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<td>307-C</td>
<td>XXII-C</td>
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<td>Human Resource Training &amp; Development</td>
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<tr>
<td>308-C</td>
<td>XXIII-C</td>
<td></td>
<td></td>
<td>Management of Industrial relations &amp; Employment Laws</td>
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<tr>
<td>309-C</td>
<td>XXIV C</td>
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<td>Strategic Human Resource Management</td>
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## FUNCTIONAL ELECTIVES – IV (Information Systems) Group D (Major)

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<tr>
<td>306-D</td>
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<td>309-D</td>
<td>XXIV D</td>
<td></td>
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<td>Management Support Systems</td>
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**Name of the Class: M.B.A. (Second Year) IV Semester (New)**

**Compulsory subjects**

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<tr>
<td>401</td>
<td>XXV</td>
<td>International Business Management</td>
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<tr>
<td>402-A</td>
<td>XXVI (A)</td>
<td>Corporate Governance, Business Ethics &amp; Ethos. OR</td>
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<tr>
<td>402-B</td>
<td>XXVI (B)</td>
<td>Logistics &amp; Supply chain management</td>
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<tr>
<td>403- A</td>
<td>XXVII (A)</td>
<td>Management Control System</td>
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<tr>
<td>403-B</td>
<td>XXVII (B)</td>
<td>Startup &amp; New venture management</td>
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<td>403-C</td>
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<td>Enterprise performance management</td>
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<tr>
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<td>XXVIII- A</td>
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<td>Disaster Management</td>
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<td>404-B</td>
<td>XXVIII- B</td>
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<tr>
<td>405-A</td>
<td>XXIX- A</td>
<td>Foreign Language II (French/Spanish) OR</td>
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<tr>
<td>405-B</td>
<td>XXIX- B</td>
<td>Interview Skills Lab</td>
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**FUNCTIONAL ELECTIVES – I (A Marketing Management)**

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<td>MAJOR</td>
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<td>Project Report and Viva Voce (on Major Elective (specialization))</td>
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<td>406(A)</td>
<td>XXX (A)</td>
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<td>407(A)</td>
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<td>Services &amp; Relationship Marketing</td>
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**FUNCTIONAL ELECTIVES – II (B Financial Management)**

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<td>408(A)</td>
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<td>Retail Management</td>
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<td>409(A)</td>
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<td>Product &amp; Brand Management</td>
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<tr>
<td>406 C XXX C</td>
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<td>Project Report and Viva Voce</td>
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<tr>
<td>407 C XXXI C</td>
<td></td>
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<td>Corporate Income Tax and Planning (Business Taxation)</td>
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MINOR

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<tr>
<td>408 C XXXII C</td>
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<td></td>
<td>Leadership Skill and Change Management</td>
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<tr>
<td>409 C XXXIII C</td>
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<td></td>
<td>Performance Management &amp; Retention Strategies.</td>
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FUNCTIONAL ELECTIVES – IV (INFORMATION SYSTEMS)

|-----------|------------|---------------------------------------------|-------------------------------|-------------------------------------|------------------------|

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## Summary of Credit System

<table>
<thead>
<tr>
<th>Class</th>
<th>No. of periods per week</th>
<th>Total credit in the semester</th>
<th>Total credit</th>
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<td>M.B.A. Semester II</td>
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## M.B.A. Mark Distribution

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<td>M.B.A. Semester II</td>
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M. B.A. I Semester

Course No. I
PRINCIPLES AND PRACTICES OF MANAGEMENT

Unit I: Introduction to Management:

Unit II: Theories of Management:

Unit III: Corporate Social Responsibility and Managerial Ethics
Social responsibilities of Management, Arguments for and against social responsibilities of Business, Social stakeholders, Managerial ethics


Books Recommended:
1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India

M. B. A. I Semester
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. II
ACCOUNTING FOR MANAGERS

Objective: The objective of this course is acquainting candidates with the accounting tools and techniques of accounting & Utilisation of financial and accounting information of planning and decision making helpful for managers.


Unit :3 Analysis and interpretation of Financial Statements, types of analysis, advantages of analysis and interpretation. Ratio Analysis - its types, and numerical problems on ratios.


References:

2. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
3. Dr. A.P.Rao, Management Accounting.
6. S. M. Inamdar, Cost and Management Accounting.
7. Dr. Mahesh Kulkarni, Management Accounting.
M. B.A. I Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course No. III
MANAGERIAL ECONOMICS

Unit I: Introduction to Managerial Economics:

Unit II: Cost Functions:
Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost. Production and cost-Return to scale, cost curves.

Unit III: Market Structure and pricing decisions:
The competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit IV: National Income:
Concept and measurement. GDN, GNP, Business cycles, fiscal policy, monetary policy and inflation.

Unit V: Case studies /numerical problems on the above topics.

Books Recommended:
6. Prasad, Sinha, Managerial Economics- Pragati Publising, Meerut
7. H.L. Ahuja, Managerial Economics, S. Chand Publictaion
Objective:
The objective of this course is to provide the candidates with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

Unit I : Introduction: Meaning and Concept Law, Need, Mercantile Law, Need and sources, Its importance.


Unit IV Negotiable Instruments Act, 1881: Definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and deliver of negotiable instrument, negation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, Dishonour of cheque and its consequences.

Unit V A. Partnership Act, 1932: Definition of partnership, types, of partnership, formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor’s status in a partnership firm, dissolution of partnership firm
B. Companies Act, 1956: definition of company, formation of company, memorandum and articles of associations of a company, types of companies, directors and meeting; winding up of companies

Unit VI Consumer protection Act, 1986: Definition of consumer, goods and defect, servies and deficiency, consumer forums, procedure to approach consumer forums

Unit VII The Information Technology Act, 2000 Digital Signature- Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication.


Books Recommended:

M. B. A. I Semester
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks
Course No. V

QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS
Objectives:
To impart basic concepts in quantitative techniques and business mathematics, to develop skills in structuring and analysis problems and develop aptitude to implement the solutions of The decision problems.

1 Unit I Quantitative Techniques:
Meaning and Classification of Quantitative Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

2 Unit II Transportation and Assignment Problems:

3 Unit III Queuing Theory:
Queueing system. Arrival Process, Service system queue structure, Operating Characteristics of queueing system- Basic concepts in queueing theory, Queuing models; (1) Poisson, exponential, single server model infinite population (2) Poisson, exponential, single server model finite population (3) Poisson exponential multiple server model (4) Erlang’s Method.

Unit IV Game Theory, Replacement Models:

Unit V Business Mathematics:
Determinants & Matrices, Permutations & Combinations.

Books Recommended:
1. Quantitative Techniques in Management. (TMH)– by N.D. Vohra, Tata Mc Graw Hill
3. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons

M. B.A. I Semester

<table>
<thead>
<tr>
<th>University Examination</th>
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<tbody>
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<td>Internal Assessment</td>
<td>Marks</td>
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<td>Total</td>
<td>Marks</td>
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Course No. VI

ORGANIZATIONAL BEHAVIOUR

Unit I Organizational Behavior: Definition, assumptions, significance-Historical Evolution- Fundamental concepts of OB, OB- as an emerging challenge of managing diversity.

Unit II Individual Behavior and Managing diversity, Factors affecting individual behavior, Personality Development: meaning and determinants, theories of Personality
development, managerial consideration for further developing of personality development of employee. Perception: Meaning and definition, Perceptual process, Managerial implications of perception in business situations, Perceptual errors i.e. factors influencing perception.

**Unit III Motivation:** Nature and importance, basic process- theories of motivation: Maslow’s hierarchy of needs theory, Herzberg theory, Alderfer’s ERG theory, McClelland’s Achievement Motivation Theory, Expectancy theory, Theory X & Y. **Unit IV Group Behaviour:** Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self-managed teams **Unit V Conflict and Stress Management:** Meaning, process, functional and dysfunctional conflict, conflict handling- nature, causes and consequences of Stress. Management of change: concept, Lewin’s stages of change, forces of change, resistance to change and Managing planned change.

**Books Recommended:**
2. Essentials of Organisation Behaviour by Robbins S.J., Text N.D.

**MBA I Semester**
**Computers Application in Management**
**Course No. VII A**
Internal Examination 50 Marks
Journal 20 Marks
Field Study report 20 Marks
Minor Project 10 Marks

Suggestive List of Experiments to be carried by each individual for the internal assessment

Candidates are expected to perform the experiments based on the contents of MBA syllabus of their
1. Study of different operating systems and their features.
2. Study of networks, their Features and Configurations for business management
3. Study MS OFFICE and its features.
4. Study of menu bar, Tool Bar, Task bar.
5. Use of MS OFFICE features for data and file management.
6. Study of MS WORD for Business Management.
7. Study of MS POWER point for Business Management.
8. Study of different applications of MS OFFICE for Business Management.
9. Study of different applications of computer In Business Management.
10. Minor project showing hands on skills acquired by the candidate based on above.

**MBA I Semester**

**Computers Application in Management**

**Course No. VII B**

Internal Examination 50 Marks
Journal 20 Marks
Field Study report 20 Marks
Minor Project 10 Marks

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Suggestive List of Experiments to be carried by each individual for the internal assessment

Candidates are expected to perform the experiments based on the contents of MBA syllabus of their
1. Study of different features of EXCEL.
2. Study of Menu Bar, Tool Bar, Task Bar in EXCEL.
3. Worksheet Manipulation Using of EXCEL.
4. Data Entry operations and applications using MS EXCEL.
5. Data Tabulation & Representation MS EXCEL.
6. Use of MS EXCEL for plotting various types of Graphs.
7. Study of MS EXCEL for data processing & Formula Management applications.
8. Study of connectivity between MS EXCEL and MS POWER point for Business Presentations.
9. Study of connectivity between MS EXCEL and MS WORD for Business Management.
10. Minor project showing hands on skills acquired by the candidate based on above.

**M.B.A. II SEMESTER**

**MARKETING MANAGEMENT**

**Course No. 201, Course No. – VIII**

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

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**Objectives:** To understand the meaning of marketing, marketing concept, marketing management; how marketing concept and marketing mix are integrated in practice, thus resulting in marketing process and strategy; and the relevance of marketing in a developing economy

**Unit - I:** Introduction to Marketing: Marketing Concepts, Understanding Marketing Management, Emerging issues in Marketing.

Unit – III Product mix: Concept & Classification, Product Life Cycle and Marketing Strategies, New Product Development Process

Unit IV Pricing decisions: Objectives, Process, and Methods Place decisions – Channels of Distribution, Physical Distribution, and Market Logistics.

Unit V Promotion mix: Advertising, Sales promotion, Personal selling, Public relations, Publicity Direct Marketing - Major Channels for Direct Marketing, Online Marketing- Promises and Challenges of Online Marketing.

Books Recommended:

3) Marketing Management – Biplab S. Bose, Himalaya Publishing House
4) Marketing Management- Karunakaran
5) Marketing Management- Willian Stanton
6) Marketing Management- Michael Porter

M.B.A. II SEMESTER
FINANCIAL MANAGEMENT
Course No. 202, Course No. IX
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks


UNIT V: Capital Structure and Firm Valuation: Introduction, Meaning of capital structure, Definition of capital structure, Financial Structure, Optimum Capital Structure, Objectives of capital structure, Forms of capital structure, Factors Determining Capital Structure: Leverage (Types of Leverage), Cost of capital, Capital Structure Theories, Traditional approach, Assumptions, Net Income (NI) approach, Net Operating Income (NOI) approach, Modigliani and Miller approach, WACC.

Books Recommended:
1) Financial Management : Khan and Jain, Tata McGraw Hill Publications
2) Financial Management : I.M. Pandey, Vikas Publications
4) Financial Management : V.K. Bhalla, S.Chand Publications
7) Financial Management : Dr.N.M. Vechalekar, Nirali Publications

M. B.A. II SEMESTER
PRODUCTION & OPERATIONS MANAGEMENT
Course No. 203, Course No. IX
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks


Unit II Productivity and PPC: Production system design Planning and Control: Basics of PPC, Work system design, Work Study, Work Sampling, Scheduling and Sequencing Models

Unit III Types of Industries: Variety of Businesses–Methods of Manufacturing -Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method.

UNIT IV Facilities Location & Layout: Strategic importance - Factors affecting location & layout –Single location, multi-location decisions, Models of plant location, Principles and Types of Facilities Layout. Plant capacity and line balancing

Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.


Books Recommended:
1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and d Operations Management, Tata Mcgraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi

M.B.A. II SEMESTER
HUMAN RESOURCE MANAGEMENT
Course No. 204 Course No. – XI

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objectives: To become a successful manager, candidates need to understand behavior of human resources in various organizational situations, in a complex world of industry and business; organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize candidates to various facts of managing people and to create an understanding of the various policies and practices of human resource management.


UNIT III: Developing Human Resources- Human Resource Development System, Carrier system, Competency mapping, coaching and Mentoring, HRD in the government and public system, HRD in health sector. Discuss Case Studies.

UNIT IV: Managing performance and compensation: Performance appraisal of Employees, HR Audit, Compensation management, Incentives and benefits, Employee Turnover, Employee separation. Discuss Case Studies.

UNIT V: Motivating and Mentoring HRM: Motivational perspective, Empowerment and participation, Human resource mobility, discipline and grievance management, Employee retention, outsourcing and HRM, Quality of work Life, Recent trends in HRM. Discuss Case Studies.

Books Recommended:
4. McKenna & beach : The Essence of Human Resource Management (PHI)
5. Berdwell / Holden : Human resource Management A Contemporary Perspective
M.B.A. II SEMESTER
RESEARCH METHODOLOGY & STATISTICS FOR MANAGEMENT
Course No. 205, Course No. – XII
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objectives: The basic objective of this course is to familiarize the candidates with the statistical techniques popularly used in managerial decision making & Research it also aims at developing the computational skill of the candidates relevant for statistical analysis.

Unit I - Research in Management
Research as an aid to decision making. Uses & limitations of research in management. Research design, collection of data, Types of Data, methods of Data collection. Analysis, Interpretation, & report writing characteristics of a good research report.

Unit II - Probability Theory:

Unit III - Sampling theory of estimation:
Concept of Sampling, Reasons for Sampling, Types of Samples, Estimation, Hypothesis testing, Type I and Type II Errors. Large Sample Tests: Mean Test, Difference between Two Means, Difference between Two Standard Deviations. Small Sample Test: Mean Test, Difference Between Means of Two Independent Samples, Difference between Two Dependent Samples or Paired observations, Z-test of significance of coefficient of correlation.

Unit IV - Non-parametric tests:
Meaning-Advantages and Limitations of Non-Parametric Tests. The Sign Tests: One Sample Sign test, the Two Sample Sign Test for paired and independent observations, Chi Square Test and Test of Goodness of fit.

Unit V - Analysis of variance (ANOVA)
Meaning, Assumptions, Procedure for Analysis of Variance, General form of ANOVA, One Way Classification, Two-Way Classification, Computation of Variance.

Books Recommended:
2. GC Beri- Business Statistics, TMH.

M.B.A. II SEMESTER
BUSINESS ENVIRONMENT
Course No. 206, Course No. – XIII
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objectives: This course will help to develop among candidates the knowledge base of environmental factors affecting business. The primary objective of this course is to acquaint the candidates to the emerging trends in business environment. The course also focuses on inculcating values of Environmental ethics amongst the candidates.

SECTION – A
Unit I: BASICS OF BUSINESS ENVIRONMENT: Concept, Significance, Nature of Business Environment, Need of Environmental studies for Business, Environment Scanning, SWOT Analysis, Basic philosophies of Capitalism and Socialism, Concept of Mixed Economy

Unit II: TYPES OF BUSINESS ENVIRONMENT: Types of Business Environment- Internal Environment, Micro Environment, Macro Environment-Economic Environment, Socio-Cultural Environment, Political Environment and Technological Environment, Legal Environment


SECTION – B
Unit IV: INDIAN BUSINESS ENVIRONMENT: Liberalization, Privatization, Globalization, Multinational Corporations, Foreign Direct Investment (FDI), Disinvestments, Special Economic Zone (SEZ), An introduction to MRTP, Competition, FEMA, SEBI Act, Consumer Protection Act.

Unit V: NATURAL ENVIRONMENT: Natural Environment, Natural Resources, Renewable and Non-renewable Resources, Limitations of non-renewable resources – Need of Renewable resources, Importance of Water & Land, Global Warming

Unit VI: Case studies on the above topics.

Books Recommended:
4) Environmental Policy-By James Lester, Duke University Press
5) Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik

M.B.A. II SEMESTER
MANAGEMENT OF CREATIVITY AND INNOVATION
Course No. 207, Course No. – XIV (A)
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

----------------------------------------------------------------------------------------------------------------------------------
Unit I - Realms of Creativity:
Creativity: Concept- Determinants of Creativity – Process- Convergent and Divergent Thinking- Creative abilities- Roots of Human Creativity-Biological, Mental, Spiritual Social- Forms of Creativity-Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

Unit II - Creative Personality:
Traits - Congenial to Creativity- Blocks to Creativity- Strategies for unblocking Creativity- Conductive Environment: Formative Environment and Creativity- Environmental Stimulants- Motivation and Creativity- Strategies for Motivation for being creative, The creative intelligence - Fluency - Flexibility – Originality.

Unit III - Corporate Creativity:

Unit IV - Creative Organisation:
Issues and approaches to the Design of Creative Organizations - Mechanisms stimulating Organizational Creativity- Successful innovative organization Structure - Creative Societies, Model of creative society.

Unit V - Management of Innovation:
Nature of Innovation-Technological Innovations and their Management, Managing innovation within firms, Innovative entrepreneurship - Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

Books Recommended:
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya

M.B.A. II SEMESTER

E-BUSINESS
Course No. 208, Course No. – XVI
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objective: As an extension to the earlier course of computer application this curse will help provide the candidates the idea on the analytical and technical framework of the emerging world of e-Business. The syllabus focuses on the E-Business challenges and an opportunity for managers with reference to the technological, functional, legal and business level strategies and skills required thereto.

Unit II Technological supports and needs for e-business framework, Tools, Gadgets, processors, network and communication devices, hardware and software support, web technology & softwares advantages for implementation of E Business.

Unit III Introduction and Overview Industrial Automation and Robotics, Modern Manufacturing tools and techniques, NC, CNC, SPM and their impact on business management, advantages and disadvantages.


Unit V Issues, Implications and Future of E-Business: Challenges in Enterprise architecture planning, Risks related to e-Security, Cryptography, e-transition issues, reversing the value chain, Govt policies, legal implications, Social media and its impact on e-business

Books Recommended:

01. Agrawal K.N.& Deeksha Agrawala, Business on the net: What’s and How’s of e-commerce, Mc Million New Delhi
02. Diwan, Prag and Sunil Sharma, Electronic commerce - A Manager’s guide to e-business, Vanity books international New Delhi.
MBA III SEMESTER
Course No. XV
BUSINESS POLICY AND STRATEGIC MANAGEMENT

Unit 1: Concept, evolution, meaning and scope of Strategy, Vision, Aim, Objectives, Mission, Goal, Road Map, Benchmarks, Milestones, Policy, Plan, Blue Book and their role in Management. Business Models, Business Sub Unit and Corporate Policy. Levels of Strategies, Strategic Choices and alternatives, Factors related to decision making.

Unit 2: Types of Strategies, Diversification, Integration, Niche, Mergers & Acquisitions, Joint Ventures, Takeovers, Turnaround, Divestment and Liquidation and other options.

Unit 3: Strategy Formulation and Design tools such as Industry Analysis, Business analytics, BCG, GE, ADL Matrix, PESTAL, SWOT, ETOP analysis, 7 S & 4 Cs, 5 Forces principles, Organizational Appraisal need & Procedure.


Reference Books:
OBJECTIVES: To sensitize candidates about entrepreneurship, To encourage candidates to develop their own business plan, To motivate candidates to set up their own business ventures, To create awareness about project management

UNIT I. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity; Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – Comparative study of Roles, Responsibilities, and Career opportunities; Entrepreneurship as a Career Option, Entrepreneurship as a Style of Management.

UNIT II. Creating Entrepreneurial Venture: Business process planning, Environmental analysis, Search and Scanning, Identifying problems and opportunities, Defining business idea, Basic Government procedures to be complied with.

UNIT III. Role of Government in Entrepreneurship Development: MSME Development Act, 2006, Institutional support for Entrepreneurship Development

UNIT IV. Project Management: Concept, Need and Significance, Types of Projects

UNIT V. Project Planning and Management, Project Life Cycle, Feasibility Study

UNIT VI. Project Organization, Project Team, Project Leadership

Note: It is expected that candidate will prepare a project report on ‘Setting up a new Small Enterprise’. This project report will carry 50 marks as a part of Internal Assessment.

Reference Books:
1. Management and Entrepreneurship–Veerbhadra Havinal-New Age International publishers
4. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
5. The Culture of Entrepreneurship – Brigitte Berger.
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
11. Project Management Planning & Control techniques- Rory Burke, John Wiley & Sons
13. Intrapreneurship: Gifford Pinchot
MBA III SEMISTAR  
Course XVII  
MANAGERIAL COMMUNICATION

University Examination 50 Marks  
Internal Assessment 50 Marks  
Total 100 Marks

Objectives: The objective of this course is to impart communication skills amongst the candidates so that on completion of the course they will be equipped with communication skills.

Unit -I Communication in organizations: Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.


Unit –III. Organizational communication: Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to share holders and investing public – communications and Ethical actions in organizations.

Unit –IV. Communication for organizational effectiveness: Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

Unit –V. Organization with government and Other Public: Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.

Reference Books:
4. Chappan and Reed : Business Communications.
6. N.H. Arthereya : Written Communications and Results.
9. R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing
MBA III SEMESTER
Course No. – XVIII
OPERATIONS RESEARCH
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objective: The objective of the course is to equip the candidate with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit -I Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

Unit-II Linear Programming Problem (LPP): Meaning, Assumptions, and characteristics of LPP
Unit-III Business Application of Linear Programming Technique-
Formulation of LPP- Solution by Graphic method -simplex method.

Unit –IV Decision Theory
Decision making under certainty, Decision Making under risk and Decision Making under uncertainty.


Reference Books:
10. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd. New
M.B.A. SEMESTER III  
COURSE NO. XIX (A)  
FRENCH I  
Internal Assessment: 50 marks  
Total: 50 marks

OBJECTIVES:

This FLE (French as a Foreign Language) component of the M.B.A. program will introduce learners to the French language and culture. This course aims at teaching learners to communicate in basic daily life situations and to exchange basic information, in both oral and written form in French. It will introduce the basic concepts of French grammar and phonetics so that learners are able to carry out basic communication in French in formal and informal situations.

UNIT I: Communicative Functions
Communicative Functions: Formal and informal greetings- To introduce one self and to introduce others (written and oral) - Ask and give details of personal information: name, age, profession, nationality, address, e-mail, phone number - To give and ask for time and date- To describe one self - Basic questions / answers to survive in the classroom and in a new place (conference/visit abroad) - Formal and Informal Communication.

UNIT II : Context-Vocabulary
Certain nationalities, countries and languages- Parts of the day, days of the week and months-Numbers - Professions- Colours- Adjectives of Quality - Family- Parts of the body – Objects in the classroom – Vocabulary of time.

UNIT III: Contents of Grammar
Alphabet and phonology- Subject pronouns- Indicative Simple Present: Conjugation of -er, -ir, -re ending verbs (Regular verbs, selected irregular verbs être, avoir, aller, venir)- Basic negative and interrogative constructions - Gender and number- Articles and contractions - Interrogative pronouns: qui, où, quand, comment, combien de, etc.- Expressions like aller+inf., aimer+inf., Qu’est-ce que c’est?, C’est/ce sont –Introduction to Negation and Interrogation – Introduction to Prepositions – Tu/toyer/Vouvoyer

Reference Books:
- *Connexions Niveau 1*, by Régine Mérieux and Yves Loiseau, Didier, Paris, 2004. (Selected lessons)
- Assorted material from print and electronic sources.
MBA III SEMISTAR
Course No. XIX (B)
LEADERSHIP SKILLS (LAB)

Internal Assessment 50 Marks

Objectives: The course will let the candidate understand the impact and importance of becoming a leader, effective leadership behavior and styles-Skills. Understanding the change, its role and implementation.

Unit I: The nature and importance of leadership: The meaning of leadership –The Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders’ leadership motives - cognitive factors and leadership.

Unit II: Effective leadership behaviour and attitudes: task-related attitudes and behaviours – relationship-oriented attitudes and behaviours.

Unit III: Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style.

Unit IV: Developing teamwork: advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork.


Unit VI: Case studies.

Reference Books:

1. Making sense of change management - Esther Cameron, Mike Green
2. Creative leadership: skills that drive change - Gerard J. Puccio, Mary Murdock, Marie Mance
3. Leading change - John P. Kotter
4. Change the Way You Lead Change: Leadership Strategies that REALLY Work - David M. Herold, Donald B. Fedor
MBA III SEMESTER
Course No. XX (A)
CONSUMER BEHAVIOR AND MARKETING RESEARCH

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objectives: To provide understanding among the candidates about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs. To make the candidates aware about the nature and significance of marketing research and enable them to apply the relevant and appropriate techniques of marketing research in an effective manner


Unit II. The Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behaviour

Unit III. Environmental Influences on Consumer Behaviour: Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behaviour

Unit IV. Marketing Research: Introduction & Basic Concepts, Nature and Scope, Careers in Marketing Research

Unit V. Marketing Research Process, Marketing Research Frameworks

Unit VI. Data Availability and Data Collection Procedures, Questionnaire Design, Scaling Techniques, Sampling Design and Procedures, Data Processing and Analysis, Report Preparation and Presentation

Reference Books:
1. Consumer Behavior – Suja Nair
2. Consumer Behavior An Indian Perspective – P. K. Agrawal, Kumar, Pragati Prakashan
7. Marketing Research Text Applications and Case Studies- Ramanuj Majumdar, New Age International Pvt. Ltd.
Objective: to provide an insight in the area of Advertising, sales and distribution management for developing career in the field.

Unit-I Advertising :- definition, objectives ,functions and advantages of advertising . Effects of advertising – Economical, social and ethical. Role and functions of advertising Manager.

Unit-II Advertising agency and advertising media.-Definition, functions of advertising Agency, organisational structure of advertising agency. Advertising media–forms of Advertising Media, advertising copy and its features Media planning – concept, objectives, scheduling of media.

Unit –III Sales promotion – meaning, objectives, sales promotion tools-price service quality, style or design, personality and ability of Salesman, reputation of the company, off season offers, price promotion, premium promotion.

Unit -IV Personal Selling- objectives, importance of personal selling, personal selling process, Advantages and approaches of personal selling, motivation and controlling sales force efforts. Salesmanship- golden rules for successful salesman, essentials of effective selling

Unit-V Sales Management- Nature, Scope and objectives of Sales management, AIDAS theory of selling, steps in effective selling, recruitment and compensation of sales force, sales meeting and contests, sales budgets. Distribution Management- Meaning, types and functions of channel of distribution, selection of channel, supply chain management.

Reference Books:
1. Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2nd Ed.
2. K.K.Hawlader and others- sales and Distribution Management, TATA Megraw hill Co.
MBA III SEMESTER
Course No. – XXII(A)
Elective: Marketing Management -
RURAL MARKETING

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objective: The objective of the course is to provide conceptual understanding on rural and Agricultural marketing with special reference to Indian context and develop skills required for planning of rural and Agricultural marketing.

Unit I: Rural Marketing: Introduction, definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constrains to rural marketing and strategies to overcome the constrains, rural v/s urban marketing.

Unit II: Rural consumer behaviour, Factors influencing rural consumer behaviour, marketing environment in rural areas-Demographic, Political, economic, socio-cultural, technological, Natural. Rural Marketing Research.

Unit III: Rural Marketing strategies, Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, rural sales force management, communication process, rural media, media model and media innovation. Marketing strategies for FMCG Products, Consumer Durables, Automobiles & other industries


Unit V: Marketing Strategies for Seed; Fertilizers; Pesticides; Tractors, Farm equipment, Role of Cooperative societies, Role of warehousing, Determination of agricultural pricing, Institutions & organisations working in Agricultural Marketing, Economics of Natural Farming, organic farming, cooperative farming in India.

Case Studies on the above Topics.

Reference Books:
1. C.K. Pralhad: The fortune at the bottom of the pyramid-eradicating poverty through profits- Wharton school publishing, 2010
2. C.S. Krishnamama Charyulu; Rural Marketing. Lalitha Ramakrishnan text and cases
3. Ramkislen Y: new perspectives in rural and agricultural marketing-Jaico Books,
1. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
2. Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
3. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education
MBA III SEMESTER
Course No. – XXIII (A)
Elective: Marketing Management - III
INDUSTRIAL MARKETING
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Course Objective:
Business or Industrial marketing offers immense potential for marketing of many goods and services. The objective of this course is that the candidate should acquire theoretical framework of Industrial marketing and practical knowledge about business marketing.


Unit 2: Buying Process: Industrial market segmentation, Industrial buying center, Buying criteria, Buying center influences, Industrial Buying Process, Industrial Marketing sales cycle, Models of organizational buying behavior

Unit 3: Key Accounts Management: Introduction, Major Accounts Management, Identification and classification of Key accounts, Role of Key accounts Manager, Corporate gifting & Brand Promotions, Role of technology, E-Procurement System, Vendor Rating System.


Unit 5: Marketing Research: Marketing research in Industrial Marketing, Forecasting Approaches, Selling technology to Government and other institutes, Industrial Marketing Intelligence system, Industrial locations Scenario In India.

Case Studies on above topics.

Reference Books:
Learning Outcomes:
To enable the candidates to understand the securities market, to develop the analytical skills to evaluate the securities on the basis of risk and returns and to construct, evaluate and manage the portfolios.


Unit - III Valuation of Securities: Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India.


Reference Books:
1. Security Analysis and Portfolio Management : V.A. Avadhani, Himalaya Publication House
2. Security Analysis and Portfolio Management : Fischer and Jordan Pearson Education
4. Investment Management: Preeti Singh, Himalaya Publication House
5. Investment Management: V.A. Avadhani, Himalaya Publication House
Objective: The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make candidate aware of the strategic decisions to be undertaken to familiarize with finance function.

Unit-I: Introduction Strategic Financial Management

Unit-II: Capital Structure Planning

Unit-III Corporate Acquisitions

Unit-IV Corporate Valuation
Concept – Financial Flows – Computation of the Value of the Firm DCF approach, two stage and three stage growth models.

Unit-V Corporate Restructuring and Reengineering

Reference Books:
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.
MBA III SEMESTER
Course No. XXII (B)
Elective: II- B- FINANCIAL MANAGEMENT GROUP

FINANCIAL DERIVATIVES
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

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


Reference Books:
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
6. Vhora & Bagri: Futures & Options,TMH, 2006
M.B.A. III SEMESTER
Course No.XX III B
INTERNATIONAL FINANCIAL MANAGEMENT

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

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Learning Outcomes:
To enable the candidates to understand the international finance, currency convertibility and foreign exchange market.


Unit – IV International Monetary System: Derivatives, Forwards, Swaps, futures and optionsEuropean Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).


Reference Books:
1. International Financial Management – Sharan, TMH

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MBA III SEMESTER

Course No. XX (C)
Elective: Human Resource Management - I
HUMAN RESOURCE PLANNING

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Objective: The candidate should be understand concept of Human resource planning, development, job analysis, job design, career planning, HR forecasting and Human capital accounting.

Unit- I Introduction to HRP: Definition and concept of HRP, objectives, Need and Importance, factors, levels of HRP, problems of HRP, benefits, process, HRP components, Guidelines of effective HRP.

Unit - II Human Resource Development Concept, Objectives, Need and Mechanisms and Assumptions of HRD, qualities of HRD manager, Difference between HRM And HRD, principles, Methods of Developing Human Resources

Unit - III Job Analysis, Job Design and Career Planning: Concept, Meaning and definition, Objectives, significance, process, techniques, Position Description, Position Specification, Role analysis, Concept of Job Design, Approaches to job design, Methods of Job Design, Recent trends in Job Redesign, Meaning, Advantages, Procedure and stages of career planning

Unit - IV HR Forecasting: Forecasting manpower needs, the forecasting process, inventorying available talent, projecting future talent supply, forecasting staffing requirements. Index analysis-expert forecasts- Delphi technique- nominal group technique-HR budget and staffing table, scenario forecasting, and regression analysis.

Unit - V : Human Capital Accounting Introduction to HR Accounting, Historical Development of HRA, Measurement in HRA, Measurements of Group Value, Concept of HR Audit, Need, Scope, Process & Technique of HR Audit, Concept of HR Information System and it’s need.

Reference Books:
2. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
3. Edwards - International HRM, Pearson Education.
MBA III SEMESTER
Course No. XXI (C)
Elective: Human Resource Management - II
HUMAN RESOURCE TRAINING AND DEVELOPMENT
University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objectives: The purpose of this course is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the training system and processes.

Unit - I Introduction to Training: Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need- Organizational Analysis and Operational Analysis, Training Design.


Unit – V Recent trends in Training and Development: New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.

Books Recommended:
1. B Janakiram, Training & Development, biztantra New Delhi
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
7. T.V. Rao Future of HRD , Macmillan India Ltd
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies
M.B.A. SEMESTER - III
Course No. – XXII(C)
Elective: III- C- Human Resource Management
MANAGEMENT OF INDUSTRIAL RELATIONS & EMPLOYMENT LAWS
University Examinations 50 Marks
Internal Assessment 50 Marks

Objectives: The purpose of this course is that the candidates should gain an understanding on the Basic concept Management of industrial relations & employment laws.

Unit I. Industrial Relations: Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations

Unit II. Industrial Disputes: Collective Bargaining, Trade unions, Employee Grievances and Discipline.

Unit III. Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions, Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.


Shops & Establishment Act: Definition, scope and provisions of the act. Ethical issues & Laws at Work Places

Unit VI Case and Problems on above topic

Reference Books:
1. Labour & Employment Law in India - Manishi Pathak & Puneet Arora
3. Textbook on Labour & Industrial Law - Dr. H.K. Saharay
4. Industrial Relations – Monappa.
5. Dynamics of Industrial Relations in India – C.B. Memoria & Memoria.
MBA III SEMESTER
Course No. XXIII (C)
Electives: Human Resource Management-II

STRATEGIC HUMAN RESOURCE MANAGEMENT

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Objective: The candidate should be understand concept of Human resource planning, development, job analysis, job design, career planning, HR forecasting and Human capital accounting.

Unit-I The Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Linkage between strategic business planning (SBP) and strategic HR development (SHRD)

Unit-II HR Strategy Formulation: Strategic concept & definition, strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR.


Unit-IV HR Strategy Evaluation: HR evaluation process – Overview– Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness

Books Recommended:
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks
Total 4 Credits
Course No 401 Course No. – XXV
INTERNATIONAL BUSINESS MANAGEMENT

Objective: The purpose of this course is to enable the candidates learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.


Unit II: (1 CREDIT) International Business Environment: Cultural Environment, Political Environment, Legal Environment, Social and Economic Environment, technological environment, Highlights India’s Foreign Trade policy, Country risk analysis and industry analysis. Trade Regulation-Tariff and Non-tariff Barriers, Trade Block: EU, NAFTA, ASEAN and SAARC, World Trade Organization.

Unit III: (1 CREDIT) Country Evaluation and selection: Selection of Manufacturing, Marketing centre, data collection and analysis, country/Location comparison tools, foreign market analysis, Modes of Entry, Foreign Direct Investment (FDI) and Profile of top 10 Indian and Foreign MNCs, International Ports and International trade Routes.

Unit IV & V (1 CREDIT) International Finance: Global Monetary system, Foreign exchange market, Exchange rates, Risk management and FEMA, EURO vs. DOLLAR, Currency Crisis and Lessons. Recent Trends in International Trade: Export- Import procedures and Documentation, Recent Trade Agreement, Anti-Dumping, Trends in India’s Foreign Trade, India’s Balance of payment, Discuss Case Studies on related Topics.

Books Recommended:
1. Sundaram and Black - International Business Environment
2. Bhalla and Raju - International Business Environment
4. Francis Cherulinam - International Business
5. Rao and Rangachari - International Business
6. Rathod - Export Management
9. Charles Hill - International Business
10. John D.Daniels - International Business Environment & Operations
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits

Course No. 402 A Course No. – XXVI A
Corporate Governance, Business Ethics & Ethos

Objective: This course aims at helping candidates think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The objective of course is to acquaint the candidates Ethics and Indian Ethos along with its relevance to managerial decision making.

Unit I (1 CREDIT) Corporate Governance: Concept, History & Development significance in Indian context, Corporate social responsibility, Role of Board of Directors, Corporate Governance and its Effects.

Unit II (1 CREDIT) Business Ethics: Nature, scope and purpose of Ethics; Importance of Ethics & Moral standards; Ethics & Moral Decision Making.

Unit III (1 CREDIT) Gandhian approach in Management & Trusteeship: Gandhiji’s doctrine of Satya & Ahimsa, Concept, importance & relevance of Trusteeship principle in modern business.

Indian Ethos : Need, purpose & relevance of Indian Ethos; Salient features, Brain Stilling, Total Quality Mind, Intuition, Intellectual Rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making; Relevance of Bhagvad Gita: Doctrine of Karma i.e Nishkama Karma yoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, & Self Management.

Unit IV (1 CREDIT) Case studies on the above topics

Suggested Readings:
1. (1 CREDIT) Logistics - objectives, components, significance, different modes of Logistics. Supply chain management - objectives, components, significant, Trade off customer service and cost, Logistics Vs SCM


4. (1 CREDIT) Supply chain management- Supply Chain Mapping, processes, Developing and Implementing Partnerships in the Supply Chain , Supply Chain Performance Measurement.


Books Recommended:
Materials and logistics Management – Prof. Shailesh Kasande
Materials and logistics Management – Dr. L. C. Jhamb
Materials Management – Mr. K. K. Ahuja
An integrated approach to Materials Management – Gopalkrishnan & Sundersan
Handbook of Logistics and Distribution Management – John Gattorna
Logistics Management – P. Fawcett, R. McLeish and I Ogden
Supply chain management – Sunil chopra
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Course No. 403 A Course No. – XXVII A
Management Control System

UNIT I: The conceptual foundations of control systems (1 Credit)

UNIT II: Tools & Techniques of Management control in organizations (1 Credit)
Cause & Effect Analysis, Pareto Chart, Why-Why Analysis, PERT & GNATT Charts, Activity diagrams, Decision tree, decision table, Root cause Analysis, Ishikava (Fishbone) Diagrams, CPM, Standards, Concepts of - Benchmarks, Road map, Yardsticks, Kaizen, Quality Circle, TQM, TPM, MBO, MBE, MBWA, JIT, JOT, Zero Inventory, Kan-Ban, Poka-Yoka and other modern management techniques. Performance Appraisals, KPI, Internal controls, External & internal audit, role of financial controllers and auditor, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT III: Accountability in organizations (1 Credit)
Responsibility Centers, Types of Responsibility Centers, Expense Centers, Profit Centers and Investment Centers, Benchmarking and Total Cost Management, Transfer Pricing (Market based and Cost Based) Return on Investment, Economic Value Added, Market Value Added, Activity Based costing.

UNIT IV: The new dimensions of control with cases (1 Credit)

Books Recommended:
Management Control Systems – Robert N.Anthony & Vijay Govindarajan
Management Control System – Anathony Dearden
Advanced Cost and Management Accounting, Textbook. V.K.Saxena, C.D.Vasistha, S Chand
Mcgraw Hill Public Co.Ltd.
Cost Analysis and Control , Gosh P.K. and Gupta.
Management of Organizational Behavior, Hersey P and Balanchard H.B.
Management and Cost Accounting- Colin Drury
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Course No. 403 B Course No. – XXVII B
Startup and New Venture Management

Objectives: 1. To enable the candidates to comprehend the conceptual framework of MSMEs with a special focus on initiation and procedural formalities, government rules and regulations 2. To inculcate the spirit of entrepreneurship and provide an overview of the entrepreneurial competencies

Unit 1: (1 Credit) Small enterprises - An Introductory Framework: concept and definition of MSMEs, Characteristics of MSMEs, entrepreneurship and MSMEs
Unit 2: (1 Credit) Government policy & Development of MSMEs in India: Government policy framework for MSMEs, problems for small enterprises, prospects pf small enterprises in a free economy, opportunities for an entrepreneurial career
Unit 3: (1 Credit) Project Identification and Selection: creativity, innovation and idea generation, sources of business ideas, criteria for selection of a business opportunity – environmental analysis, SWOT analysis
Unit 4 and Unit 5: (1 Credit) Setting up a New Business Enterprise - I: Planning for setting up a new enterprise, project identification/selection, project selection – product choice, technology and machinery, arranging finance, decision about location, project report preparation, filing of entrepreneur’s memorandum, approvals/clearances, enterprise development, quality certification
Unit 5: Setting up a New Business Enterprise - II: Government rules and regulations, arranging finance, organization structure, relevant Acts for entrepreneurs

Suggested Readings:
3. Entrepreneurship Text and Cases, Cengage Learning India
11. Entrepreneurship Theory and Practice, Vijay Nicole Imprints
13. Entrepreneurship and Management, Nagendra, Manjunath, Pearson
14. Compendium of Policies and procedures for Small Scale Industry, Mahratta Chamber of Commerce and Industries
M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits

Course No. 403 C Course No. – XXVII C

Enterprise Performance Management

Objectives: 1. To familiarize the candidates with various perspectives of effective enterprise management, key performance indicators 2. To comprehend functional knowledge of business intelligence and organizational strategy

Unit 1: ( 1 Credit) Introduction to Performance Management – Meaning, Need, Significance. Strategic planning, Management control, Operational Control

Unit 2: ( 1 Credit) Performance evaluation: Financial performance measures – responsibility centres, revenue centre, expense centre, profit centre, investment centre, MVA, EVA, DuPont analysis; Non-financial performance measures – balanced scorecard, Malcom Baldrige framework

Unit 3: ( 1 Credit) Capital Expenditure Control, capital budgeting process, types of capital expenditure decisions – pre-sanction, operational, post-sanction control of capital expenditure; audit as a tool of performance measurement – financial audit, cost audit, internal audit, management audit

Unit 4 and Unit 5: ( 1 Credit) Performance Evaluation for banks – customer base, NPAs, deposits, ROI, financial inclusion, spread, credit appraisal, investments; Performance Evaluation for Retail – ABC analysis, sell through analysis, multiple attribute method, gross margin return on investment (GMROI)

Unit 5: Performance Evaluation for projects: project control process, schedule variance (time overruns), project cost variance (cost overruns); Performance Evaluation for non-profit organizations – fund accounting, governance, product pricing, strategic planning, budget preparations, social audit

Suggested Readings:
1. Enterprise performance Management- Harishkumar Padmanabhan and Hetal Nitin Bhinde, Thakur Publication
2. Financial Management – Prasanna Chandra
M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits

Course No 404 A Course No. – XXVIII A

MANAGEMENT INFORMATION SYSTEM

Unit-I: (1 Credit) Management Information system, Need, Purpose and objectives:
Types of Information, Concept of Data, Types of Data, Metadata, Data Processing,
Transaction Processing, EDP, Information Systems, DBMS, RDBMS & contemporary
approaches to use of information for competitive advantage, Information Security and
controls, Quality assurance, Ethical and Social Dimension, Intellectual Property Rights
as related to IT services/ IT products.

Unit-II: (1 Credit) Information Management and Decision Making:
Types of Decisions, Decision Making Process, Decision Tree, Decision Table, Group
Decision System, DSS, MIS, EIS, GIS, MRP1, MRP2, ERP, Concept of Neural
Networking & Artificial intelligence, Knowledge Systems, Expert Systems, Data
Warehouse, Data Mining, Big Data, Cloud Computing.

Unit-III: (1 Credit) Systems Analysis and Design:
System Development Life Cycle, Make or Buy option analysis, Flow Charts, Data flow
diagrams, Entity Relationship Diagrams, Normalization Techniques, SQL, System
Development Models, Waterfall, “V” model, Spiral model, Simulation, Proto Typing,
Agile, Rapid Developing Tools, CASE Tools, Object oriented systems (only introduction
to these tools and techniques).

Unit-IV: (1 Credit) M.I.S. Lab:
Applications of MIS in functional areas as well as in the service sector should be covered
with the help of minimum Five Case Studies. Emphasis should be given on management
oriented problems and cases. Candidates should perform the practicals and submit the
journal for final evaluation.

Guidelines for performing the Practical
• Experiments done are expected to of conceptual & study type.
• Experiment must be focused on the applications & evaluate the merits and
demerits.
• The investigation should explore the innovative ideas and creative information
systems for the industry and business needs.
• Extensive use of the state-of-the-art technology is expected from the candidate for
the study of applications.
• Submission may contain the success/ failure stories.
Suggestive list of Experiments:

1. Suggest different data names, attributes, records and data types that are needed for an organization in design of their MIS with real example.
2. Study of information flow, data flow and document flow system in an academic/industrial organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Study of Software Development project features.
7. Study of various front end tools and back end tools used in MIS.
8. Study of various CASE tools available for system development.
9. Study of different output formats and input forms as an example of data processing.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

Suggested Readings:
5. Management Information Systems, Jayant Oke.Laudon,
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Course No 404 B Course No. – XXVIII B
Disaster Management

Objectives: 1) To explain the role and significance of management in tackling disaster situations,
2) To understand various perspectives of disaster management

Unit I (1 Credit) Disaster Management: Concept, Definition, Objectives, Scope, Dimensions,
Challenges

Unit II (1 Credit) Types of disasters & effects/ damages due to disasters:
Natural disasters: Unpredictable disasters—Earthquake, Volcano, Landslides, Predictable
disasters—Cyclone, Draughts: Partially predictable disasters—Floods, Landslides
Man made disasters: Industrial disasters, Economic disasters, Social disasters, Environmental
disasters, Ecological disasters

Unit III (1 Credit) Disaster Management and socioeconomic system: Factors affecting damages,
Factors affecting mitigation measures

Unit IV and Unit V (1 Credit) Disaster Management Cycle: Prevention, Mitigation, and
Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster
Preparedness and Management: Unit V Disasters and Development: Disasters and the
Government- Disaster Management Act 2005

Suggested Readings:
1. All You Wanted to Know about Disasters- B. K. Khanna, New India Publishing Agency,
   New Delhi
2. Disaster Management Global Challenges and Local Solutions- Rajib Shaw, R.R.
   Krishnamurthy, Universities Press, Hyderabad
3. Disaster Management, M. Saravana Kumar, Himalaya Publishing House
5. www.ndma.gov.in
6. www.nidm.net.in
7. www.ndmindia.nic.in
M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Course No 405 B Course No. – XXIX B
Interview Skills Lab

OBJECTIVE: Candidates will use readings, role plays, experiential exercises, and self-reflection, as well as focused coaching and feedback, to optimize their own leadership capabilities in Interview preparation.

Unit I: (1 Credit) Meaning of leadership, importance of leadership and its role in interview
  Introduction to general leadership theory, knowledge, and skills, challenges for good leaderships.

Unit II: (1 Credit) Understand differing leadership theories, e.g. scientific, moral, transactional, Transformational, and situational and give specific examples of the merits and use of each, Indian cases of successful leaders in various functional areas.

Unit III: (1 Credit) Interview preparation – Writing Resume, Covering Letter. Dressing Sense, Etiquette and Manners.

Unit IV: (1 Credit) Facing an Interview, Introducing yourself, personal introduction & academic contributions, professional contributions, SWOT analysis, Overcoming Interview Fears, Common Interview Questions.

Books For Reference:

1. Personality Development and Presentation Skills By DR.R.K.GUPTA
2. Secrets Of Success In Interviews By SANTHA KUMAR. R.
3. Personality Development and Communication Skills By DR.S.S.NARULA
4. Personality Development By S.P. Sharma.
Objectives: 1) To acquaint candidates to the uniqueness of the services characteristics and its marketing implications. 2) To analyze several facets in the area of services marketing essential for the success of a service enterprise

Unit I: (1 CREDIT) Introduction to Service Marketing: Understanding Service, The Nature of Service Marketing - significance, Classification of Services, Challenges of Service Marketing

Unit II: (1 CREDIT) Management of Services Marketing: Services Marketing Mix, Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Developing and Maintaining Demand & Capacity, Delivering Quality Services

Unit III: (1 CREDIT) Service Marketing Practices: Financial services; Hospitality: Travel, Hotels and Tourism; Educational services


IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining-ethical issues – customer privacy

Unit V (1 CREDIT) Sustaining Customer Relationships: The role of service in building relationships, Segmentation of service, Measurement of service - Monitoring of customer satisfaction, Analyzing customer defections

Suggested Readings:
5. Leading Through Relationship Marketing- Richard Batterley
MBA IV SEMESTER

University Examination 50 Marks
Internal Assessment 50 Marks
No. of Credits: 04
Course No. 408 A
Course No. XXXII-A
RETAIL MANAGEMENT

Objectives: The purpose of this course is that the candidates should gain an understanding on Basics of Retailing, Functional aspects of Retailing, Current Trends in Retailing & Application of IT in Retailing

Unit-I: Introduction to Retail Management (1 CREDIT)
Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Evolution of Retail in India, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, Non-Store Retailing, FDI in Retailing

Unit-II: Retail Store Location, Store Layout and Design (1 CREDIT)
Types of Store locations, Factors for Choosing Store Location, Steps involved in choosing a Store Location, Trade Area Analysis, Layout Selection, Principles of Store Design, Importance of Store Design, Interior Store Design & Exterior Store Design

Unit-III: Retail Merchandise Management and Retail Pricing (1 CREDIT)
Classification of Consumer Goods, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing Unit-IV: Retail Human Resource and Promotion Management Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel, Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display

Unit-V: Factors Affecting Retail management (1 CREDIT)
Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Licenses needed for Retailing in India, Retail Research, Customer Relationship Management in Retailing, Application of IT in retailing, Retailing through Internet

Unit VI Case Studies on the above Topics.

Suggested Readings:

2. Dr. Harjit Singh : Retail Management: S. Chand Publication
3. Arif Sheikh & Fatima Kaneez : Retail Management: Himalaya Publication House
4. Swapna Pradhan: Retail Management : Tata McGraw Hill, New Delhi
7. A Shiva Kumar: Retail Marketing: Excel Books
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Elective I: Marketing Management.
Course No. 409(A) Course No. – XXXIII (A)
PRODUCT & BRAND MANAGEMENT

Objectives: To explore the various issues related to Product & Brand Management and to enhance the understanding and appreciation of this important intangible strategies.

Unit I: (1 CREDIT) Introduction to Product Management: - Meaning of product, overview of Product Management, Components and level of Products, Functions of Product manager, Product and product Lines, Special issues in Product Management, Classification of products, Product and service differentiation.


Unit III: (1 CREDIT) Introduction to Brand Management: Brand & Products, understanding brands, Importance of Branding, Things that can be branded, Challenges and opportunities for Branding, Value & Significance of Brand, Brand Name, Symbol & Slogan, Essentials of good brands, conducting brand audits, Brand Loyalty; Awareness, Creating and Managing Brand Loyalty, Co-Branding and ingredient branding.

Unit IV: (1 CREDIT) Brand Equity Management:- Identifying & establishing Brand positioning & Values, Planning & implementing brand Marketing programs, Measuring & Interpreting brand performance, Growing and sustaining brand equity, contemporary issues in product & brand management.

Case studies on the above topics.

Suggested Readings:
2. Kevin lane Keller etal-Strategic Brand Management 4e-Pearson-2015
Objective: The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

UNIT – I: (1 CREDIT) Corporate Taxation — Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

UNIT – II: (1 CREDIT) Assessment of Companies- (i)- Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems)

UNIT- III: (1 CREDIT) Assessment of Companies- (ii) - Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.


Note: Provisions of Law shall be applicable as per current financial year i.e. for financial year 2016-17 assessment year 2017-18.

Suggested Readings:
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Electives II - FINANCIAL MANAGEMENT.
Course No. 408 (B) Course No. – XXXII (B)

FINANCIAL SERVICES MANAGEMENT - (Group – B)

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


Unit –III. (1 CREDIT) Mutual Funds: Concept – types of funds, advantages, Factoring.


Unit –V. Credit Rating: Concept of credit Rating – Types of credit rating, Credit rating Agencies in India.

Suggested Readings:
2. V.A. Avadhani; Marketing, of Financial Services, Himalaya publishing House, Mumbai.

M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Electives II - FINANCIAL MANAGEMENT.
Course No. 409 (C) Course No. – XXXIII (C)

BANKING SERVICE OPERATIONS - (Group – B)

Objective: The objective of the course is to develop the skills required for understanding India’s most challenging and important financial services sector. Banking services operation will enable the management candidate to have an insight to the banking sector and how it works.
Unit - I Introduction to Banking: Meaning, definition, historical developments in banking, types of banks, challenges of banking industry. Functions of commercial bank. Banking regulation Act. (1 CREDIT)

Unit - II Practical Banking: Types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Banker & customer, paying banker, collecting banker, cheques & crossing of cheques, Endorsement & its significance, Passbook. (1 CREDIT)

Unit - III Retail banking: Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication. Unit - IV Fee-based services: The fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, banc assurance. (1 CREDIT)


Books Recommended:
M.B.A Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
No. of Credits 04
Course No. 407 - C   Course No. XXXI - C

Elective II International Human Resource Management

Objectives: The purpose of this course is that the candidates should gain an understanding on International HRM, Basics of IHRM, The Functional Aspects of IHRM, IHRM Practices in Selected Countries, and Special Issues in IHRM.

Unit-I: Basics of IHRM: (1 CREDIT)
Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM, Three Dimensions of IHRM activities, Factors affecting IHRM policies & practices, Cultural issues in IHRM, Model of IHRM activities

Unit-II: Recruitment, Selection, Staffing & Training in International context: (1 CREDIT)
Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection, Expatriate Failures & Reasons, Need & Importance of Expatriate Training, Cultural Awareness Training Programs, Cross Cultural Team Building

Unit-III: International Compensation, Performance Management & Labour Relations: (1 CREDIT) Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates, International Labour Relations. Unit-IV: IHRM Practices in Selected Countries: HRM practices in different countries - Japan, America, Britain, Germany, China and India.

Unit-V: Special Issues in IHRM: (1 CREDIT)
Role of Global HR Manager, Information Technology and International HRM, Human Resource Out-Sourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM

Unit VI: Case studies on the above topics.

Suggested Readings:
7. Sujata Mangalai - Globalization and Human Resource Management Excel Books
M.B.A Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
No. of Credits 04
Course No. 408 - C  Course No. XXXII - C

Leadership Skills and Change Management

Unit 1: (1 CREDIT) Introduction- Meaning & Understanding of Leadership: Evolution of leadership theories attributes of leadership, Leadership styles. Role of leadership, characteristics of leader. Unit 2: Leadership skills and tactics: Persuasion skills, Motivational skills, Conflict resolution skills, and leadership tactics

Unit 3: (1 CREDIT) Understanding Change: Evolution of an organisation change, the creativity stage, the stage of Direction-setting. The stage of Decentralization; The stage of coordination; the stage of collaboration; Classification of change: Dramatic change, systematic change, organic change; mode of change: Revolution; Reform; Rejuvenation

Unit 4: (1 CREDIT) Implementation change: Transforming an organisation: Establishing a sense of Urgency; Creating a Guiding Coalition; Developing a vision and strategy for change; communication the change vision.

Unit 5: (1 CREDIT) Change agents: CEOs as change agents: Middle level managers as change agent: HR personnel as change agents; Traditional role in new circumstances; consultants as Change agents

Books Recommended.
1. David M. Herold, Donald B. Feder – Change the way you Lead Change: Leadership Strategies that really work.
2. Gerard J. Puccio, Mary Murdock, Marie Mance – Creative leadership: skills that drive change.
3. John P. Kotter – Leading change
4. Making sense of change management – Esther Cameron, Mike Green
5. Leadership Skill & Change management. – Ifcai University press
M.B.A. Semester - IV
University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits

Electives III – HUMAN RESOURCE MANAGEMENT.
Course No. 409-C, Course No. XXXIII-C

Performance Management & Retention Strategies

Objectives: The course is designed to make the candidates understand the basic concept of Performance Management retention strategies and to expose the candidates to different approaches of Performance Appraisal retention strategies with their industry application.

Unit I: (1 CREDIT) Introduction to Performance Management: Performance management defined Aims, Characteristics and Developments in performance management, Concerns, Understanding and guiding principles performance management, Performance appraisal and performance management, Views on performance management, Performance management and the psychological contract.


Unit III: Performance Measurement: Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.


Unit V: (1 CREDIT) Retention Strategies: Employee Turnover, Why Does Turnover Matter? Why Employees Leave: Identifying Trouble Spots, Invest in Yourself, Becoming an Employer of Choice, Understanding Why Employees Stay, Starting Employees Off Right, Ongoing Learning, Requesting Feedback, Market-wise Retention, Employee Loyalty, Generating Employee Loyalty, Dealing With Low Morale, Exit Interviews Performance Linked Rewards - Methods; Pay Structure; Performance Related Pay (PRP), Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

Recommended Books/Journals:
1. H. Aguinis, Performance Management, Pearson
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems,