Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)

Faculty of Business Management
Syllabus
For
Master of Business Administration
(M.B.A)
Choice Based Credit System

Effective From

JULY – 2019
## Course Structure

### Semester - I

<table>
<thead>
<tr>
<th>No</th>
<th>Course No.</th>
<th>Course Title</th>
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<th>IM</th>
<th>EM</th>
<th>TM</th>
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<tbody>
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**Abbreviations:**
- C= Credits  IM= Internal Marks  EM= External Marks  TM=Total Marks
- CCT = Core Course  SO = Skill Oriented Course  ICT = Interdisciplinary Course
- SS = Self Study Course  DP = Dissertation / Project Work  ECT = Elective Course

### Semester II

<table>
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<tr>
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**Note:** Student should select any two groups for dual specialization from the following.
1. Marketing
2. Finance
3. Human Resource
4. Information System
MBA 2019 CBCS Syllabus

MBA Semester IV (Effective from October -2020)

<table>
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<tr>
<th>No</th>
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Optional Groups
(Following Optional Groups will be offered at MBA Programme depending upon the availability of resources and faculty. Every year at the end of second semester the Department of Business Management will announce the groups and the courses open for Semester III & IV for that batch. The student will have to opt for one major group and one minor group out of the group offered as open in the MBA programme of that session)

1. Marketing Group
   **Semester III**
   ECT –19MBA304 Consumer Behaviour
   ECT-19MBA305 Services and Relationship Marketing

   **Semester IV**
   ECT-19MBA404 Integrated Marketing Communication
   ECT-19MBA405 Seminar Course – Retailing Management

2. Finance Group
   **Semester III**
   ECT-19MBA306 Mergers & Acquisitions
   ECT-19MBA307 Security Analysis and Portfolio Management

   **Semester IV**
   ECT-19MBA406 Indian Financial System
   ECT-19MBA407 Seminar Course – Risk Management

3. Human Resource Group
   ECT-19MBA308 Strategic Human Resource Management
   ECT-19MBA309 Human Resource Development

   **Semester IV**
   ECT-19MBA408 International Human Resource Management
   ECT-19MBA409 Seminar Course – Management of Industrial Relations

4. Information Systems Group
   **Semester III**
   ECT-19MBA310 Database Management
   ECT-19MBA311 Software Project Management

   **Semester IV**
   ECT-19MBA410 Strategic Information Technology Management
   ECT-19MBA411 Seminar Course – Business Intelligence and Analytics
COURSES OBJECTIVES

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

COURSE CONTENT

Unit - 1 Introduction

- Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics, Introduction to Indian management and its comparison with western management.

Unit – 2 Planning


Unit - 3 Organizing


Unit – 4 Directing

- Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Indian Theories of leadership, Concept of Inspiration.

Unit – 5 Controlling

- System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting.

TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
# Reference Books

MBA 2019 CBCS Syllabus

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<td>Quantitative techniques in management</td>
<td>4</td>
<td>30</td>
<td>70</td>
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COURSE OBJECTIVES
The objective of the course is to make the students familiar with few basic mathematical and linear programming techniques. The main focus is on its application in business decision-making.

COURSE CONTENT

Unit - 1
- **Decision Making and Quantitative Techniques**

Unit – 2
- **Linear Programming**
  - Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear Programming - Graphic Methods - Simplex Method - Two-Phase Method
- **Transportation and Transshipment Problems**
  - Problem Statement - Solution to Transportation Problem - The Simplex Method - The Transportation Method - North-West Corner Rule - Least Cost Method - Vogel’s Approximation Method - Stepping-stone Method - The Modified Distribution Method (MODI)
- **Assignment Problem**
  - Complete Enumeration Method - Transportation Method - Simplex Method - Hungarian Assignment Method (HAM) - Some Special Cases

Unit - 3
- **PERT and CPM**
  - PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM
- **Decision Theory**
  - One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory - Utility as Basis for Decision-making

Unit – 4
- **Theory of Games**
  - Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of 2 * n and m * 2 Games - Solution of m * n Games - Formulation and Solution as an LPP - Limitations of the Game Theory
- **Simulation**
  - Process of Simulation – Advantages and Disadvantages of Simulation – Applications of Simulation

Unit – 5
- **Forecasting**
  - Forecasting Models - Qualitative Models of Forecasting - Time Series Models of Forecasting - Causal Model of Forecasting

TEXT BOOKS

REFERENCE BOOKS
MANAGERIAL ECONOMICS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
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<th>External Marks</th>
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<td>1</td>
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<td>Managerial Economics</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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### COURSE OBJECTIVES

To acquaint the students with concepts and techniques used in Micro-Economic and Macro-economic theory and to enable them to apply this knowledge in business decision making.

### COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topic</th>
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</thead>
</table>
| 1    | Introduction  
| 2    | Theory of firm  
| 3    | Market structure and Market morphology  
| 4    | National income concepts  
| 5    | Macro-Economic Environment  

### TEXT BOOKS

- Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi, 2006
- Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- Saleem S., Business Environment, Pearson Education, New Delhi, 2007

### REFERENCE BOOKS

- Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- I. C. Dhirgr, Essentials of Managerial Economics, Sultan Chand & Sons
- R. L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- Aswathappa, Business Environment, Himalaya Publishing House, New Delhi
MANAGEMENT INFORMATION SYSTEM

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<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
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<td>19MBA104</td>
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<td>4</td>
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COURSE OBJECTIVES
To develop basic understanding of Information Systems, IT infrastructure, IS development and its role in Organization and gain insight into Knowledge management and Enterprise applications.

COURSE CONTENT

Unit - 1 Information Systems in Global Business

Unit – 2 Information Systems, Organizations, and Strategy
Organizations and Information Systems, Impact of IS on Organizations and Business Firms, The Business Value Chain Model, achieving competitive advantage with IS, Ethical and social issues in Information Systems.

Unit - 3 IT Infrastructure
IT Infrastructure, Components, Emerging Technologies (Cloud computing, Green Computing, High-Performance and Power-Saving Processors), Contemporary Hardware and Software Platform Trends, Management Issues, Databases and Information Management, Telecommunications, the Internet, and Wireless Technology.

Unit – 4 Information Systems Security, Enterprise Applications, E-Commerce

Unit – 5 Managing Knowledge, Enhancing Decision Making, Building and Managing Systems

TEXT BOOKS

REFERENCE BOOKS
- O’Brien “Management Information Systems” Galgotia, New Delhi
# ACCOUNTING FOR MANAGERS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time</th>
<th>Duration</th>
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<td>4</td>
<td>30</td>
<td>70</td>
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<td>3 Hours</td>
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## COURSE OBJECTIVES

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

## COURSE CONTENT

### Unit - 1
- **Overview of Accounting**

### Unit - 2
- **Recording Business Transactions**
  - Accounts – Classification – The Double Entry System – Posting – Balancing of Accounts - Trial Balance
- **Measuring Business Income and Expenditure**
  - Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle
- **Completing The Accounting Cycle**
  - Work Sheet – Closing Entries – Post Closing Trial Balance – Preparation of Final Accounts with Adjustments.
- **Accounting For Merchandising Transactions**

### Unit - 3
- **Internal Control Systems-Cash And Receivables**
  - Concept – Features – Internal Control for Cash, Debtors & Receivables Only theory aspect
- **Inventories**
  - Concepts – Determining the Physical Inventory – Pricing the Inventory – Estimating Inventory value
- **Fixed Assets and Depreciation**
  - Depreciation Concept & Methods – Special Problems in Depreciation Accounting - Capital Expenditure & Revenue Expenditure
- **Liabilities**
  - Concepts – Classification
- **Shareholder’s Equity**

### Unit - 4
- **Financial Statement Analysis**

### Unit - 5
- **Contemporary Issues in Accounting**
### TEXT BOOKS


### REFERENCE BOOKS

- Bhattacharya Aashish, *Financial Accounting*, Prentice Hall of India, New Delhi, 2005
MANAGERIAL COMMUNICATION

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<th>Name of Course</th>
<th>Semester</th>
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<td>4</td>
<td>30</td>
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<td>3 Hours</td>
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**COURSE OBJECTIVES**

The course is aimed at equipping the students with the necessary Skills and Techniques of Communication that are useful in developing skills of communicating effectively.

**COURSE CONTENT**

**Unit - 1**
- **Nature and Process of Communication**: Definition, Classification, Purpose, Process (Two-way), Elements, Major Problems in Communication, Barriers to Communication, Seven C’s, Conditions and Characteristics for Successful communication, Universal Elements in Communication, Case-study & Activities
- **Organizational Communication**: Importance, Communication training for Managers, Communication Structures in Organizations, Line and Staff Management, Workplace Communication, Case-study & Activities

**Unit - 2**
- **Writing Skills**: The Art of Writing, Skills required in Written Communication, Purpose, Informatory Writing, Persuasive Writing, Clarity in Writing, Principles of Effective Writing, Case-study & Activities
- **Speaking Skills & Conversation Skills**: The Art of Speaking, Importance, Principles, Guidelines, Barriers, Aspects of Oral Communication, Conversation Meaning, Application of Conversation Control, Case-study & Activities
- **Non-Verbal Skills**: Meaning, Characteristics, Classification, Advantages, Guidelines, Case-study & Activities
- **Listening Skills**: Meaning, Anatomy of Poor Listening, Features of a Good Listener, Guidelines to improve it, Role Play, Case-study & Activities

**Unit - 3**
- **Presentation Skills**: Meaning, Difference between Presentation & Lecture, Designing Your Presentation, Delivering the presentation, Essentials of Presentation, Role of Technology in Presentation, Case-study & Activities
- **Negotiation Skills**: Meaning, Nature, Need, Factors Affecting, Process, Strategies, Case-study & Activities

**Unit - 4**
- **Business Letters, Memos, and E-mails**: Writing Routine Pleasant Letters, Writing a ‘Persuasive Letter’, Writing Memos, essentials of Good Business letters and Memos, Form and Layout of Business letters, Writing E-mails, Case-study & Activities
- **Business Reports**: Meaning, Difference between Essays & Reports & Journals, Purpose, Kinds of Reports, Objectives of a Report, Writing Reports, Basic and Subsidiary Parts of Report, Short and Long Formal Reports format, Visual aids in reports, Case-study & Activities
- **Summer Project Reports**: Meaning, Difference between SPR & Business/Technical Reports, Guidelines for Writing Summer Project Report, Writing the Project Proposal, Components, Project Presentation, Case-study & Activities
Unit – 5

- **CVs, Personal Interviews, and Group:**
  Writing a CV, Importance of Resume and Application Letter, Writing a Resume, Essentials of Drafting Effective Resume &/or CV, Drafting an Application Letter, Interviews, Participating in a Group Discussion, Case-study & Activities

- **Business Etiquette:**
  Meaning, Introductions, Telephone Etiquette, Business Dining, Interaction with foreign Visitors, Business Manners of Different Countries, Case-study & Activities

**TEXT BOOKS**

**REFERENCE BOOKS**
CONTEMPORARY ISSUES IN MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>I</td>
<td>19MBA107</td>
<td>Contemporary issues in management</td>
<td>4</td>
<td>-</td>
<td>100</td>
<td>-</td>
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</table>

COURSE OBJECTIVES
The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self-learning skills.

GUIDELINES
- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.
MBA SEMESTER – II
(Effective from November – 2019)

ORGANISATIONAL BEHAVIOUR

<table>
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<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
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<td>19MBA201</td>
<td>Organisational Behaviour</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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COURSE OBJECTIVES
To familiarize the students with basic organisation process to bring about organisational behaviour. Develop ability to observe, understand and analyse the behaviour within the organisation. Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

COURSE CONTENT

Unit - 1 Fundamentals of Organizational Behavior
Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour, Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.

Unit – 2 Understanding Dynamics of Individual Behaviour
- Personality predispositions and managerial effectiveness
  Personality - Values, Attitudes and Beliefs - Argyris’s Maturity-Immaturity Continuum - Managerial Relevance
- Perception
  Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process
- Motivation and work performance
  Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees?
- Reinforcement

Unit - 3 Understanding Dynamics of Behaviour in Group
- Group dynamics in organization
  Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The manager’s Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources
- Management of Stress
  Impact of Stress on Individuals - Personality Prepositions and Experiences Stress - Sources of Stress - Stress Management
- Conflict Management an Negotiation
  Nature of Conflict- Dynamics of Conflict- Conflict resolution Modes- Approaches to Conflict Management- Sources of Conflict in Organisation
- Leadership and Managerial Effectiveness
  Leadership as an Influencing Process - Theories of Leadership - Leader Behaviour Theories
- Contingency Theories of Leadership - Likert’s System Four and The Managerial Grid

Unit – 4
Organization Development and Change process

Unit – 5
Quality of life- Organisation Development- Organisational Culture- Values and OD- Planned change- Implications for Managers

Emerging aspects of Organisational Behaviour

Conditions affecting Multinational Operations, managing international workforce, productivity and culture contingencies, cross cultural communication

TEXT BOOKS

REFERENCE BOOKS
- Debra L. Nelson and James Campbell Quick, Organizational Behaviour, Cengage Learning India Private Limited, 2009
### COURSE OBJECTIVES
To acquaint students with the fundamentals of marketing and various marketing strategies.

### COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit - 1</td>
<td>Introduction to Marketing Management</td>
</tr>
<tr>
<td></td>
<td>Defining Marketing, Core concepts of marketing, New Marketing realities,</td>
</tr>
<tr>
<td></td>
<td>Marketing and customer value, Corporate and Division Strategic planning,</td>
</tr>
<tr>
<td></td>
<td>Marketing plan, Creating long term loyalty relationships</td>
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<tr>
<td>Unit – 2</td>
<td>Capturing Marketing insights, Marketing Research, Connecting with customers</td>
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<tr>
<td></td>
<td>Components of modern marketing information system, Marketing intelligence,</td>
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<tr>
<td></td>
<td>scope of marketing research, marketing research process, analyzing consumer</td>
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<tr>
<td></td>
<td>markets</td>
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<tr>
<td>Unit - 3</td>
<td>Designing and managing services , new market offerings, pricing strategies</td>
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<tr>
<td></td>
<td>Nature of service, services marketing, new product development, understanding</td>
</tr>
<tr>
<td></td>
<td>pricing and strategies</td>
</tr>
<tr>
<td>Unit – 4</td>
<td>Building strong brands and creating value</td>
</tr>
<tr>
<td></td>
<td>Market segmentation, Brand positioning , creating brand equity, addressing</td>
</tr>
<tr>
<td></td>
<td>competition , setting product strategy</td>
</tr>
<tr>
<td>Unit – 5</td>
<td>Managing digital communications and personal communications</td>
</tr>
<tr>
<td></td>
<td>Online marketing, Database marketing, direct marketing, Designing and</td>
</tr>
<tr>
<td></td>
<td>managing the sales force</td>
</tr>
</tbody>
</table>

### TEXT BOOKS
- Kotler and Kevin lane keller, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 15/e

### REFERENCE BOOKS
- Kotler, Philip, Marketing Management, Pearson Education, New Delhi
- Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publishing house, New Delhi, 2007
MBA 2019 CBCS Syllabus

FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA203</td>
<td>Financial Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES
The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENT

Unit - 1

Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares

Unit – 2
Understanding Working Capital Management as a Decision to Create Value for the Business

Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance

Unit - 3
Understanding Investment Decision and Various Steps Involved

Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions

Unit – 4
Understanding Financing Decision and Various Sources of Finance

Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital

Unit – 5
Understanding Dividend Decision, Theory and Practice

Contemporary Issues and Projects by Students
Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

TEXT BOOKS

- Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010

REFERENCE BOOKS

# HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Intern al Marks</th>
<th>Extern al Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA204</td>
<td>Human Resource Managemen t</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

## COURSE OBJECTIVES
The Objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

## COURSE CONTENT

**Unit - 1**
- Understanding Human Resource Management
- Context of Human Resource Management

**Unit – 2**
- Strategic Human Resource Management
- Human Resource Planning

**Unit - 3**
- Analyzing Work and Designing Jobs
- Recruitment, Selection and Induction
- Training, Development and Career Advancement
- Performance Appraisal and Performance Evaluation

**Unit – 4**
- Remuneration, Incentive and Performance-based Payments
- Managing employee benefits and services
- Employee Empowerment
- Dispute Resolving & Grievance Management

**Unit – 5**
- Trade Unions- Functions and its role
- Evaluating HRM effectiveness

## TEXT BOOKS

## REFERENCE BOOKS
## OPERATIONS MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Intern Marks</th>
<th>Extern Marks</th>
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<tr>
<td>M.B.A.</td>
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<td>Operations Management</td>
<td>4</td>
<td>30</td>
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### COURSE OBJECTIVES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

### COURSE CONTENT

**Unit - 1**
- **Operations Management : Trends and Issues**
- **Operations Strategy**

**Unit - 2**
- **Design of Processes**
- **Product Development Process**

**Unit - 3**
- **Capacity and Aggregate Planning**

**Unit - 4**
- **Plant Location**
- **Plant Layout**

**Unit - 5**
- **Supply Chain Management**
- **Inventory Management**
- **Total Quality Management**

### TEXT BOOKS

- OPERATIONS MANAGEMENT
• Mahadevan B., Operations Management, Pearson Education, New Delhi, 2008
• Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2008

REFERENCE BOOKS

• Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2003
• Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2002
The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to illustrate concepts to the students.

**COURSE CONTENT**

**Unit - 1**
- **Nature and Scope of Cost and Managerial Accounting**
- **Cost Concepts and Classification**
  - Concept of Cost – Cost Centre and Cost Unit – Methods and techniques of Costing – Classification of Costs – Elements of Costs – Cost Control and Cost Reduction
- **Single or Output Costing**
  - Cost Sheet and Production Statement – Treatment of Stocks – Preparation of Cost Sheet including Tender.

**Unit – 2**
- **Activity Based Costing**
  - Problems of Traditional Costing - ABC and Cost analysis Under ABC - Full Costs as the Product Costs under ABC - Benefits and Weakness of ABC - Factors Influencing Application of ABC - Installation of ABC - Activity Based Management
- **Job Costing**
  - Meaning - Objectives – Procedure
- **Process Costing and Joint Products**

**Unit - 3**
- **Marginal Costing and Cost Volume Profit Analysis**
  - Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations

**Unit – 4**
- **Budgetary Control**

**Unit – 5**
- **Standard Costing and Variance Analysis**

**TEXT BOOKS**
- Shah Paresh, Management Accounting, Oxford University Press, New Delhi, 2009.
- Maheswari S.N., Cost and Management Accounting, Sultan Chand & Sons, New Delhi, 2006.
# RESEARCH METHODOLOGY

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
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<th>External Exam Time Duration</th>
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<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA207</td>
<td>Research Methodology</td>
<td>4</td>
<td>30</td>
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</table>

## COURSE OBJECTIVES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

## COURSE CONTENT

**Unit - 1**
- **Research – an introductory approach:**
  - Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.
- **Research Methods and Techniques:**
  - Case study, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.
- **Research design:**
  - Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.

**Unit – 2**
- **Formulation of research problem and proposal.**
- **Reviewing the literature.**
- **Design of sample service and Measurement and Scaling**

**Unit - 3**
- **Collection of data:**
  - Primary and secondary data, methods of primary data collection, questionnaires, observations, interview; types of secondary data, advantages and disadvantages of secondary data.
- **Sampling:**
  - Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.

**Unit – 4**
- **Process of data:**
  - Editing, Coding, classifications and tabulation.
- **Analysis and interpretation of data and testing of hypothesis:**
  - Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test.

**Unit – 5**
- **Use of computer in Research with SPSS.**
- **Writing and presenting Research project report.**

## TEXT BOOKS


## REFERENCE BOOKS

- C.R.Kothari, Research Methodology, Methods & Techniques, Wish Prakashan, New Delhi.
### STRATEGIC MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective or Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>Extern al Marks</th>
<th>External Exam Time Duration</th>
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<td>Strategic Management</td>
<td>4</td>
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</table>

### COURSE OBJECTIVES

The objective of this course is to give an understanding about importance of strategic management in a dynamic environment for business. It helps students to learn about different strategy options, appropriate selection and effective implementation and control.

### COURSE CONTENT

#### Unit – 1

**Strategic Management**
- The nature and value of strategic management
- The strategic management process

**Company Mission**
- What is a company Mission?
- Formulating a Mission
- Boards of Directors
- Agency Theory

**Corporate Social Responsibility and Business Ethics**
- The Stakeholder Approach to Social Responsibility
- Satisfying Corporate social responsibility
- Management Ethics
- Codes of Business Ethics
- Business Ethics Self – Assessment

#### Unit – 2

**The External Environment**
- The Firm’s External Environment
- Remote Environment
- Industry Environment
- How Competitive forces shape strategy
- Contending Forces
- Industry analysis and competitive analysis
- Operating environment
- Emphasis on environmental factors

**The global environment**
- Globalization
- Development of a global corporation
- Why firms globalize
- At the start of globalization
- Complexity of the global environment
- Control problems of the global firm
- Global strategic planning
- Competitive strategies for firms in foreign markets
- Globalization in the Indian context

#### Unit – 3

**Internal Analysis**
- SWOT analysis: A traditional approach to Internal Analysis
- Value Chain Analysis
- Resource – Based view of the firm
<table>
<thead>
<tr>
<th>Unit – 4</th>
<th><strong>Business Strategy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Evaluating and choosing business strategies: Seeking sustained</td>
</tr>
<tr>
<td></td>
<td>• Competitive Advantage</td>
</tr>
<tr>
<td></td>
<td>• Dominant Product/Service Businesses</td>
</tr>
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<td></td>
<td>• Evaluating and Choosing to Diversify to Build Value</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Unit – 5</th>
<th><strong>Multibusiness Strategy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• The portfolio approach: A historical starting point</td>
</tr>
<tr>
<td></td>
<td>• The synergy approach: leveraging core competencies</td>
</tr>
<tr>
<td></td>
<td>• The corporate parent role: can it add tangible value?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TEXT BOOKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Third Edition</td>
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</table>

<table>
<thead>
<tr>
<th>REFERENCE BOOKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lawrence R. Jauch, Rajiv Gupta and William F. Gleich, Business Policy and Strategic Management, Frank Bros &amp; Co., New Delhi, Seventh Edition</td>
</tr>
<tr>
<td>• Carpenter, Sanders and Salwan, Strategic Management A Dynamic Perspective, Pearson Education., Second Edition</td>
</tr>
<tr>
<td>• A Nag, Strategic Management: Analysis, Implementation and Control, Vikas Publication, Latest Edition</td>
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</table>
ENTREPRENEURSHIP AND ETHICS

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<th>Name of Course</th>
<th>Semester</th>
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<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
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<th>External Exam Time Duration</th>
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<tr>
<td>M.B.A.</td>
<td>III</td>
<td>Core</td>
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<td>Entrepreneurship and Ethics</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

COURSE OBJECTIVES

The purpose of this course is to motivate and generate a new breed of entrepreneurs with ethical values. This course will create in them the necessary knowledge, attitudes, skills and competence to become a successful Entrepreneur. It will also focus on the need for business ethics in recent time for the sustainability of business in the long run and developing a mindset of students for ethical decision making.

COURSE CONTENT

Unit - 1

- **Entrepreneur**

Unit – 2

- **Concept of Entrepreneurship**
  - Empowering – Stimulation – Ecosystem – Phases of Entrepreneurship Development – Barriers to Entrepreneurship – factors influencing Entrepreneurship
- **Theories of Entrepreneurship**

Unit – 3

- **Entrepreneurship Development**

Unit – 4

- **Setting up a Small Enterprise**
  - Location – Steps for starting a small Enterprise – Types of Ownership – Government Support – Start-up India, Standup India and Skill India – Ease of Doing Business

Unit – 5

**Introduction to Business Ethics and Values**

- Meaning and Concept of ethics, Types of ethics, Advantages of Ethical Practices, Ethical behavior, Ethical Issues, Ethical Dilemma, Whistle blowing, Theories of Ethics, Business Ethics, Scope and Elements of Business Ethics, Importance of Ethics for Entrepreneurship, Ethical Organization

**Corporate Governance**

- Concept, need and importance of Corporate Governance, corporate governance and Agency theory, models of Corporate Governance, various committees and their recommendations of Corporate Governance, ancient Indian concept of governance
- Corporate Governance in India, Board of Directors, Appointment, Duties/role & Responsibilities of Directors, current Scenario of Corporate Governance in India

TEXT BOOKS

- Robert Hisrich, Michael Peters, Entrepreneurship TMH, Latest Edition
### MBA 2019 CBCS Syllabus


<table>
<thead>
<tr>
<th>REFERENCE BOOKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gupta C.B. and Khanks S.S., Entrepreneurship and Small Business Management, Sultan Chand &amp; Sons, New Delhi,</td>
</tr>
<tr>
<td>Prasanna Chandra, Project Management, TMH, New Delhi, Latest Edition</td>
</tr>
<tr>
<td>Amar V. Bhide, The Origin and Evaluation of new business, Oxford</td>
</tr>
</tbody>
</table>
SUMMER TRAINING PROJECT

<table>
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<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<td>M.B.A.</td>
<td>III</td>
<td>Project</td>
<td>19MBA303</td>
<td>Summer Training Project</td>
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</tr>
</tbody>
</table>

COURSE CONTENTS

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. The summer project will be evaluated at the end of the third semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers.

Summer Training Project Report Format

1. Company Certificate
2. Student Declaration
3. Acknowledgment
4. Project Guide Certificate
5. Project Report Details
   - Executive Summary
   - Industry Information in Detail with Latest Data (History, Development, Players, Analysis)
   - Company Information (History, Current Position, Products, Market – Coverage)
   - Competitor Analysis (History, Current Position, Products, Market – Coverage)
   - Functional Area Information (Theory and Practical Application in Respective Organizations)
     - Production/Operations
     - Marketing
     - Finance/Accounting (With Latest Data)
     - Technology
     - Human Resource Management including Organization Structure
     - Research and Development
   - General Summary, and Findings
   - Bibliography

Font Style: Calibri/Times New Roman
Font Size: 11/12
Line Spacing: Normal
Paper Size: A4
Bound: Leather / Spiral
Printing Style: Both the side of paper
No. of Copies: 2 Hard Copies and One Soft Copy (CD)
1. Student (Self)
2. Company

Department / University / Project Guide (Soft Copy in CD)
## MARKETING AREA COURSE

### CONSUMER BEHAVIOUR

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>III</td>
<td>Elective</td>
<td>19MBA304</td>
<td>Consumer Behaviour</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

### COURSE OBJECTIVES

The objective of this course is to make students familiar with the psychological, social, anthropological factors affecting the consumer behaviour and decision making.

### COURSE CONTENT

**Unit - 1**

Introduction to Consumer Behavior

- Consumer Behavior, its origin and strategic applications, Development of marketing concept, Customer value, satisfaction and retention, Marketing ethics and Social responsibility, Consumer Research, Market segmentation.

**Unit – 2**

Consumer motivation and Consumer Personality

- Motivation needs and goals, Dynamics of motivation, Measurement of motives, Nature of personality, Personality theories, Personality traits, Brand personality, self-image.

**Unit - 3**

Consumer perception, learning and attitudes

- Elements and dynamics of perception, Consumer imagery, Perception of risk and Risk handling, Elements of consumer learning, Behavioral and cognitive learning theories, attitude, structural models of attitude, Attitude formation and strategies of attitude change.

**Unit – 4**

Reference groups, Family influence, culture influence on Consumer Behavior

- Concept of reference groups, Family decision making, functions of family, Concept of culture, subcultures, cross cultural consumer behavior, Cross cultural consumer analysis.

**Unit – 5**

Consumer decision making process

- Opinion leadership, dynamics of opinion leadership, motivation, interpersonal flow of communication, diffusion of innovations, adoption process, consumer innovator profile, four views of consumer decision making, Model of consumer decision making.

### TEXT BOOKS

- Schiffman and Kanuk, Consumer Behaviour, PHI, New Delhi, India.

### REFERENCE BOOKS

- Blackwell, Minard and Engel, Consumer Behavior, Cengage Learning India Private Limited, New Delhi, 2009
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SERVICES AND RELATIONSHIP MARKETING

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Intern Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<td>M.B.A.</td>
<td>III</td>
<td>Elective</td>
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<td>Services and Relationship Marketing</td>
<td>4</td>
<td>30</td>
<td>70</td>
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</table>

**COURSE OBJECTIVES**

The basic purpose of this course is to provide knowledge of service marketing and its structure.

**COURSE CONTENT**

<table>
<thead>
<tr>
<th>Unit - 1</th>
<th>An introduction to services marketing and strategy. Services defined - Importance of service marketing - Characteristics of services - Growth of service sector - Strategic planning process Market oriented service strategy. ○ Service marketing mix. The service product. The basic service package - Customer value hierarchy - The service product mix - Service life cycle - Services quality - Determinants of service quality - Total quality service marketing - Service excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit - 2</td>
<td>Pricing and distribution of services. Pricing objectives - Approaches to pricing of services - Pricing strategies - Service transactions - Service location - Service providers - Distribution flow and distributors - Strategies for channel management Communication mix for services. Objectives for service marketing communication - The marketing communication mix - Branding and communications - Marketing communications and the Internet.</td>
</tr>
<tr>
<td>Unit - 4</td>
<td>Organizing for service marketing. Synergy in service management - Creating a leading service organization. Service marketing in various sectors. Service marketing in India an introduction - Marketing of banking and insurance services in India - Marketing of healthcare services in India - Marketing of hospitality services in India - Marketing of educational services in India - Marketing of transport services in India - Marketing of tourism services in India</td>
</tr>
<tr>
<td>Unit - 5</td>
<td>Relationship Marketing Overview and fundamental concepts in Relationship Marketing – customer acquisition and retention strategies – Customer Loyalty – CRM and Web-based Technologies</td>
</tr>
</tbody>
</table>
### TEXT BOOKS

### REFERENCE BOOKS
- Valarie A. Zeithaml and Mary Jo Bitner, Services marketing, integrating customer focus across the firm, 2006, Tata McGraw Hill, New Delhi
- N. C. Jain and Saakshi, Services marketing, 2006, AITBS publishers, New Delhi
- S. Shajahan, Relationship Marketing, Tata McGraw Hill, New Delhi
FINANCE AREA COURSES

MERGERS AND ACQUISITIONS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective</th>
<th>Course/Paper Code</th>
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<td>Mergers and Acquisitions</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

COURSE OBJECTIVES

The basic objective of this course developed understanding of merger and acquisition process Ability to examine the merger and acquisition process in capital market.

COURSE CONTENT

Unit - 1 Corporate Restructuring

Concepts, Definition forms of corporate restructuring- merger- consolidation- acquisition- demerger- carve out- joint venture- reduction of capital- buyback of securities- delisting of companies

Unit – 2 Takeover

concept takeover defense tactics- benefits and advantages of takeover- friendly versus hostile takeovers- successful takeovers tactics in India. Divesture- Concept- benefits- types- reason for divesture. Going private and leverage buyout- Concept- types of leverage buyout. Concept of employee stock ownership

Unit - 3 Legal issues in Merger and Acquisition

Provision for M&A under company Act 2013- SEBI buyback of securities regulation- SEBI (substantial acquisition shares and takeover regulations) SEBI guidelines- provision for income tax act- competition act for M&A- condition of buyback and general obligations of the company- Types of buyback

Unit – 4 Accounting for Mergers


Unit – 5 Different Approaches of Valuation of M&A


TEXT BOOKS


REFERENCE BOOKS

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
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<td>M.B.A.</td>
<td>III</td>
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<td>19MBA307</td>
<td>Security Analysis and Portfolio Management</td>
<td>4</td>
<td>30</td>
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COURSE OBJECTIVES

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management Decision Making Process.

COURSE CONTENT

Unit - 1 Investment


Unit - 2 Public Issue


Unit - 3 Valuation of Securities

Bonds – Debentures – Preference Shares and Equity Shares,

Unit - 4 Fundamental and Technical Analysis


Unit - 5 Portfolio Management


TEXT BOOKS


REFERENCE BOOKS

HUMAN RESOURCE AREA COURSES

STRATEGIC HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
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<td>19MBA308</td>
<td>Strategic Human Resource Management</td>
<td>4</td>
<td>30</td>
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</table>

COURSE OBJECTIVES

The objective of this paper is to develop a conceptual as well as a practical understanding of Strategic Human Resource System in an organization.

COURSE CONTENT

Unit - 1
- An Investment Perspective of HRM
- Challenges in Strategic Human Resource Management
- The Evolving / Strategic role of HRM

Unit – 2
- Human Resource Evaluation,
- Designing and Redesigning of Work Systems
- Employment law

Unit - 3
- Staffing
- Training and Development
- Performance Management and Feedback

Unit – 4
- Compensation
- Employees Separation
- Labor Relations

Unit – 5
- Global Human Resource Management

TEXT BOOKS


REFERENCE BOOKS

MBA 2019 CBCS Syllabus

HUMAN RESOURCE DEVELOPMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
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<th>External Exam Time Duration</th>
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<td>4</td>
<td>30</td>
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</table>

COURSE OBJECTIVES

The purpose of this paper 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.

COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Main Topics</th>
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<tbody>
<tr>
<td>Unit - 1</td>
<td>• Evolution and Overview of HRD</td>
</tr>
<tr>
<td></td>
<td>• Current Scenario of HRD</td>
</tr>
<tr>
<td>Unit – 2</td>
<td>• HRD Functions</td>
</tr>
<tr>
<td></td>
<td>• HRD climate</td>
</tr>
<tr>
<td></td>
<td>• Human Capital Development</td>
</tr>
<tr>
<td>Unit - 3</td>
<td>• Quality Work Life</td>
</tr>
<tr>
<td></td>
<td>• Total Quality Management</td>
</tr>
<tr>
<td></td>
<td>• HRD strategies and Designing Effective HRD Strategies</td>
</tr>
<tr>
<td></td>
<td>• HRD in Virtual Organizations</td>
</tr>
<tr>
<td>Unit – 4</td>
<td>• Human Resource Information System</td>
</tr>
<tr>
<td></td>
<td>• Human Resource Accounting</td>
</tr>
<tr>
<td></td>
<td>• HR Out-Sourcing</td>
</tr>
<tr>
<td>Unit – 5</td>
<td>• Training and Retraining</td>
</tr>
<tr>
<td></td>
<td>• Performance Management</td>
</tr>
<tr>
<td></td>
<td>• Coaching and Counselling</td>
</tr>
<tr>
<td></td>
<td>• Career Management and Development</td>
</tr>
</tbody>
</table>

TEXT BOOKS

• Tiwari, T.D. “Human Resource Development a New Perspective” Shanti Prakashan- Delhi

REFERENCE BOOKS

• Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984
# DATABASE MANAGEMENT

<table>
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<th>Name of Course</th>
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<td>4</td>
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## COURSE OBJECTIVES

The students are to be provided basic understanding of the RDBMS & SQL and the skills to these in business organizations.

## COURSE CONTENT

### Unit - 1
**Database Management System**
- History: Database and DBMS packages - Database System Architecture
- Client Server architecture

### Unit - 2
**Database Models**
- Hierarchical – Network – Relational - Codd’s rules for Relational database
- Object Relational database model

**Database Modeling**
- E-R Diagram – Normalization - 1st NF, 2nd NF, 3rd NF - example and exercise

### Unit - 3
**Transaction Management**
- Transactions - Transaction recovery - Two phase commit - SQL facilities

**Concurrency**
- Introduction - Concurrency problems – Locking – Deadlock - SQL facilities

**Constraints**
- Introduction - Different types of Constraints

### Unit - 4
**Database and DBA**
- Objects in Database - Table, View, sequence, Procedure, synonym, constraints - Data Types - Data Dictionary - Schema, sub schema, Physical view - Database Administrator role - Back up, Recovery - User management

**Structured Query Language**
- Data Definition Language: Create, Alter, Drop commands - Data Manipulation Language: Insert, Update, Delete - Transaction Control Language: Commit, Rollback, Grant, Revoke - Query Language: Query from table, multiple table, sub query - Arithmetic and logical operators – Functions: Use of where, having, group by, order by clause

### Unit - 5
**Database Trends**
- Distributed Database - Distributed Processing - Web enabled Database - Data warehousing & Data Mining

## TEXT BOOKS

- Database Systems- C.J.Date- Pearson Education

## REFERENCE BOOKS

- Kevin Loney and George Koch: Oracle 8i- the complete reference- TMH
- Database system Concepts- Silberschatz- Korth- Sudarshan – McGrawHill
- Fundamentals of Database Systems- Navathe- Pearson Education
SOFTWARE PROJECT MANAGEMENT

<table>
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<th>Name of Course</th>
<th>Semester</th>
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</table>

**COURSE OBJECTIVES**
To understand Software Project Management, techniques used in software cost estimation and planning.

**COURSE CONTENT**

**Unit - 1**

**Unit – 2**

**Unit - 3**

**Unit – 4**

**Unit – 5**

**TEXT BOOKS**

**REFERENCE BOOKS**
COURSE OBJECTIVES

The objective of this paper is to provide an overview of the international business environment to the student of management.

COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit -</th>
<th>Nature of International Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit – 1</td>
<td>Why study international business? - Drives of international business - Comparison between domestic business and international business - Routes of Globalization - MNCs’ critics and defenders - Evolution of International Business, Theories of Global Trade and Investment, Benefits of Foreign Trade - Foreign trade policies - Trade theories - Usefulness of Trade theories - Foreign Direct Investment - Indian experience</td>
</tr>
<tr>
<td>Unit – 2</td>
<td>Political and Technological, Nature of International Business Environment - Political environment - Political risk - Impact for MNCs - Technological environment - Impact of Technology - Implication for MNCs, Cultural Environment, Nature of Culture - National Culture - Business Culture - Occupational and Organizational Culture - Culture vis-a-vis Customs and Manners - Spreading cross cultural literacy - Managing Diversity - Value Orientations Model, Economic Environment, Income wise classification of Countries - Countries classified by economic systems - Classification of countries by region - Economy in transition; Indian and China - Trade policies</td>
</tr>
<tr>
<td>Unit – 3</td>
<td>Benefits of International marketing - Domestic and International marketing Compared - Major activities in international Marketing, Overview of International Human Resources Management, Nature of international HRM - Domestic HRM and IHRM compared -Need for broader perspectives - Managing international HR activities - Key issues in international labour relations</td>
</tr>
<tr>
<td>Unit – 4</td>
<td>Nature of IFM - Factors constraining MNCs’ efforts to maximize returns - Foreign exchange market - Currency convertibility - International Monetary System - International financial markets - Balance of Payment - Scope of International financial management, International Accounting, National Differences in Accounting - Classification of Accounting - Harmonization of Differences - Indian Accounting and the World - Accounting for international business - Transactions for foreign currency</td>
</tr>
<tr>
<td>Unit – 5</td>
<td>Objective of WTO - Functions of WTO - GATT and WTO - Principles of WTO - Key subjects in WTO - Implications for India - India’s commitments to WTO.</td>
</tr>
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### TEXT BOOKS


### REFERENCE BOOKS

- Charls W.L.Hill *International Business*, TMGH - 2008
LEGAL ASPECTS OF BUSINESS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
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<td>Legal Aspects of Business</td>
<td>4</td>
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COURSE OBJECTIVES
The objective of this paper is to make the students aware of legal aspects of business in relevant areas and acquire the knowledge of latest Companies Act.

COURSE CONTENT

**Unit - 1**
- **The Indian Contract Act, 1872**

**Unit - 2**
- **Patents**
  Functioning of the Patents Act – Procedure on Receipt of Application – Rights of Patentee – What Can be patented? – Compulsory Licensing
- **Copyright Protection**
  Organization of the Copyright Act – What Can be Copyrighted? – Who is the Owner of Copyright? – Territorial Limitations – Rights of Owner – Activities which are not Copyright Violations – Duration of Copyright Protection – Broadcast Reproduction Rights – Copyright Information

**Unit - 3**
- **Information Technology Act**
  Preliminary - Digital Signature – Electronic Governance – Certifying Authorities – Cyber Appellate Tribunal.

**Unit - 4**
- **The Companies Act, 2013 – I**
  Nature and types of Companies. Formation - Memorandum and Articles of Association - Prospectus Allotment of Shares - Shares and Share Capital

**Unit - 5**
- **The Companies Act, 2013 – II**
  Management and Administration: Register of Members – AGM – EGM – Quorum for meeting – Ordinary and Special Resolutions – Appointment and qualifications of Directors – Meetings of Board and its Powers

TEXT BOOKS

REFERENCE BOOKS
- Gulshan S.S, Mercantile Law, Excel Books, New Delhi
- Bare Acts where ever required.
**COURSE OBJECTIVES**

The objective of this course is to prepare the student to conduct a research study of an Industry / Organization utilizing the tools and techniques learned in the two years of study. The focus of study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

**COURSE CONTENT**

- For the preparation of comprehensive project there is no need to take training in any organization. But if students wish to take training in industry they are free to take training.
- Students have to prepare his/her comprehensive project study in six week duration under the guidance of faculty member.
- Students can prepare his comprehensive project study by individual or in a pair of two students. If report is prepare in pair both of the students have to submit his/her reports individually.
- The final project will be evaluated at the end of the fourth semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

**Comprehensive Project Report Format**

1. Student Declaration
2. Acknowledgment
3. Project Guide Certificate
4. Project Report Details

Chapter – I Conceptual Framework of Research Topic
Chapter – II Industry Overview (History, Development, Players, Analysis)
Chapter – III Company Overview (History, Current Position, Products, Market – Coverage)
Chapter – IV Research Methodology
   a. Relevance of the Study
   b. Research Problem
   c. Review of Literature
   d. Objectives
   e. Hypothesis
   f. Scope of Study
   g. Data Collection
      Secondary - Primary
      1. Sampling Design
         Probability / Non Probability - Sampling Unit -Sample Size
      2. Instrument
         Questionnaires (Structured / Unstructured)
         Focus Group - Observation
      3. Mode of Collection of Data
         Personal / Mail / Telephonic

h. Limitations of Study

Chapter – V Data Analysis and Interpretation
Chapter – VI Summary, Finding & Suggestions
Bibliography
Appendix – Questionnaire (Please bring filled up questionnaire at the time of viva voce examination)

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- Student (Self)
- Company
- Department / University / Project Guide (Soft Copy in CD)
## INTEGRATED MARKETING COMMUNICATION

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<th>Semester</th>
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<th>Course/Paper Title</th>
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<td>Integrated Marketing Communication</td>
<td>4</td>
<td>30</td>
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### COURSE OBJECTIVES
To acquaint the students with concepts and techniques used in designing marketing communication.

### COURSE CONTENT

- **Unit - 1**
  - An overview of integrated marketing communications, Brand adoption, Brand naming, Enhancing brand equity and accountability Environmental marketing, Ethical issues in marketing

- **Unit – 2**
  - The communication process and consumer behaviour, the role of persuasion in IMC, changing preferences and behavioral modification strategies, objective setting and budgeting

- **Unit - 3**
  - The magnitude of advertising. Advertising’s effect on the economy, advertising functions, the advertising management process, effective and creative ad messages, corporate advertising, celebrity endorsement and humor in advertising, comparative advertising

- **Unit – 4**
  - Traditional advertising media, online and mobile advertising, social media, direct marketing and other media, media planning and analysis, measuring ad effectiveness, Sales promotion management

- **Unit – 5**
  - Public relations, Word of mouth influence, sponsorships, packaging, POP communications, personal selling

### TEXT BOOKS
- Advertising Promotion and Other Aspects of Integrated Marketing Communications, Terence A. Shimp, CENGAGE learning publications.
### REFERENCE BOOKS

- Batra, Myers & Aaker, Advertising management.
- Marla R. Stafford and Ronald J. Faber, Advertising, Promotion, and New Media, PHI Private Limited, New Delhi.
RETAILING MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
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<th>Extern al Marks</th>
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<td>Retailing Management</td>
<td>4</td>
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**COURSE OBJECTIVES**

This course will familiarize students with concepts and practices of retailing and retail marketing and will give them in depth understanding of various aspects of Retail Marketing.

**COURSE CONTENT**

**Unit - 1**
- **Introduction to Retail**
  - What is retail, Functions of retailer, Rise of retailer, Retail in India, Drivers of retail Change in India, Retail as Career
- **Retail strategy and planning**
  - Understanding Retail Consumer, factors influencing retail shopper, Retail strategy, Retail value chain, ethics in retail

**Unit – 2**
- **Theories of retail development and business models in retail**
  - Evolution of retail formats, Theories in Retail development, Life Cycle in retail, Business Models in retail, Indian specific retail models.
- **Internationalization of retail**
  - Concept of Internationalization, Determining Market Entry, Pre requisites of Success in international retail.

**Unit – 3**
- **Basics of retail Merchandising**
  - Process of merchandising Planning, store location, store operation & profitability, Store design and Visual Merchandising, Servicing the retail Consumer
- **Retail pricing and Evaluating performance**

**Unit – 4**
- **Retail Marketing and branding**
- **Retail Management information System**
  - Need of Technology in retail – Factors affecting use of technology- Applications of Technology- Internet selling

**Unit – 5**
- **Emerging Trends in Retail Management**
  - Vendor Management – ERP - Sales Automation System- New Means of Selling - non-store based retail - web based Retail

**TEXT BOOKS**
- Pradhan Swapna, Ratailing management, 2nd edition, Tata McGraw hill publishing company limited, New Delhi

**REFERENCE BOOKS**
- Joel R. Evans, Retail management – A Strategic Approach, 10th edition, Prentice hall of India, New Delhi
- Barry Bermans and Joel R. Evans, Retail management – A Strategic Approach (2004), 9th edition, Prentice hall of India, New Delhi
# INDIAN FINANCIAL SYSTEM

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<tr>
<th>Name of Course</th>
<th>Semester</th>
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<td>Indian Financial System</td>
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</table>

## COURSE OBJECTIVES
The main objectives of this course are to help to learn the various financial services and their role in the overall financial system.

## COURSE CONTENT

### Unit - 1
- **Financial System – An Introduction**
- **The Financial Systems and the Economy**
  - Indian Financial Systems in the Pre-reforms Period – Objectives of Financial System Reforms

### Unit - 2
- **Money Market**
- **Debt Market**
- **Derivatives Market**

### Unit - 3
- **Banking and Non-Banking Institutions**
  - Management of Non-performing Assets by Banks – Tools Available to Banks to Manage their NPAs
### Unit – 4
- **Mutual Funds**
  - Introduction – History – Mutual Fund Investors and Organization of a Mutual Fund - Types of Schemes – Risk and Return in Mutual Funds - Association of Mutual Funds in India – Unit Trust of India – Growth and Performance of Mutual Funds in India
- **Insurance**

### Unit – 5
- **Factoring and Forfeiting**
  - History – Types – Mechanism - Legal Aspects – Advantages & Limitations
- **Credit Rating**
  - Concept – Factors Affecting Assigned Rating - International Credit Rating Agencies - Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating - Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR
- **Financial Regulations**
  - SEBI: Power & Functions of SEBI, Achievement of SEBI.
  - RBI: Objectives, Origin of RBI, Legal Framework, Functions

### TEXT BOOKS

### REFERENCE BOOKS
## RISK MANAGEMENT

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<th>Name of Course</th>
<th>Semester</th>
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</table>

### COURSE OBJECTIVES

The objective of this course is to provide in depth knowledge about the Risk management in financial matters and develop hedging skill among the students.

### COURSE CONTENT

**Unit - 1**
Introduction to Risk Management

**Unit – 2**
Forward and Futures
Introduction, Forward: Motive – Features and Settlement, Pricing a Forward and Futures Contract, Commodity Futures, Stock and Index Futures, Currency forwards and futures.

**Unit - 3**
Swaps
Interest Rate Swaps: Features, Type, Applications and Rationale; Currency Swaps - other Swaps

**Unit – 4**
Options
Introduction, Terminology, Option Pricing – Basics – Binomial Model – Black & Scholes Model

**Unit – 5**
Hedging

### TEXT BOOKS

### REFERENCE BOOKS
- Janakiramanan Sundaram “Derivatives & Risk Management” Pearson Education
- Rene M. Stulz “Risk Management & Derivative” Cengage
- Vohra & Bagri “Futures and Options”
### INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<table>
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<td>3 Hours</td>
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</tbody>
</table>

**COURSE OBJECTIVES**

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

**COURSE CONTENT**

- **Unit - 1**
  - Introduction and Nature of IHRM Multiculturalism
- **Unit – 2**
  - Staffing in International Business Training & Development
- **Unit - 3**
  - Performance Management International Compensation Management
- **Unit – 4**
  - Repatriation International Industrial Relations
- **Unit – 5**
  - Issues and Challenges in IHRM Ethics and Social Responsibility

**TEXT BOOKS**

- International Human Resource Management: Managing people in multinational context, Peter J. Dowling, Denice E. Welch, Randall Schuler, Southwestern Thomson Learning
- International Human Resource Management a Cross-Cultural approach, Terence Jackson, Sage Publication

**REFERENCE BOOKS**

- Industrial Relations, Trade Unions & Labour Legislations by Sinha, Sinha & Shekhar
- Global Human Growth Model, M.N Rudra basavaraj, Himalaya Publishing House
MANAGEMENT OF INDUSTRIAL RELATIONS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Core Allied/Practical/Project</th>
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<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
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<td>M.B.A.</td>
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<td>Management of Industrial relations</td>
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<td>30</td>
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**COURSE OBJECTIVES**

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

**COURSE CONTENT**

- **Unit - 1**
  - **Industrial Relations**
    - Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, Dimensions of IR

- **Unit – 2**
  - **Industrial Disputes Act, 1947 (Bombay Industrial Relations Act)**
    - Introduction, Objectives, Definitions, Authorities under ID Act – Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Court, National Tribunal, Arbitration, Strikes, Types of strikes, Layoffs, Retrenchment and Provisions, Types of Unions as per BIR Act
  - **Industrial Employment Standing Order Act, 1946**
    - Introduction, Objectives, Definitions, Submission of draft of standing orders, Pre-requisites for certification of standing orders, Model Standing Orders, Procedure for approval of Standing orders, Appeal, Modification of Standing Orders, Certifying Officer

- **Unit - 3**
  - **Trade Unions - Trade Union Act, 1926**
    - Meaning, Definitions, Reasons for joining trade unions, Trade union movement in India, Problems of trade union, Suggestions, National Commission on 2nd Labor for Strengthening trade unions, Registration and Cancellation of Registration, Rights and Privileges of a registered TU, Amalgamation of TUs, Dissolution of unions,
  - **Factories Act, 1948**
    - Objects, Definitions, Provisions regarding Health & Safety, Welfare of workers, and Restriction on employment of women and Children, holidays, leave, over time
  - **Mines Act**
    - Objects, Definitions, Provisions regarding Health & safety, Welfare, Working conditions, Leaves, Holidays Objects, Authorities, Registration
  - **Contract Labor Act, 1970**
    - Definitions, Application, Establishments, Jurisdiction of government, Central and State advisory boards, Registration of establishment, Prohibition of contract labor, Licensing of contractor, welfare provisions, Liabilities of the Principle employer

- **Unit – 4**
  - **Collective Bargaining**
    - Introduction, Definitions, Characteristics, Process of CB, Pre-requisites of a Successful CB, Functions of CB, Factors Obstructing CB, CB in India, Suggestions for better functioning of CB
  - **Workers’ Participation In Management**
    - Meaning, Concept of WPM, Evolution of WPM, Objectives, Factors influencing WPM, Forms and level of WPM, Sachar Committee and Verma Committee on WPM, Participative Forums in India, Necessary conditions for effective working of WPM

- **Unit – 5**
  - **Discipline**
    - Meaning, Definitions, Characteristics, Objectives of discipline, Types of discipline, Causes, Disciplinary Procedure, Intervention by Tribunal, Types of Punishment
  - **Grievance Handling**
    - Meaning, Definitions, Causes, Importance, Pre-requisites of Grievance Handling, Grievance Handling Procedure
### TEXT BOOKS

- Dynamics of Industrial Relations - C.B. Mamoria, 15th edition, Himalaya house of labour laws, New Delhi
- Industrial Labour Laws - N.D. Kapoor Sultan Chand & Co, New Delhi
- Taxman’s Law, Taxmann Allied Services (P) Ltd., New Delhi

### REFERENCE BOOKS

- HRM and Industrial Relations, Subba Rao, Latest Publishing House
INFORMATION SYSTEM AREA COURSES

STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT

<table>
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<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
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COURSE OBJECTIVES
This course is aimed at developing an understanding of Use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology Leadership.

COURSE CONTENT

<table>
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<tr>
<th>Unit</th>
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<tr>
<td>Unit – 1</td>
<td>Strategic Role of Information System</td>
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<td>Information System as a strategy- Competitive advantage with IS - Value addition</td>
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<tr>
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<td>through IS - Overview of Business Process Re-engineering</td>
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<td>Unit – 2</td>
<td>Analytical framework for strategic IT initiative</td>
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<td></td>
<td>Strategy and new economics of Information - Information resource and attention</td>
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<td></td>
<td>Beyond knowledge management - Mobilizing collective Intelligence</td>
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<td></td>
<td>Strategic competitive advantage by IT</td>
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<td></td>
<td>Value additions with IT - Strategic dimensions of IT outsourcing - Business platforms for 21st century</td>
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<td>Unit – 3</td>
<td>Information System planning techniques</td>
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<td>Critical success factors - Business System Planning - End/Means Analysis -</td>
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<td>Comparison of three techniques</td>
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<td>Unit – 4</td>
<td>Knowledge Management</td>
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<td></td>
<td>Introduction to knowledge management - Drivers for KM - From Information to</td>
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<td>Knowledge - Knowledge Management and Intelligence System</td>
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<td>Unit – 5</td>
<td>Recent Trends in IT</td>
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<tr>
<td></td>
<td>Convergence technology - Business Process outsourcing and Knowledge process outsourcing</td>
</tr>
</tbody>
</table>

TEXT BOOKS

REFERENCE BOOKS
- Mastering Information Management – FT prentice Hall – Pearson education
- McKenney, James L. Waves of change: Business Evolution through Information Technology, Boston, HBS Press, 1995
# BUSINESS INTELLIGENCE AND ANALYTICS

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<td>4</td>
<td>30</td>
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<td>3 Hours</td>
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## COURSE OBJECTIVES

To understand the Techniques and tools used in Business Intelligence and analytics.

## COURSE CONTENT

<table>
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<tr>
<th>Unit - 1</th>
<th>An Overview of Business Intelligence, Analytics, and Decision Support, Foundations and Technologies for Decision Making</th>
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<td>Unit – 2</td>
<td>Data Warehousing, Business Reporting, Visual Analytics, and Business Performance Management</td>
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<tr>
<td>Unit - 3</td>
<td>Data Mining, Techniques for Predictive Modeling, Text Analytics, Text Mining, and Sentiment Analysis, Web Analytics, Web Mining, and Social Analytics</td>
</tr>
<tr>
<td>Unit – 5</td>
<td>Big Data and Analytics, Business Analytics: Emerging Trends and Future</td>
</tr>
</tbody>
</table>

## TEXT BOOKS

- Business Intelligence and Analytics: Systems for Decision Support, Ramesh Sharda, Dursun Delen, Efraim Turban, Pearson, Latest Edition

## REFERENCE BOOKS

- Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar, Wiley