

Course Structure and Scheme of Examination

FOR

MASTER OF BUSINESS ADMINISTRATION

(MBA)

5-YEAR PROGRAMME

(7st to 10th Semester)

(W.e.f. Session: 2017-18)

**CHAUDHARY DEVI LAL UNIVERSITY
SIRSA (HARYANA)**

CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

**COURSE CURRICULUM AND SCHEME OF EXAMINATION
FOR**

MASTER OF BUSINESS ADMINISTRATION (MBA)

5-YEAR PROGRAMME

(w. e. f. Academic Session 2017-18)

MBA 5 Year 7th Semester (Total Credits: 24)

Core Subjects						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-571	Operations Research - I	3	1	0	4	4
MBA-572	India's Foreign Trade and Policy	3	1	0	4	4
MBA-573	Business Policy and Strategic Management	3	1	0	4	4
MBA-574	Production and Operations Management	3	1	0	4	4
MBA-575	Corporate Leadership	3	1	0	4	4
MBA-576	Emotional Intelligence	3	1	0	4	4

MBA 5 Year 8th Semester (Total Credits: 24)

Core Subjects						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-581	Business Research Methods	3	1	0	4	4
MBA-582	Entrepreneurship Development	3	1	0	4	4
MBA-583	Business Process Outsourcing	3	1	0	4	4
MBA-584	Operations Research - II	3	1	0	4	4
MBA-585	Knowledge Management	3	1	0	4	4
MBA-586	Developing Managerial Skills	3	1	0	4	4

Summer Training: At the end of 8th semester, all the students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the department from time to time. Each student will be required to submit a Summer Training Report to the department for the work undertaken during this period up to 30th November of 9th semester for the purpose of evaluation. STR 50 marks will be evaluated by external examiner appointed by the competent authority out of the panel of examiners appointed by the PG Board.

In 9th Semester apart from the Core subjects the students are required to opt for any two specializations (from Marketing, Finance, Human Resource and Bank Management) with any two optional subjects from each specialization. The specialization once opted will remain the same for further Semester also.

MBA 5 Year 9th Semester (Total Credits: 22)

Core Subjects						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-591	Business Ethics and Corporate Social Responsibility	3	1	0	4	4
MBA-592	Summer Training Report	-	-	-	-	2
Specialization: Marketing Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-MM-591	Integrated Marketing Communication	3	1	0	4	4
MBA-MM-592	Marketing Research	3	1	0	4	4
MBA-MM-593	Advertising Management	3	1	0	4	4
MBA-MM-594	Rural and Agriculture Marketing	3	1	0	4	4
MBA-MM-595	Service Marketing	3	1	0	4	4
MBA-MM-596	Brand Management	3	1	0	4	4
Specialization: Financial Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-FM-591	Strategic Financial Management	3	1	0	4	4
MBA-FM-592	Funds Management	3	1	0	4	4
MBA-FM-593	Corporate Taxation	3	1	0	4	4
MBA-FM-594	Security Analysis	3	1	0	4	4
MBA-FM-595	International Financial Management	3	1	0	4	4
Specialization: Human Resource Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-HR-591	Managing Interpersonal and Group Processes	3	1	0	4	4
MBA-HR-592	Management of Industrial Relations	3	1	0	4	4
MBA-HR-593	Talent Management	3	1	0	4	4
MBA-HR-594	Performance Management	3	1	0	4	4
MBA-HR-595	Human Resource Planning and Development	3	1	0	4	4

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MBA-HR-596	Compensation Management	3	1	0	4	4
Specialization: Bank Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-BM-591	Fundamentals of Banking	3	1	0	4	4
MBA-BM-592	Applied Banking	3	1	0	4	4
MBA-BM-593	Merchant Banking and Financial Services	3	1	0	4	4
MBA-BM-594	Banking Technology Management	3	1	0	4	4
MBA-BM-595	International Banking and Forex Management	3	1	0	4	4

MBA 5 Year 10th Semester (Total Credits: 24)

Core Subjects						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-5101	Corporate Governance	3	1	0	4	4
MBA-5102 (i)	Any one of the following: Research Project Counseling Skills for Managers	-	-	-	-	2
MBA-5102 (ii)		2	-	0	2	2
MBA-5103	Comprehensive Viva-Voce	-	-	-	-	2
Specialization: Marketing Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-MM-5101	Strategic Marketing Management	3	1	0	4	4
MBA-MM-5102	International Marketing	3	1	0	4	4
MBA-MM-5103	Distribution and Logistics Management	3	1	0	4	4
MBA-MM-5104	Industrial Marketing	3	1	0	4	4
MBA-MM-5105	Cyber Marketing	3	1	0	4	4
MBA-MM-5106	Retail Marketing	3	1	0	4	4
Specialization: Financial Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-FM-5101	Financial Engineering	3	1	0	4	4
MBA-FM-5102	Portfolio Management	3	1	0	4	4
MBA-FM-5103	Financial Derivatives	3	1	0	4	4
MBA-FM-5104	Project Management	3	1	0	4	4
MBA-FM-5105	Foreign Exchange Management	3	1	0	4	4

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Specialization: Human Resource Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-HR-5101	Counseling Skills for Managers	3	1	0	4	4
MBA-HR-5102	Global Human Resource Management	3	1	0	4	4
MBA-HR-5103	Training and Development	3	1	0	4	4
MBA-HR-5104	Strategic Human Resource Management	3	1	0	4	4
MBA-HR-5105	Organizational Change and Intervention Strategies	3	1	0	4	4
MBA-HR-5106	Labour Laws in India	3	1	0	4	4
Specialization: Bank Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-BM-5101	Credit Management	3	1	0	4	4
MBA-BM-5102	Risk Management	3	1	0	4	4
MBA-BM-5103	Rural Banking and Financial Inclusion	3	1	0	4	4
MBA-BM-5104	Retail Banking	3	1	0	4	4
MBA-BM-5105	Legal and Regulatory Framework for Banking	3	1	0	4	4

Note: The total credits from the 7th to 10th semesters will be 106. Out of total, there will be Core Credits - 62, Core Electives - 32 and Open Electives - 12 (Credits for Open Electives will be earned by the students from other departments).

OPERATIONS RESEARCH – I
(MBA-571)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in Decision Support, Business Analytics, Marketing Analysis and Logistics Planning.

Course Contents:

Unit 1 Linear Programming Problems: Problem Formulation and Solution by Graphical, Simplex and Artificial variables technique.

Unit 2 Transportation Problems: Methods of finding Initial and Optimal solution; Assignment Problems: Solution by HAM.

Unit 3 Replacement Models; Markov Analysis: Construction of Transition Matrix, Markov Chain and Solution to Problems.

Unit 4 Sequencing System: Concept, Assumptions and Solution of Sequencing Problems; Simulation: Monte-Carlo Technique.

Suggested Readings:

- Gupta, Prem Kumar and Hira, D.S., *Operations Research*, S. Chand, New Delhi.
- Panneerselvam, R., *Operations Research*, Prentice Hall India, New Delhi.
- Sharma, J. K., *Operations Research Theory and Practice*, Laxmi Publications, New Delhi.
- Vohra, N. D., *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INDIA'S FOREIGN TRADE AND POLICY
(MBA-572)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objectives: To acquaint the students with recent trends in India's foreign trade and management and policy related issues in foreign trade.

Course Contents:

Unit 1 Introduction: India's Foreign Trade, Trade Development efforts in India; Recent Trends in India's Foreign Trade; Directional Pattern; Major Export Commodities; Major Import Commodities; Major Competitors.

Unit 2 Structure and Equilibrium of India's Balance of Payments; Foreign Trade Policy: Objectives, Strategy; Foreign Trade (Development and Regulation) Act, Impact of WTO Provisions on Trade Policy of India.

Unit 3 Present Export Import Policy; Export Promotional Policies; EPCG; ECGC; Export Promotional Council; Commodities Boards; Export Incentives– Financial and Fiscal; Role of EXIM Bank of India. Foreign Exchange Management.

Unit 4 Trading Organizations in Foreign Trade: Export Processing Zones (EPZs); Export Oriented Units (EOUs), Export and Trading House Schemes; Software Technology Parks (STPs); Biotechnology Parks (BTPs); Special Economic Zones (SEZs); Free Trade and Warehousing Zones (FTZs).

Suggested Readings:

- Bhalla, V. K. and Ramu, Shiva S., *International Business Environment and Management*, Anmol Publications, New Delhi.
- Mathur Vibha, *Foreign Trade Policy and Trends in India*, New Century Publications, New Delhi.
- Ganguly Sumit, *India's Foreign Trade Policy*, Oxford University Press, New Delhi.
- Wild, John J., *International Business – An Integrated Approach*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS POLICY AND STRATEGIC MANAGEMENT
(MBA-573)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Contents:

Unit 1 Business Policy: Concept, Nature, Objective and Importance of Business Policy; Strategic Management Process and Implementation: Concept, Strategic Decision Making, Process of Strategic Management; Strategy and Corporate Evolution in the Indian Context, Strategic Intent: Vision, Mission, Objectives and Strategic Business Unit.

Unit 2 Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level Strategies, Business Level Strategies; Global Entry Strategies, Strategic Analysis and Choice: Process, Tools and Techniques for Strategic Analysis - Ansoff Growth Vector, BCG Matrix, Porter's Model, Impact Matrix: The Experience Curve, GE Matrix, SWOT Analysis, SPACE Approach, QSP Matrix; Competitor Analysis- Strategic Dimensions and Group Mapping.

Unit 3 Strategic Profile of a firm, Framework for Analyzing Competition, Generic Competitive Strategies and Competitive Advantage of a Firm, Core Competency, Strategic Flexibility, Contingency Strategies and Strategic Plan.

Unit 4 Strategy Implementation: Activating Strategies, Structural Implementation, Behavioural Implementation, Functional Implementation; Strategic Evaluation and Control: Nature, Importance, Barriers, Evaluation Criteria, Techniques of Strategic Evaluation and Control; Strategy and Technology Management, Management of Strategic Change.

Suggested Readings:

- Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management –Concepts and Applications*, PHI, New Delhi.
- Jauch and Glueck, *Business Policy and Strategic Management*, TMH, New Delhi.
- Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Pearce and Robinson, *Strategic Management–Strategy Formulation and Implementation*, AITBS Publishers, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PRODUCTION AND OPERATIONS MANAGEMENT
(MBA-574)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to familiarize the students with the important functional areas of production management.

Course Contents:

Unit 1 Production - Definition, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning; Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit 2 Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

Unit 3 Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications and Procedure; Waste Management.

Unit 4 Work Measurement Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

Suggested Readings:

- Aswathappa, K. and Bhat, K. Shridhara: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Chunawalla, K. and Patel, D. R.: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: *Production and Operations Management*, PHI, New Delhi.
- Saxena J. P.: *Production and Operations Management*, Tata McGraw Hill. New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CORPORATE LEADERSHIP
(MBA-575)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to develop the leadership skills among students to independently handle a wide range of corporate problems.

Course Contents:

Unit 1 Introduction: Concept of Leadership, Trait and Behavioural Approaches, Contingency Approach, Interactive Framework for analyzing Leadership.

Unit 2 Focus on Leader: Leader as an individual, Power and Influence, Leadership and Values, Emotional Leadership and Leadership, Leadership Behaviour, Courage and Moral Leadership.

Unit 3 Leader as Relationship Builder: Motivation and Empowerment, Leader as Communication Champion, Leading Teams, Leadership Diversity.

Unit 4 Leader as Social Architect: Creating Vision and Strategic Direction, Shaping Culture and Values, Designing and Leading Learning Organization, Leadership and Change.

Suggested Readings:

- Daft, Richard L., *The Leadership Experience*, Cengage Learning India Pvt. Ltd., New Delhi.
- Hughes, Richard L, Robert C., Ginnett and Gordon J, Curphy, *Leadership – Enhancing the Lessons of Experience*, McGraw Hill Co. Ltd, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Stephen P. Robbins, Seema Sanghi, *Essentials of Organizational Behaviour*, Pearson, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



EMOTIONAL INTELLIGENCE
(MBA-576)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To give the students basic idea about the various aspects of emotional intelligence.

Course Contents:

Unit 1 Fundamentals of Emotional Intelligence – Role of emotion in success, relationship among emotions, feelings, attitude, behaviour and performance, complexity of human behaviour, intelligence, IQ and EI emotional hijacking.

Unit 2 Dimensions of Emotional Intelligence – Personality and EI, Goldman's emotional intelligence model, culture and EI, self and EI, social dimensions of EI, Leadership dimensions.

Unit 3 Competencies of EI - Self regard, self awareness, assertiveness, interdependence, self actualization, empathy, social responsibility, interpersonal relationships, stress tolerance, impulse control, reality testing, flexibility, problem solving, optimism, happiness.

Unit 4 Applications of EI - Emotional Intelligence workouts to build effective skills, building EI organization, developing EI leadership, EI for teams, EI and change.

Suggested Readings:

- Bhattacharya, Mousumi and Nilanjan Sengupta, *Emotional Intelligence – Myth or Reality*, Excel Books, New Delhi.
- Hughes, Marcia, L. Bonita Patterson and James Terrell, *Emotional Intelligence in Action*, Wiley, New Delhi.
- Segal, Jeanne, *The Language of Emotional Intelligence*, Mc Graw Hill, New Delhi.
- Sparrow, Tim and Amanda Knight, *Applied Emotional Intelligence – The Importance of Attitudes in Developing Emotional Intelligence*, Wiley, New Delhi.
- Zeidner, Moshe, Matthews Gerald and Roberts Richard D., *What We Know About Emotional Intelligence*, MIT Press, Massachusetts.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS RESEARCH METHODS
(MBA-581)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: 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 decision making.

Course Contents:

- Unit 1** Research: Meaning and Nature, Scope of Research Methodology; Steps in Research Process; Role of Research in Decision-Making, Ethics in Business Research.
- Unit 2** Research Designs - Exploratory, Descriptive and Experimental; Data Collection Methods: Observation, Interview, Questionnaire and Schedule; Sampling Design: Probability and Non-Probability Sampling, Sampling and Non-Sampling Errors; Determination of Sample Size.
- Unit 3** Attitude Measurement: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, Characteristics of good Measurement; Scaling Techniques.
- Unit 4** Statistical Inference: Hypothesis Testing Procedure; Estimation: Point and Interval Estimation; Parametric tests: t-test, F-test, Z-test, ANOVA; Non-parametric tests: Chi-square test, Sign test, Mann-Whitney U-test, and Kruskal-Wallis test; Writing a Research Report: Process and Components.

Suggested Readings:

- Donald, R. Cooper & Pamela, S. Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Sarangi Prasant, *Research Methodology*, Taxmann Publications, New Delhi.
- Sharma J. K., *Business Statistics*, Pearson Education Pvt. Ltd., Delhi.
- Sharma, R. K., *Research Methodology*, National Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT
(MBA-582)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concept, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for Failure of New Business.

Unit 3 Feasibility Study: Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning; Economic, Technical, Financial and Managerial Feasibility of Project; Preparation of Feasibility Report.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Bruce R., and Duane, R., Ireland, *Entrepreneurship*, Pearson, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
- Kumar S. Anil, Poornima S. C. and Abraham M. K., *Entrepreneurship Development*, New Age Publishers, New Delhi.
- Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BUSINESS PROCESS OUTSOURCING
(MBA-583)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of business process outsourcing.

Course Contents:

Unit 1 Introduction - Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, Sectors growth; Types of BPOs - off shoring, on shoring, near shoring, Emerging trends in BPO, Reverse outsourcing, Business transformation outsourcing, Stages of outsourcing.

Unit 2 Designing Outsourcing Project: Identify and select outsourcing opportunity; Elements of strategic assessment – Business value assessment, Operational assessment, Financial assessment, Risk assessment.

Unit 3 Executing Outsourcing Projects: Vender assessment and selection, Negotiation and executing contract, Project initiation and transion; Managing BPO – Vender relationship, Infrastructure consideration and Challenges continuing, Modifying or terminating the contract.

Unit 4 Key Dimensions: HR outsourcing, Outsourcing of financial services, Knowledge Process Outsourcing, Call centre and help desk outsourcing, Future of BPO.

Suggested Readings:

- Click Rick L and Thomas N Duening, *Business Process Outsourcing: The Competitive Advantage*, John Wiley & Sons, Inc, New Delhi.
- Corbett Michael F, *The Outsourcing Revolution: Why it Makes Sense and How to Do it Right*, Kaplan Publishing, Berkshire.
- Patel Alpesh B, Hemendra Aran, *Outsourcing Success: The Management Imperative*, Palgrave Macmillan, UK.
- Power Mark J, Kevin C Desouza, Carlo Bonifazi, *The Outsourcing Handbook: How to Implement a Successful Outsourcing Process*, Kogan Page, London.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

OPERATIONS RESEARCH - II
(MBA-584)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques in Decision Support, Business Analytics, Marketing Analysis and Logistics Planning.

Course Contents:

Unit 1 Decision Theory: Decision-making under risk and uncertainty, Decision Tree Analysis.

Unit 2 Project Management: Network construction, PERT and CPM.

Unit 3 Inventory Management: Elementary Models with and without shortages.

Unit 4 Game Theory: Problems with Pure and Mixed Strategies; Queuing models: Deterministic and Single server probabilistic models.

Suggested Readings:

- Gupta Prem Kumar and Hira, D. S., *Operations Research*, S. Chand, New Delhi.
- Panneerselvam, R., *Operations Research*, Prentice Hall India, New Delhi.
- Sharma, J. K., *Operations Research Theory and Practice*, Macmillan Publishers, New Delhi.
- Vohra, N. D., *Quantitative Techniques in Management*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**KNOWLEDGE MANAGEMENT
(MBA-585)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: This course presents a comprehensive overview of knowledge management.

Course Contents:

Unit 1 Introduction - The context and concept of knowledge management, Phases of knowledge development, Community of practice, Knowledge leader, Leading knowledge teams, Developing and sustaining knowledge culture, Managing knowledge workers.

Unit 2 Knowledge Foundations – Structural support for knowledge management, HR practices for knowledge management, Knowledge creation and knowledge architecture, Capturing tacit knowledge, Knowledge capture techniques and Knowledge management technologies.

Unit 3 Knowledge Applications – Developing a core knowledge framework, Knowledge codification, Knowledge transfer and Knowledge sharing, Developing and managing knowledge repositories, Knowledge portals, Knowledge transfer in e-world.

Unit 4 Knowledge Management Audit – Evaluating the knowledge management, Challenges in knowledge management review, Ethical, Legal and Managerial issues, Sustainable knowledge management.

Suggested Reading:

- Awad, Elias M and Hassan M. Ghaziri, *Knowledge Management*, Pearson Education, New Delhi.
- Debowski, Shelda, *Knowledge Management*, Wiley India Pvt. Ltd., New Delhi.
- Elias M Awad, Hassan M Ghaziri, *Knowledge Management*, Prentice Hall India Learning Private Limited, New Delhi.
- Warier Sudhir, *Knowledge Management*, Vikas Publications, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



DEVELOPING MANAGERIAL SKILLS
(MBA-586)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to develop the managerial skills among students.

Course Contents:

Unit 1 Introduction: Critical role of management skills, Essential management skills, Approach to skill development; Personal skills – Developing self awareness, Managing personal stress, Solving problems analytically and creatively

Unit 2 Interpersonal Skills: Principles of supportive communication, Building positive relationship through supportive communication, Strategies for gaining power and influence, Fostering motivating environment, Managing interpersonal conflict.

Unit 3 Group Skills: Concept and dilemma of empowerment, Fostering empowerment and delegation, Building effective teams and promoting teamwork, Leading positive change.

Unit 4 Key Communication Skills: Making effective oral and written presentation, Planning and conducting interviews, Conducting successful meetings.

Suggested Readings:

- Hurlock, Elizabeth B, *Personality Development*, Tata McGraw Hill, New Delhi.
- McGrath, E H, *Basic Managerial Skills for All*, Prentice Hall of India Pvt. India, New Delhi.
- Tromley Cheryl L., Mainiero Lisa A., *Developing Managerial Skills in Organizational Behaviour*, Prentice Hall India Learning Private Limited, New Delhi.
- Wehtten, David A and Kim S Cameron, *Developing Management Skills*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY
(MBA-591)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course aims at imparting knowledge of social and ethical aspects of business.

Course Contents:

Unit 5 Ethics: Nature and scope, Relationship with morality, Values and law; Stages of moral and ethical development (Kohlberg's 6 stages); Ethical theories in relation to business – Egoism, Utilitarianism, Kant's ethics, Virtue ethics.

Unit 6 Ethical Dilemma: Causes and resolution; Ethical decision making in business models and processes, Personal and corporate values and ethical decision making; Globalization and business ethics; Code of conduct.

Unit 7 Business ethics and consumer protection; Business ethics and environment protection: Maintaining ecological balance, Sustainable development; Business ethics and human resources: Workplace issues, Privacy; Role of outside stakeholders on ethics – Media, Public, Judiciary; IT and ethics.

Unit 8 Social Responsibility - Meaning and importance; Socially responsible consumption; Social responsibility of business; CSR: Fundamentals and evolution; Approaches to CSR: Freeman's approach, Stakeholder approach, Triple bottom-line; CSR and philanthropy.

Suggested Readings:

- Fernando A.C., *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
- Kolja Paetzold, *Corporate Social Responsibility: An International Marketing Approach*, Diplomica Verlag, Hamburg, Germany.
- Marianne M. Jennings, *Business Ethics: Case Studies and Selected Readings*, 6th Edition, South-Western Cengage Learning, New Delhi.
- Philip Kotler and Nancy Lee, *Corporate Social Responsibility*, Wiley-India Edition, New Delhi.
- William H. Shaw, *Business Ethics*, Cengage Learning, New Delhi.

Note:

4. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
5. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
6. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

SUMMER TRAINING REPORT
(MBA-592)

SPECIALISATION: MARKETING MANAGEMENT
INTEGRATED MARKETING COMMUNICATION
(MBA-MM-591)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The objective of this course is to make the students to understand the process of marketing communication and contribution of each tool of communication in overall communication strategy.

Course Contents:

Unit 1 Introduction: Concept of marketing communication, Marketing communication mix, Drivers of integrated marketing mix; Models of marketing communication - Blade Box Model, AIDAS Model, DAGMAR Model.

Unit 2 Marketing Communication Process: Analysis of promotional opportunities, Concepts of segmentation and target marketing, Promotional strategy of formulation and competitive positioning, Determination of promotional objectives, Integrating marketing communication programme.

Unit 3 Advertising plan, Creative strategy, Advertising appeal, Creative formats, Stages of creative strategy – Idea generation, Copy writing, Layout, Copy testing and diagnosis; Media planning – traditional and contemporary media; Media strategy, Media scheduling, Media planning models; Advertising agency – functions and types.

Unit 4 Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, Marketing communication budgeting, Measuring promotional performance, Global marketing communication, Legal and ethical issues in integrated marketing communication.

Suggested Readings:

- Belch, George and Belch, Michael, *Advertising and Promotion*, Tata McGraw Hill, New Delhi.
- Clow, Kenneth and Back, Donald, *Integrated Advertising, Promotion and Marketing Communication*, Pearson Education, New Delhi.
- Duncan, Tom, *Principles of Advertising and Integrated Marketing Communication*, Tata McGraw Hill, New Delhi.
- Shah, Kruti and Alan D'Souza, *Advertising and Promotion: An IMC Perspective*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



MARKETING RESEARCH
(MBA-MM-592)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Contents:

Unit 1 Marketing Research (MR): Introduction, Importance, Nature and Scope, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Unit 2 Problem Identification and Research Design: Development of Research Proposal, Types of Research Designs; Sources of Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods - Questionnaire, Online Surveys and Observation.

Unit 3 Aptitude Measurement and Scaling Techniques: Elementary Introduction to Measurement Scales; Sampling Plan: Universe, Sample frame and Sampling Unit, Sampling techniques, Sample Size Determination; Organization of field work and survey, Errors: Sampling and Non-sampling errors.

Unit 4 Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

- Arora, R., *Marketing Research*, PHI, New Delhi.
- Beri, G. C., *Marketing Research*, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M, *The Essence of Marketing Research*, Prentice Hall of India, New Delhi.
- Churchill, Gilbert A., *Basic Marketing Research*, South-Western College Publication.
- Luck, D. J., *Marketing Research*, Prentice Hall of India, New Delhi.
- Tull, Donald and Hawkin Del, *Marketing Research: Measurement and Methods*, Prentice Hall of India, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ADVERTISING MANAGEMENT
(MBA-MM-593)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with the role of advertising in the overall marketing effort. It also aims at helping the students to learn the concepts and skills involved in developing and testing effective advertising programmes.

Course Contents:

Unit 1 Advertising - Concept, Objectives, Functions and Classification of Advertising, Advertising in Comparison to other tools of Marketing Communication, Advertising as a Career, AIDA Concept, Consumer Behaviour and Advertising; Social, Economic, Ethical and Legal Aspects of Advertising.

Unit 2 Advertising Organization: Advertising Agency - Types and Function of Advertising Agency; Functions of Advertising Department and Advertising Manager; Creative Strategy: Creative Process, Copy Strategy: Print Advertising- Elements and Layout.

Unit 3 TVC (Television Commercial) Planning and Production; Source Factors; Message Factors; Advertising Appeals and Execution Styles; Media planning and Strategy: Media Alternatives, Media Planning and Buying, Developing Media Strategies, Advertising Budget - Approaches and Procedure, DAGMAR Approach.

Unit 4 Advertising Effectiveness: Rationale of Testing; Types of Advertising Evaluation: Pretesting and Post Testing, Benefits and Limitations of Advertising Evaluation; Retail Advertising; International Advertising; Trends in Advertising.

Suggested Readings:

- Belch and Belch *Advertising and Promotion*, Belch and Belch, Tata McGraw-Hill, New Delhi.
- Chunawalla, S.A. Sethia, K.C., *Foundations of Advertising Theory and Practice*, HPH, New Delhi.
- Tom Duncan, *Advertising and IMC*, Tata McGraw-Hill Publishing Company, New Delhi.
- Wells and Burnett, *Advertising Principles and Practices*, Pearson Education India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



RURAL AND AGRICULTURE MARKETING
(MBA-MM-594)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to explore the students to gain insight about the rural market environment and emerging challenges in the globalization of the economies.

Course Contents:

Unit 1 Nature, characteristics and potential of rural markets in India, Socio-cultural, economic and other environmental factors affecting rural marketing; Attitude and behavior of the rural consumers and farmers.

Unit 2 Marketing of consumer durables and non-durable goods and services in the rural markets in India with special reference to product planning; Media Planning; Planning of distribution channels and organizing personal selling.

Unit 3 Marketing of agricultural inputs with special reference to fertilizers, Seeds, Farm input and Pesticides; Organization and functions of agricultural marketing in India; Agricultural products, Marketing structure and performance; Processing facilities for agricultural products.

Unit 4 Warehousing; Determination of agricultural product prices and marketing margins, Role of Central and State Government Institutions and Organizations in agricultural marketing; Unique features of commodity markets in India; Problems of agricultural marketing; Co-operative marketing in India.

Suggested Readings:

- Desai, Vasat, *Rural Development*, Himalaya Publication, Bombay.
- Gopaldaswamy T. P., *Rural Marketing*, Vikas Publications, New Delhi.
- Mishra, S. N., *Politics and Society in Rural India*, Inter India, Delhi.
- Porter, Michael, E., *Competitive Strategy*, Free Press, New York.
- Rudra, Ashok, *Indian Agricultural Economics. Myths and Realities*, Allied, New Delhi.
- Stalk, George, *Competing Against Time*, Free Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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SERVICE MARKETING
(MBA-MM-595)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Contents:

Unit 1 Introduction to Service Marketing: Role of service marketing; Consumer behaviour in service encounters; Customer interaction, Purchase process, Needs and expectations of customers; Positioning services in competitive markets; Search for competitive advantages; Market segmentation, positioning vis-à-vis competitors.

Unit 2 Creating the Service Product: Identifying and classifying supplementary services, Planning and branding service-products, New service development; Designing communication mix; Branding and communication; Effective pricing objectives and foundations for setting prices.

Unit 3 Distributing services; Options for service delivery, Place and time decisions, Delivery in cyberspace, Role of intermediaries, managing relationship and building loyalty; Customer-firm relationship; Analyzing and managing customer base; Customer feedback and service recovery.

Unit 4 Customer complaining behaviour, Principles and responses to effective service recovery, Service quality and the gap model, Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

Suggested Readings:

- Hoffman and Bateson, *Essentials of services marketing*, South-Western Cengage Learning, New Delhi.
- Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, *Services Marketing People, Technology, Strategy*, Pearson Education, New Delhi.
- Rampal, M. K. and Gupta, S. L., *Services Marketing*, Galgotia Publications, New Delhi.
- Rao, K., Rama Mohana, *Services Marketing*, Person Education, New Delhi.
- Zeithaml, Valerie A. and Bitner, Mary Jo, *Services Marketing - Integrating Customer Focus across the Firm*, Tata McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BRAND MANAGEMENT
(MBA-MM-596)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Contents:

Unit 1 Branding: Concept, challenges and opportunities, Brand equity, Strategic brand management.

Unit 2 Brand positioning, Brand values, Brand personality, Brand image, Brand identity, Brand revitalization, Brand portfolio, Brand product matrix.

Unit 3 Brand hierarchy, Brand extension and Co-branding, Managing brands over geographical boundaries and market segments, and managing brands over time.

Unit 4 Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, Measuring outcomes of brand equity, Capturing market performance.

Suggested Readings:

- Cowley, Den, *Understanding Brand*, Kogan Page, New Delhi.
- Kapferer, Jean Noel, *Strategic Brand Management*, Kogan Page, New Delhi.
- Kapoor, Jagdeep, *24 Brand Mantras*, Sage Publications, New Delhi.
- Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
- Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantage*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: FINANCIAL MANAGEMENT
STRATEGIC FINANCIAL MANAGEMENT
(MBA-FM-591)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring, etc.

Course Contents:

Unit 1 Corporate Restructuring: Meaning and objectives, Mergers - Reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios, Evaluation of merger proposal; Legal accounting and tax issues in merger and acquisitions.

Unit 2 Corporate and Distress Restructuring; Corporate Control: Mechanism, share repurchase and exchange, Non-voting shares, Disinvestment of Public Sector Undertakings.

Unit 3 Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing from lessor and lessee point of view; Lease vs. owned decision; Venture Capital: Concept and developments in India; Process and methods of financing.

Unit 4 Fiscal Incentives; Corporate Strategy: Financial Policy and shareholder value creation; Linkage between Corporate Strategy and Financial Strategy; Shareholder value-creation, Measurement and management.

Suggested Readings:

- Allen, D., *An Introduction to Strategic Financial Management*, Kogan page, London.
- Hampton, John, *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
- Jakhotiya, G. P., *Strategic Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M. Y. and Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
- Van Horne and James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FUNDS MANAGEMENT
(MBA-FM-592)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course objectives: The objective of this course is to make students to learn the various aspects of funds management.

Course Contents:

Unit 1 Funds Management: types of funds and their characteristics; Conventional funds, Pension funds, Mutual funds and Unit trusts, Collective investment schemes (OEICs), Tracker/index funds, Hedge funds, Money market funds.

Unit 2 Examining Investment products and their applications; Equities domestic and overseas, Bonds, Commodities, Derivatives futures; Fund Management Process; Role and responsibilities of funds managers; Fixed income and Equity funds management; Asset allocation within the investment decision making process.

Unit 3 Planning for Optimal Portfolio Returns- Setting investment objectives, Constraints of the fund manager, Strategic asset allocation to enhance portfolio performance; Strategies to maximize fund performance: mandate definition, how and why benchmarks; Effective management for ultimate results: tactical asset allocation, Securities selection.

Unit 4 Controlling the Process: Performance measurement, Attribution analysis; Investment strategies of funds managers: Asset class and geographic diversification, Active strategies, Passive strategies, Top down approach, Bottom up approach, Sector rotation style, Growth investing, Value investing, Momentum style, Small capitalization style, Comparing fund management styles, Determining clients' aims and objectives, Asset/liability management, Strategic and tactical asset allocation, Decision making levels.

Suggested Readings:

- Bernstein, L. Peter and Damodaran Aswath, *Investment Management*, Wiley, New Delhi.
- Bodie, Kane and Marcus, *Investments*, Tata McGraw Hills, New Delhi.
- Broby Daniel, *A guide to Fund Management*, Risk Books, London.
- David Blake, *Financial Market Analysis*, Wiley, New Delhi.
- Frank J. Fabozzi, *Bond Markets Analysis and Strategies*, Pearson, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



CORPORATE TAXATION
(MBA-FM-593)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

Unit 1 Basic Concepts of Income Tax, Residential Status of an Assessee; Computation of Income from Salary and Income from House Property.

Unit 2 Computation of Income from Business, Profession and Capital Gain; Set Off and Carry Forward of Losses; Deductions and Exemptions.

Unit 3 Tax Planning-I: Meaning and Scope of Tax Planning; Tax Evasion, Tax Avoidance and Tax Planning, Tax Planning regarding Location of Undertaking and Dividend Policy, Inter Corporate Dividends and Transfers.

Unit 4 Tax Planning-II: Tax Considerations in respect of Specific Managerial Decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Replacements and Capital Budgeting Decisions, Managerial Remuneration.

Suggested Readings:

- Ahuja, G K and Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House Allahabad.
- Iyengar, A C., Sampat, *Law of Income Tax*, Bharat House, Allahabad.
- Ranina, H. P., *Corporate Taxation: A Handbook*, Oriental Law House, New Delhi.
- Singhania, V. K., *Direct Taxes: Planning and Management*, Taxmann, New Delhi.
- Srinivas, E. A., *Handbook of Corporate Tax Planning*, Tata McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**SECURITY ANALYSIS
(MBA-FM-594)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

Course Contents:

Unit 1 Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Opportunities: Fixed and Variable income securities, Non-negotiable Securities, Government Securities, Non-security forms of investment, Tax Sheltered Savings Schemes, Real Assets and Mutual Funds.

Unit 2 Primary Market: Parties involved in New Issue, Place and Pricing of New Issue, Investors Protections in Primary Market; Secondary Market: History and Functions of Stock Exchanges in India, Regulators, Brokers and Investors in Stock Exchange, Trading, Settlement, Margin, Listing and Delisting of Securities, Over the Counter Exchange of India, Depository.

Unit 3 Risk and Return: Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures; Valuation of Securities: Debt and Equity Instruments and their valuation.

Unit 4 Fundamental and Technical Analysis; Market Efficiency: Random Walk Theory; Weak, Semi-strong and Strong form of market efficiency; Market inefficiencies.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- Bhat, Sudhindra, *Security Analysis and Portfolio Management*, Excel Books, New Delhi.
- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., *Security Analysis and Portfolio Management*, PHI, New Delhi.
- Ranganatham, M. and Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERNATIONAL FINANCIAL MANAGEMENT
(MBA-FM-595)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Contents:

Unit 1 Introduction: Finance Function in a Multinational Firm; Institutional Structure of International Financial Markets; Foreign Exchange Market: Cost and Availability of International Financial Flows.

Unit 2 International Financial Instruments; International Financing: International Aspects of Raising Capital; Capital Budgeting for Foreign Direct Investment; International CAPM.

Unit 3 Determining Financial Structure of Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Costs and Risks of Financing; Assessing and Managing Political/Country Risk.

Unit 4 International Working Capital Management: International Cash Management, Investment Criteria and Borrowing Decisions, Centralized vs. Decentralized Cash Management; International Receivables Management; Securitization of Receivables; International Investment: Factors and Benefits; Direct and Portfolio Management.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hills, New Delhi.
- Buckley, A., *Multinational Finance*, PHI, New Delhi.
- Maurice, D. Levi, *International Finance*, Routledge, New Delhi.
- Shapiro, A. C. and Moles P., *International Financial Management*, Wiley Publication, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: HUMAN RESOURCE MANAGEMENT
MANAGING INTERPERSONAL AND GROUP PROCESSES
(MBA-HR-591)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills.

Course Contents:

Unit 1 Group Dynamics: Types and structure of groups, Stages of group development and change; Group cohesiveness: Factors contributing to group cohesiveness, Influence processes- power and politics in groups.

Unit 2 Interpersonal Communication: Meaning, Nature, Process; Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- transactional analysis; Interpersonal trust; Competition and cooperation.

Unit 3 Group Decision Making: Meaning and Process; The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

Unit 4 Inter-group Relation and Conflict: Nature and types of conflicts, Causes and consequences of conflicts and remedial measures of group conflicts; Conflict and organizational performance; Role of negotiation in group conflicts; Distributive and integrative negotiation, Third party negotiation.

Suggested Readings:

- Ivanclvich, Konopaske, Matteson, *Organizational Behaviour and Management*, Tata McGraw Hill, New Delhi.
- Jerald G. B., Bason Robert, *Behaviour in Organization*, Prentice Hall of India, New Delhi.
- Luthans, Fred, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
- Robbins, S. P., *Organizational Behaviour*, Pearson Education, New Delhi.
- Worley and Cummings, *Organizational Development and Change*, Thomson, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**MANAGEMENT OF INDUSTRIAL RELATIONS
(MBA-HR-592)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to sensitize and expose the students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employees' relations with the management.

Course Contents:

Unit 1 Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations; Impact of technological change on industrial relations; Ethical codes and industrial relations; Recent trends in industrial relations.

Unit 2 ILO: Objectives and Impact of ILO on the Indian labour; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Movement in India, Trade Union Act; Trade unions and Industrial relations.

Unit 3 Industrial Disputes: Concept, Classification, Causes, Impact of industrial disputes; Resolution of Industrial Disputes; Discipline and Grievance Management, Collective Bargaining, Conciliation, Arbitration and Adjudication; Management of Strikes and Lockouts.

Unit 4 Participative Management: Concept, Forms, Objectives, Levels; Employee Empowerment: Concept and Role, Quality management, Quality of work life.

Suggested Readings:

- Mamoria I.B., Mamoria, S. and Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
- Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi.
- Sen, Ratna, *Industrial Relations in India – Shifting Paradigms*, Macmillan, New Delhi.
- Singh, B. D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi.
- Sinha, Sinha, Shekhar, *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

TALENT MANAGEMENT
(MBA-HR-593)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course presents a comprehensive overview of how to effectively develop a talent management strategy.

Course Contents:

Unit 5 Talent: - Engine of new economy, Difference between talent and knowledge, Leveraging talent, Talent value chain, Elements of talent friendly organizations.

Unit 6 Talent Management System: Elements and Benefits of Talent Management System; Creating TMS, Challenges of TMS; Building blocks of talent management: Competencies, Performance management, Evaluating employee potential.

Unit 7 Talent Planning: Succession management process; Cross functional capabilities and fusion of talents; Talent development budget, Value driven cost structure; Contingency plan for talent.

Unit 8 Building a Reservoir of talent, Leadership coaching; Return on talent and its measurements measurement; Optimizing investment in talent; Integrating compensation with talent management; Developing talent management information system.

Suggested Reading:

- Berger, Lance A and Dorothy Berger (Eds.), *The Talent Management Handbook*, Tata McGraw Hill, New Delhi.
- Chowdhary, Subir, *The Talent Era*, Financial Times/Prentice Hall International, New Jersey.
- Chowdhary, Subir, *Organization 2IC*, Pearson Education, New Delhi.
- Sanghi Seema, *The Handbook of Competency Mapping*, Response Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



PERFORMANCE MANAGEMENT
(MBA-HR-594)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course is designed to develop the skills essential for designing and instituting effective performance management system.

Course Contents:

Unit 1 Performance Management: Concept, Characteristics, Role, Significance and Process; Performance Appraisal vis-à-vis Performance Management; Performance Management and Strategic Planning Linkages.

Unit 2 Establishing and Operationalizing Performance Management System; Measuring Performance through Results and Behaviour, Conducting Performance Review Discussions.

Unit 3 Performance Management Strategies and Interventions: Reward Based, Career Based, Team Based, Culture Based, Measurement Based, Competency Based and Leadership Based.

Unit 4 Feedback, 360° Feedback, Counseling and Coaching, Strategy Maps and Balanced Scorecard; Performance Management and Pay, Performance Management and Training.

Suggested Readings:

- Aguinis, Herman, *Performance Management*, Pearson Education, New Delhi.
- Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
- Rao, T. V., *Performance Management and Appraisal Systems*, Response Book, New Delhi.
- Cardy, Robert L. and Brian L., *Performance Management: Concepts, Skills and Exercise*, M. E. Sharpe Publishers, London.
- Kohli, A. S. and Tapomoy Deb, *Performance Management*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**HUMAN RESOURCE PLANNING AND DEVELOPMENT
(MBA-HR-595)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Contents:

Unit 1 Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro and Organizational Level; Models and Techniques of Manpower Demand and Supply Forecasting.

Unit 2 Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies; Career Management: Career Planning, Performance Planning and Potential Appraisal.

Unit 3 Career Development and Succession Planning; Human Resource Development: Concept, Goals, Challenges and Strategies, Approaches for coping Organizational Change.

Unit 4 Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of Work Life, Human Resource Information System, Human Resource Valuation, Human Resource Audit, Multi-skilling.

Suggested Readings:

- Aswathapa, K., *Human Resource Management-Text and Cases*, Tata McGraw Hill, New Delhi.
- Bhattacharya, Kumar, Dipak, *Human Resource Planning*, Excel Books, New Delhi.
- Gupta C. B., *Human Resource Planning and Development*, Sultan Chand and Sons, New Delhi.
- Patanayak, Biswajeet, *Human Resource Management*, PHI, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



COMPENSATION MANAGEMENT
(MBA-HR-596)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course is designed to impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Contents:

- Unit 1** Compensation: Concept, Importance, Components, Economic and Behavioral Theories, Determinants and Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.
- Unit 2** Compensation Practices of MNCs; Managing Employee Compensation: Determination of Inter and Intra Industry Compensation Differentials; Determining the Worth of Jobs; Internal and External Equity in Compensation Package.
- Unit 3** Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, ESOP; Compensation of Special Groups: CEOs, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers.
- Unit 4** Statutory Provisions governing different Components of Reward System; Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

Suggested Readings:

- Bhatia, S. K., *New Management in Changing Environment*, Deep and Deep Publications, New Delhi.
- Goel, Dewakar, *Performance Appraisal and Compensation Management*, Prentice Hall of India, New Delhi.
- Henderson, R. O., *Compensation Management*, Pearson Education, New Delhi.
- Martocchio, J. J., *Strategic Compensation*, Pearson Education, New Delhi.
- Milkovich, George, T. and Newman, J.M., *Compensation*, Tata McGraw Hill, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

SPECIALISATION: BANK MANAGEMENT
FUNDAMENTALS OF BANKING
(MBA-BM-591)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Contents:

- Unit 1** Commercial Banking: General Structure, Functions, Recent trends in Central Banking; System of Banking–Group Banking and Chain Banking, Unit Banking and Branch Banking, Investment Banking and Mixed Banking, Universal Banking, Merchant Banking, Virtual Banking, Green Banking.
- Unit 2** RBI: Objectives, Organization and Functions; Mechanism of Credit Creation and Control, Monetary Policy, Instruments of Monetary Policy, Financial Stability.
- Unit 3** Diversification of Banking Activities, Nationalization and Social Control over Banks; Need of Banking Sector Reforms: Narasimham Committee – I & II, Restructuring of weak PSBs, Setting up of Credit Information Bureau of India, Banking Supervision and Monitoring of Clearing System (Brief outlines only).
- Unit 4** Changing Profile of Indian Banking; Revamping of Organisational Structure, Developing Excellence in Management, Improving Corporate Governance Standards, Updating the Level of Employee Competencies, Issues of Human Resource Management Strategies, Improving Customer Service, Adopting Appropriate Technology, Proper Profit Planning.

Suggested Readings:

- Dhal, P.C., *Bank Management–Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., & Natrajan, K., *Banking–Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., & Jain Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. & Lekshmy Shekhar, *Banking-Theory and Practice*, Vikas Publications, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



APPLIED BANKING
(MBA-BM-592)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Contents:

Unit 1 Bankers and Customer Relationship- General and special features of relationship, Termination of Banker-Customer Relationship; Opening and Closing of accounts of customers; Types of Bank Account; Operation of Bank Accounts: Rights and Obligations of the Bankers: Paying Banker and Collecting Banker; Duties and Responsibilities of Banker to the Customer.

Unit 2 Negotiable Instruments- Introduction, Characteristics, Presumptions, Negotiation and Endorsement; Modes of Negotiation; Cheque-Requisition, Endorsement, Marking of Cheques, Holder and Holder in due course, Conditions for honoring a cheque.

Unit 3 Presentment and Dishonour: Presentment for Acceptance, Essentials of a Valid Acceptance, Rules regarding Presentment for Payment, Types of Acceptance, Dishonour of Negotiable Instruments, Notice of Dishonour, Compensation for Dishonour; Discharge of Parties, Statutory Protection to Collecting Bankers.

Unit 4 Collection and Payment of Cheques and Bills: Crossing and types of Crossing; Protection given to a Paying Banker, Position of Paying Banker; Material Alteration: Introduction, Effects of Material Alteration, Alteration Authorities by the Act, Payment in Due Course, and Money paid by Mistake, Payment of Domiciled Bills.

Suggested Readings:

- Dhal, P. C., *Bank Management: Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E. and Natrajan K., *Banking: Theory, Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Shekhar, K. C., Lekshmy Shekhar, *Banking: Theory and Practice*, Vikas Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MERCHANT BANKING AND FINANCIAL SERVICES
(MBA-BM-593)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objectives: The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Course Contents:

Unit 1 Merchant Banking: Definition, Origin and Functions; Merchant Banking Regulatory Framework: SEBI Regulations, Registration of Merchant Banker, Code of Conduct, General Obligations; Services by Merchant Bankers in India.

Unit 2 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 3 Book Building: Concept, Mechanism and Significance; Bought Out Deals: Meaning, Nature, Mechanisms, Advantages and Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Funds, Reasons for slow growth of Mutual Funds in India.

Suggested Readings:

- Bansal, Lalit, K., *Merchant Banking and Financial Services*, Unistar Publications, Chandigarh.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, S., *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.
- Vij, Madhu and Dhawan, Swati, *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

BANKING TECHNOLOGY MANAGEMENT
(MBA-BM-594)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students aware of technological aspects of banking.

Course Contents:

Unit 1 Technological Impact in Banking Operations, Total Branch Automation, Centralized Banking: Concept, Opportunities, Challenges and Implementation; Recent Core Banking Softwares.

Unit 2 Core Banking Solutions: Technology behind CBS, Servers at the Data Center; ATM, Internet Banking and Mobile Banking Functionality, Payment Gateways, Card Technologies.

Unit 3 Interbank Payment System Functionality: MICR, NEFT and RTGS, Interface with Payment System Network, Structured Financial Messaging System, Negotiated Dealing System, Securities Settlement System.

Unit 4 Inter Branch Reconciliation; Knowledge Management (MIS/DSS/EIS); Overview of IT Governance Frameworks: COSO, ITIL, COBIT, ISO 17799, CMMI; Evaluation of Security and Control in CBS.

Suggested Readings:

- Sohani, A. K., *Technology in Banking Sector*, SBS Publishers, New Delhi.
- Keyes Jessica, *Financial Services Information Systems*, Auerbach Publications, Florida.
- Kaptan, S. S. & Choubey, N. S., *Indian Banking in Electronic Era*, Sarup & Sons, New Delhi.
- Uppal, R. K., *Banking with Technology*, New Century Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERNATIONAL BANKING AND FOREX MANAGEMENT
(MBA-BM-595)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To familiarize the students with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Course Contents:

Unit 1 International Banking: Global Trends and Developments in International Banking, International Financial Centers, Offshore Banking Units, International Financial Institutions: IMF, IBRD, BIS, IFC, ADB, Legal and Regulatory aspects of International Banking.

Unit 2 International Finance: Fundamental Principles of lending to MNCs; International Credit Agencies and Global Capital Markets; Methods of raising Equity and Debt through ECBS, ADRs/GDRs, ECCBS in International Markets.

Unit 3 Framework of Foreign Exchange: Sources and uses of Foreign Exchange, Balance of Payments; Foreign Exchange Market Mechanism, Types of Exchange Rates, Exchange Rate Determination, Convertibility of Indian Rupee; Role of Banks in Forex Markets, Maintenance of Foreign Currency Accounts.

Unit 4 Forex Business: Foreign Exchange Management Act (FEMA); Role of RBI and FEDAI in regulating Foreign Exchange Business of Banks/Authorized Dealers-NRI Customers and various Banking and Investment Products available under FEMA.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hill, New Delhi.
- Bose, R. N., *Fundamentals of International Banking*, Macmillan India, New Delhi.
- Chaudhuri, B. K. and Agarwal, O. P., *Foreign Trade and Foreign Exchange*, Himalaya Publishing House, Mumbai.
- Indian Institute of Banking and Finance, *International Banking*, Macmillan, Mumbai.
- Jeevanandam C., *Foreign Exchange: Practice, Concepts & Control*, Sultan Chand & Sons, New Delhi.
- Rajwade, A. V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



CORPORATE GOVERNANCE
(MBA-5101)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of course is to offer students an understanding of the mechanism as well as overview of corporate governance.

Course Contents:

Unit 1 Nature and Evolution of Corporate Governance, Corporate Objectives and goals, Ownership pattern, Issues in managing public limited firms, Agency problems, Corporate Governance and Ethics.

Unit 2 Global and National Perspectives, Global Corporate Governance Models: Anglo American and Relationship Model (Germany, Japan and France), Claims of Various Stakeholders.

Unit 3 Internal Corporate Governance Mechanism: Board of Directors, Functional Committees of Board; External Corporate Governance Mechanism: Regulators, Gate keepers; Corporate Governance Ratings.

Unit 4 Developments of Corporate Governance: Cadbury Report, Hampel Report and OECD Committee Recommendations, CII, Kumaramangalam, Narayanamoorthy, Naresh Chandra, J.J. Irani Committee reports.

Suggested Readings:

- Monks, R. Minow, N. Blackwell, *Corporate Governance*, John Wiley, New Delhi.
- Fernando, A. C., *Corporate Governance* Pearson Education, New Delhi.
- Kesho, P., *Corporate Governance*, PHI Learning, New Delhi
- Balachandran and Chandrasekaran, *Corporate Governance and Social Responsibility*, PHI Learning, New Delhi.
- Rani Geeta, Mishra R. K., *Corporate Governance, Theory and Practical*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RESEARCH PROJECT
[MBA-5102 (i)]
COUNSELING SKILLS FOR MANAGERS
[MBA-5102 (ii)]

Course Credits: 2

Total Marks: 50

External: 30

Internal: 20

Time Allowed: 2 Hours

Course Objective: The objective of this course is to develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents:

Unit 1 Emergence and Growth of Counseling Services, Need of Counseling , Counseling Process and Application of Counseling to organizational and personal situations

Unit 2 Counselor–Client Relationship, Understanding Clients Behaviour and Assessing Clients Problems; Role of Counseling in Understanding of low performance.

Unit 3 Communications and Persuasion, Communication Strategies, Group and their role in Understanding Clients problems.

Unit 4 Counselor’s Attitudes and Skills of Counseling; Counseling Strategies or Therapies: Insight Oriented Therapies, Behaviour Therapies and Group Therapies.

Suggested Readings:

- Bandara, A., *Principles of Behaviour Modification*, Holt Rinehart and Winston, New York.
- Carrol Michael, *Workplace Counselling*, Sage Publications, New Delhi.
- Corner L. S. and Guide Hackney H., *The professional Counselor’s Process to Helping*, Englewood Cliffs, New Jersey.
- MacLennan, Negel, *Counselling for Managers*, Gower Publications, London.
- Moursernd J., *The Process of Counseling and Therapy*, Englewood Cliffs, New Jersey.
- Munro, E. A., Manthei R. J., Small J. J., *Counselling: A Skills Approach*, Methuen, London.
- Reddy, Michael, *Counselling at Work*, British Psychological Society and Methuen, London and New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (10 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 30 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

COMPREHENSIVE VIVA-VOCE
(MBA-5103)



STRATEGIC MARKETING MANAGEMENT
(MBA-MM-5101)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to make the students aware of the major aspects of the planning and controlling of marketing operations, to execute marketing planning and control within a strategic context.

Course Contents:

Unit 1 Strategic Marketing Management Process- Nature, Scope and Significance; Business Strategy- Concept, Use and Recent Trends, corporate strategic decisions and their marketing implications.

Unit 2 BCG matrix, GE Business Portfolio mix, Strategic Marketing Planning Process; Environment Analysis: Understanding Market Opportunities, Sources of Sustainable Competitive Advantage.

Unit 3 Competitive Analysis and Competitive Position; Consumer Behavior Analysis; Competing Through Superior Service and Customer Relationships; Marketing Strategy for New Market Entry, Marketing Strategy for Growth Market, Marketing Strategies for Mature and Declining Market, Marketing Strategy in Global Context.

Unit 4 Marketing Mix Strategies: Product and New Product Strategies, Distribution Strategies and Channel Management; Marketing Communication Strategies; Pricing Policies and Strategies; Strategic Evaluation and Control – Strategic Choice, Criteria of Choice, Implementation and Control of Marketing Strategy.

Suggested Readings:

- Kazmi Azhar, *Business Policy and Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
- Kotler Philip, *Marketing Management – Planning, Analysis, Implementation and Control*, PHI, New Delhi.
- Musadiq A. Sahaf, *Strategic Marketing*, PHI, New Delhi.
- Richard M. S. Wilson and Collin Gilligan, *Strategic Marketing Management*, Viva Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

INTERNATIONAL MARKETING
(MBA-MM-5102)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to understand the growing importance of international marketing.

Course Contents:

Unit 1 International Marketing: Nature, Scope, Risks and Benefits; International Marketing environment; Assessing global marketing opportunities; Barriers facing international marketers. WTO provisions relevant to international marketing.

Unit 2 Understanding foreign consumers; Research and information system for international marketing; Foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

Unit 3 Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenges of international selling; Pricing decisions in international marketing.

Unit 4 Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

Suggested Readings:

- Cateora, R. P. and L. J. Grahans, *International Marketing*, Tata McGraw Hill. New Delhi.
- Keegan, W. J., *Global Marketing Management*, Prentice Hall of India, New Delhi.
- Onkvisit, Oak and Shaw, *International Marketing*, Prentice Hall of India, New Delhi.
- Paul, Justin and Kapoor Ramneek, *International Marketing: Text and Cases*, McGraw Hill Education, New Delhi.
- Walter, I. and Murray T., *Handbook of International Business*, John Wiley, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

DISTRIBUTION AND LOGISTICS MANAGEMENT
(MBA-MM-5103)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to enable students to understand the importance and dynamics of a firm's physical distribution functions and logistics.

Course Contents:

Unit 1 Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Behavior and Organisation; Distribution Intensity.

Unit 2 Introduction to Distribution Logistics: Nature, Importance and Scope; Integrated logistics; Total cost concept; Concept of customer service; Transportation and Physical Distribution: Selection of transportation modes.

Unit 3 Multi-model transportation; Routing and scheduling in transportation; Design options for a transportation network; Major decision areas of inventory management: Economic Order Quantity; Techniques of Inventory Control.

Unit 4 Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling, Performance Measurement and Control.

Suggested Readings:

- Bowersox and Others, *Physical Distribution Management*, Tata McGraw Hill, New Delhi.
- Gupta, S. L., *Sales and Distribution Management*, Excel Books, New Delhi.
- Khanna, K. K., *Physical Distribution Management*, Himalaya Publishing House, New Delhi.
- Lambert, D. et. al., *Strategic Logistics Management*, Tata McGraw Hill, New Delhi.
- Martin, Christopher and Gordon Wills, *Marketing Logistics and Distribution Management*, Allen and Unwin, Michigan.
- Stern, Louis W. Adel, I. E. L. Ansary, Anne T. Coughlan, *Marketing Channels*, Prentice Hall, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

INDUSTRIAL MARKETING
(MBA-MM-5104)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to lay a foundation for understanding of complex dimensions of Industrial Marketing.

Course Contents:

Unit 5 Nature and Scope, Industrial vs. Consumer Marketing, Understanding Industrial Markets: Organizational Customers, Classifying Industrial Products, Nature of Demand in Industrial Markets.

Unit 6 Industrial Buyer Behaviour, Industrial Purchasing System, Industrial Marketing Research, Industrial Marketing Strategy, Strategic Planning, Assessing Marketing Opportunities.

Unit 7 Segmentation of Industrial Markets, Product Positioning, Product Decisions and Strategies, Industrial Services; Industrial Marketing Communication, Sales Force Management, Advertising and Sales Promotion.

Unit 8 Industrial Pricing, Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy, Logistics Management.

Suggested Readings:

- Havaladar, Krishna K., *Business Marketing*, Tata McGraw Hill, New Delhi.
- Kotler, Koshy, *Marketing Management: South Asian Perspective*, Pearson, New Delhi.
- Reeder, Robert R, *Industrial Marketing: Analysis, Planning and Central*, Pearson, New Delhi.
- Vitale, *Business to Business Marketing*, Thomson Learning, Mumbai.

Note:

4. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
5. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
6. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



CYBER MARKETING
(MBA-MM-5105)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

Course Contents:

Unit 1 Cyber-space: Concept of Cyber Space and Internet, advantages and Challenges in using Internet, Customer Relationship Management and Knowledge Management.

Unit 2 E-Marketing: Introduction to E-commerce, Advantages and limitations of cyber marketing, Future Trends and Challenges in Cyber Marketing, E-retailing, Interactive KIOSKS in the retail environment and Search engines.

Unit 3 World-Wide-Web: Concept of world-wide-web, Website Management, Web Hosting, Blogs, Viral marketing, Permission marketing, Home page, Hits, Views, Visits, Hyperlinks,

Unit 4 E-Marketing Strategies: Media and marketing strategies for cyber marketing, Advertising on Internet, Public relations and Promotion on Internet, Measuring Effectiveness of Interactive Media vis-à-vis Traditional Media, Future of marketing-gamification and apps.

Suggested Readings:

- Ahuja, Vandana, *Digital Marketing*, Oxford Publishing House, New Delhi.
- Kheglar, Thomas Jr., *Web Advertising and Marketing*, Prentice Hall of India, New Delhi.
- Lewis H. G., Lewis Robert D., *Selling on the Net; The Complete Guide*, NTCI Contemporary Publishing, Chicago.
- Mantravadi, Pramod M., *E-Marketing: The Emerging Trends*, ICFAI, Hyderabad.
- Prasad, R., *Digital Marketing*, ICFAI, Hyderabad.
- Zikmud, William G and D'Avnico, Michael, *Marketing: Creating and Keeping Customers in an E-Commerce World*, Cengage Publishing, Boston.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RETAIL MARKETING
(MBA-MM-5106)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to understand the growing importance of organized retailing in India and changing purchasing and spending habits of consumers.

Course Contents:

Unit 1 Retailing: Introduction to Retailing, Organized vs. Unorganized Retailing, Present Retail Scenario, Mushrooming growth of Retail outlets in India, Key Drivers of Retailing in India – Demographic and Psychographic.

Unit 2 Retailing Formats: Different Retail Formats and their characteristics viz. Location, Space/Layout, Merchandising; Vendor Development, Channel Dynamics, Supply Chain Management, Retail Marketing Mix.

Unit 3 Mall Culture: Management of Shopping Malls, Specialty and Department Stores, Super-Markets and Hyper Markets, Store Designing, Warehouse Management, Visual Merchandising and Displays, Point of Sale (POS), Store Operations, Location Planning, Site Selection, Atmospherics and Retail Space Management.

Unit 4 Retail Branding: Building Store Brands, Positioning for Differentiation, Retail Advertising, Sales Promotion, Future Trends in Retailing, Regulatory Environment: Current Economic and Financial Policies of Govt. of India for Retail Sector, FDI in Retailing.

Suggested Readings:

- Bajaj, Arya, Varma, *Retail Management*, Oxford University Press, New Delhi.
- Berman, Berry and Evans, Joel R., *Retail Management: A Strategic Approach*, Pearson Education, New Delhi.
- Diamond, Jay and Gerald, Pintel, *Retailing*, Prentice Hall, New Delhi.
- Gilber, David, *Retail Marketing Management*, Pearson Education, New Delhi.
- Morgenstein, Melvin and Harriat, *Strang in Modern Retailing*, Prentice Hall, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

SPECIALISATION: FINANCIAL MANAGEMENT
FINANCIAL ENGINEERING
(MBA-FM-5101)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring.

Course Contents:

Unit 1 Financial Engineering: Introduction, factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering; Determinations of value of financial instruments and products; Legal aspects of innovative financial products.

Unit 2 Time value of money, Required rate of return, Absolute valuation versus relative valuation. Measuring Return and Risk. Portfolio Consideration and investment horizons, Speculation arbitrage and market efficiency.

Unit 3 Physical tools of the financial manager, product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments, Financial Engineering processes and strategies, Asset liability management, Hedging and related risk management techniques.

Unit 4 Corporate Restructuring, leveraged buyouts, tax driven deals, takeovers, Future directions in financial engineering, Effect of globalization and technology on financial engineering.

Suggested Readings:

- Apte P. G., *International Financial Management*, TMH, New Delhi.
- Kosowski. Robert and Neftci, N. Salih, *Principles of Financial Engineering*, Academic Press, Salt Lake City, USA.
- Marshall Johon F and Bansal Vipul K., *Financial Engineering*, PHI, New Delhi.
- Shapiro Allan C., *Multinational Financial Management*, Wiley, New Delhi.
- Watsham Terry J., *Futures and Options in Risk Management*, Thomson Business Press, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



PORTFOLIO MANAGEMENT
(MBA-FM-5102)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Unit 1 Introduction: Meaning and need of Portfolio Management, Portfolio Investment Process; Risk and Return. Portfolio Construction: Approaches in Portfolio Construction, Markowitz Model; Sharpe Index Model.

Unit 2 Capital Market Theory: Capital Asset Pricing Theory, Arbitrage Pricing Theory, and Fama and French Model; Investment Styles: Contrarian and Momentum Investment Styles.

Unit 3 Portfolio Performance Evaluation: Portfolio Performance and Risk Adjusted Methods - Sharpe Performance Index, Treynor's Performance Index and Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock Selectivity, Diversification and Risk; Benchmark Portfolios for Performance Evaluation.

Unit 4 Portfolio Revision: Need for Portfolio Revision, Portfolio Revision Strategies, Constraints in Portfolio Revision; Formula Plans; Revision and Cost.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- Bhat, Sudhindra, *Security Analysis and Portfolio Management*, Excel Books, New Delhi.
- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
- Jr., James L. Farrell, *Portfolio Management: Theory and Applications*, McGraw Hill, New York.
- Ranganatham, M. and Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

FINANCIAL DERIVATIVES
(MBA-FM-5103)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objectives: The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Unit 1 Financial Derivatives: Introduction, Types of Derivatives, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivatives Exposure.

Unit 2 Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards.

Unit 3 Futures: Meaning, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures and Currency Futures.

Unit 4 Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options; Swaps: Meaning, Types and Valuation of Swaps.

Suggested Readings:

- Bansal Manish and Bansal Navneet, *Derivatives and Financial Innovations*, Tata McGraw Hill, New Delhi.
- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Hull, John C., *Options, Futures and Other Derivatives*, Pearson Education, New Delhi.
- Kumar, S. S. S., *Financial Derivatives*, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, Sathya Swaroop, *Financial Derivatives*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



PROJECT MANAGEMENT
(MBA-FM-5104)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with concepts of project management in managerial perspective.

Course Contents:

- Unit 1** Generation and Screening of Project Ideas; Capital Expenditure; Importance and Difficulties, Appraisal Criteria; Market Demand and Situation Analysis; Technical Analysis.
- Unit 2** Feasibility Study: Economics, Technical, Financial and Managerial Feasibility of the Project, Preparation of Feasibility Reports, Analysis of Project Risk: Firm Risk and Market Risk; Social Cost and Benefit Analysis; Special Decision Situations.
- Unit 3** Project Financing in India; Problem of Time and Cost overrun in Public Sector Enterprises; Assessment of the Tax Burden; Environmental Appraisal of Projects.
- Unit 4** Project Management: Planning, Organizing, Control, Human Aspects and Prerequisites; Multiple Projects and Constraints, Network Techniques for Project Management, Project Review and Administration.

Suggested Readings:

- Kerzner H., *Project Management*, CBS Publication, New Delhi.
- Nagarajan, K., *Project Management*, New Age International, New Delhi.
- Machi, R., *Introduction to Project Finance*, Vikas Publications, New Delhi.
- Pinto, Jeffery, *Project Management*, Pearson Publication, New Delhi.
- Prassana Chandra, *Projects*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



FOREIGN EXCHANGE MANAGEMENT
(MBA-FM-5105)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.

Course Contents:

Unit 1 Evolution and Concept of Foreign Exchange and Foreign exchange management; Foreign Exchange Market: Nature, participants and structure; Foreign exchange quotations: Direct and indirect; Convertibility of Rupee, Current account convertibility and capital account convertibility.

Unit 2 Exchange Rate: Meaning, Determination theories, factors affecting exchange rate, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS), Currency Forwards.

Unit 3 Currency Futures and Currency Options, Currency Swaps; Currency Forwards vs. Currency Futures Contracts; Foreign Exchange Exposure: Introduction, nature and magnitude.

Unit 4 Types of Exposure: Transaction, translation and economic; their measurement and management; International Monetary Systems: Historical background and structure; Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:

- Shapiro, Alan C., *Multinational Financial Management*, Willey Publication, New Delhi.
- Henning, Pigott and Scott, *International Financial Management*, TMH, New Delhi.
- Keith Pilbeam, *International Finance*, MacMillan India Ltd., New Delhi.
- Apte P. G., *International Financial Management*, TMH, New Delhi.
- Chatterjee, A. K., *Principle of Foreign Exchange*, Himalaya Publishing House, New Delhi.
- Saran V., *International Financial Management*, PHI, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

SPECIALISATION: HUMAN RESOURCE MANAGEMENT
COUNSELING SKILLS FOR MANAGERS
(MBA-HR-5101)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents:

Unit 5 Emergence and Growth of Counseling Services, Counseling Process and Application of Counseling to organizational and personal situations with a focus on performance Counseling.

Unit 6 Counselor–Client Relationship, Understanding Clients Behaviour developing and Terminating a Counseling Relationship and Follow up, Assessing Clients Problems; Counselor’s Attitudes and Skill of Counseling, Counseling Strategies or Therapies: Insight Oriented Therapies, Behaviour Therapies and Group Therapies.

Unit 7 Communications and Persuasion, Communication Strategies and References, Group and their role in Understanding Clients problem.

Unit 8 Motivation and Incentives requirement of Productivity, Role of Counseling in Understanding of low productivity of Indian workers, Need of Counseling Cell in the organization; Special Problems in Counseling.

Suggested Readings:

- Bandara, A., *Principles of Behaviour Modification*, Holt Rinehart and Winston, New York.
- Carrol Michael, *Workplace Counselling*, Sage Publications, New Delhi.
- Cormer L. S. and Guide Hackney H., *The professional Counselor’s Process to Helping*, Englewood Cliffs, New Jersey.
- Macleannan, Negel, *Counselling for Managers*, Gower Publications, London.
- Moursernd J., *The Process of Counseling and Therapy*, Englewood Cliffs, New Jersey.
- Munro, E. A., Manthei R. J., Small J. J., *Counselling: A Skills Approach*, Methuen, London.
- Reddy, Michael, *Counselling at Work*, British Psychological Society and Methuen, London and New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**GLOBAL HUMAN RESOURCE MANAGEMENT
(MBA-HR-5102)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Contents:

Unit 1 Global Human Resource Management: Concept, Nature, Difference between Domestic and GHRM, Challenges of GHRM, Strategic GHRM; Cross Cultural Issues in GHRM.

Unit 2 Hofstede's Study, Cross Cultural Differences and Managerial Implications, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism.

Unit 3 Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments; International Compensation Management, International Performance Management, Repatriation.

Unit 4 International Industrial Relations; Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and their issues, Future of GHRM.

Suggested Readings:

- Aswathappa, K., Dash, Sadhna, *International Human Resource Management*, Tata McGraw Hill, New Delhi.
- Bedi, Kishore, *Global Human Resource Management*, Wisdom Publications, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Dowling, P. J., Welch, D. E., *International Human Resource Management*, Thomson Learning, New Delhi.
- Edwards, T., Rees, C., *International Human Resource Management*, Pearson Education, New Delhi.
- Vance M. C., Paik, Y., *Managing a Global Workforce*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**TRAINING AND DEVELOPMENT
(MBA-HR-5103)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Unit 1 Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment; Competency Mapping; Role, Responsibilities and Challenges of Training Manager; Training Aids.

Unit 2 Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Management Games, Simulations, T-group Method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Unit 3 Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Designing the Training Programme: Training Climate and Pedagogy; Developing Training Modules; Instructional objectives and Lesson planning.

Unit 4 Emerging Trends and Institutions Governing Training Programme: Cross Culture Training, Knowledge Management, Grid Training; E-learning, ILO, Government Agencies, Central Board of Workers Education.

Suggested Readings:

- Agochia, Devendra, *Every Trainer's Handbook*, Sage Publications, New Delhi.
- Blanchard, P. Nick, and James W. Thacker, *Effective Training-Systems, Strategies and Practices*, Pearson Education, New Delhi.
- Goldstein, *Training in Organization*, Thomson learning, Bombay.
- McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi.
- Noe, Raymond, *Employee Training and Development*, McGraw Hill Education, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**STRATEGIC HUMAN RESOURCE MANAGEMENT
(MBA-HR-5104)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to develop in-depth understanding of the strategic role performed by HR in business organization.

Course Contents:

Unit 1 Concept of SHRM and HR Environment: Investment perspective of SHRM, Evolution of SHRM, Barriers to strategic HR, Role of HR in strategic planning; Strategic HR vs Traditional HR.

Unit 2 Strategic fit Frameworks: Linking Business Strategy and HR Strategy; HR bundles approach, Best practice approach; Business strategy and Human resource planning, HRM and Firm performance linkages: Measures of HRM performance, Sustained competitive advantages through inimitable HR practices.

Unit 3 Business Strategy and Human Resource Planning; Sustained, Competitive Advantage through inimitable HR Practices; HR Systems: staffing system, reward and compensation system.

Unit 4 Employee and Career Development Systems, Performance Management System; Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring.

Suggested Readings:

- Agarwal, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Belcourt, Maonica and Kenneth Mc Bay, *Strategic Human Resource Planning*, Thomson Learning, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Mello, Jeffrey A., *Strategic Human Resource Management*, Thomson Learning, New Delhi.
- Dreher, George and Thomas Dougherty, *Human Resource Strategy*, Tata McGraw Hill, New Delhi.
- Greer, Charles, *Strategic Human Resource Management*, Pearson Education, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES
(MBA-HR-5105)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Contents:

Unit 1 Organizational Change: Domain of change, concept, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages Model of change

Unit 2 Change Management: Understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organization. Organizational Diagnosis- Meaning and Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

Unit 3 Organizational Development: An overview, Steps in OD Process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development

Unit 4 Organizational Culture and Change; Corporate Culture, Types of Culture, Importance, Nature, Formal and Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture and Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

- Cameron Esther, *Change Management*, Kogan Page, Canada
- Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Thomson Learning, New Delhi.
- French, W. L. and. Bell, C.H. *Organisation Development*, Prentice Hall of India, New Delhi.
- Sharma, R. Radha, *Change Management*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



LABOUR LAWS IN INDIA
(MBA-HR-5106)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

Course Contents:

Unit 1 Labour Legislation: Objectives, Forms, Significance, Principles; Indian Constitution and Labour Legislations; International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations.

Unit 2 Regulative Legislations: The Trade Union Act; Industrial Disputes Act; Factories Act.

Unit 3 Wage Legislations: Payment of Wages Act; Minimum Wages Act; Equal Remuneration Act; Payment of Bonus Act.

Unit 4 Social Security Legislations: Workmen's Compensation Act; Employee State Insurance Act; The Employees' Provident Funds and Miscellaneous Provisions Act; The Maternity Benefit Act.

Suggested Readings:

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, New Delhi
- Padhi, P.K., *Labour and Industrial Laws*, Prentice Hall of India, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi.
- Saravanel, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: BANK MANAGEMENT

CREDIT MANAGEMENT

(MBA-BM-5101)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of Credit Management.

Course Contents:

Unit 1 Credit Management: Principles and Objectives; Credit Policy in Banks; Types of Bank Advances and Securities, Precautions in Accepting Securities; Attributes of Good Tangible Security.

Unit 2 Credit Planning, Credit Authorization Scheme; Loan Pricing, Need to Improve Quality of Loan Portfolio, Restricting High Growth of Credit to Sensitive Sectors, RBI's Guidelines on Bank Credit Sanctions, Post-disbursal Follow up and Monitoring Credit and Compliance Parameters.

Unit 3 Non-Performing Assets: Meaning and Classification, Income Recognition, Classification and Provisioning of Assets; Reasons, Impacts and Consequences of NPAs; Trends in NPAs, CAMEL Model of Performance Evaluation.

Unit 4 Measures for Recovery of NPAs: Corporate Debt Restructuring, Loan Compromise and One-time Settlement, Recovery through Specialized Branches, Lok Adalats, DRTs and SARFAESI Act.

Suggested Readings:

- Dhal, P. C., *Bank Management—Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., and Natrajan, K., *Banking—Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. and Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., and Jian Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. and Shekhar Lekshmy, *Banking-Theory and Practice*, Vikas Publications, New Delhi.
- Vijayarangan, G., *Bank Credit Management*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RISK MANAGEMENT
(MBA-BM-5102)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The objective of this course is to impart knowledge to students about the measurement, monitoring and control of risk.

Course Contents:

Unit 1 Risk: Meaning and Types; Risk Management: Meaning, Need, Process, Principles of Risk Management; Solvency Risk: Concept of Capital Adequacy and Risk Based Capital, Risk Based Supervision of Banks: Need, Objectives and Process; Implications of Basel Accord I, II and III for Indian Banks.

Unit 2 Credit Risk: Meaning, Need, Components; Credit Risk Management Techniques, Credit Risk Measurement and Credit mitigation, Credit Risk Models, Managing Risk in Inter-Bank Exposure and Off Balance Sheet Exposure.

Unit 3 Market Risk: Meaning, Need and Components, Asset Liability Management System, Management of Interest Rate Risk, Liquidity Risk, Foreign Exchange Risk, Equity Price Risk, Commodity Price Risk, Measurement of Market Risk: Value at Risk (VaR) and Stress Test Techniques.

Unit 4 Operational Risk: Meaning, Components, Scope and Need to Identify Operational Risk, Measurement of Operational Risk: Basic Indicator Approach (BIA), Standardized Approach (SA), Advanced Measurement Approach (AMA), Operational Risk Capital: An Alternative Approach, Principles of Management of Operational Risk.

Suggested Readings

- Bhattacharya, K. N., *Risk Management in Banks*, Himalaya Publishing House, New Delhi.
- Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, New Delhi.
- Indian Institute of Banking and Finance, *Theory and Practice of Treasury and Risk Management in Banks*, Taxmann Publications, New Delhi.
- Kenneth A. Foot, *Financing of Catastrophic Risk*, University of Chicago Press, Chicago.
- Suryanarayana, A., *Risk Management Models: A Primer*, ICAFI Reader, Hyderabad.
- Vaish, M., *Financial Risk Management*, Dun & Bradstreet - Tata McGraw-Hill Professional: Finance Essentials Series, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



RURAL BANKING AND FINANCIAL INCLUSION
(MBA-BM-5103)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

Course Contents:

Unit 1 Rural India: Demographic and Economic features; Financing of Rural Development: Functions and Policies of RBI and NABARD; Rural Credit Institutions, Role and Functions, Role of Information and Communication Technologies in Rural Banking, Regulation of Rural Financial Services.

Unit 2 Financial Inclusion: Concept and its role in inclusive growth, Micro Credit, Micro Insurance Scheme, Business Facilitators and Business Correspondents in Rural Financing, SHGs/NGOs, Linkages with Banking.

Unit 3 Priority Sector Financing: Components of Priority Sector, RBI Guidelines; SHGs and Bank Linkages, Micro-finance – Indian and International Scenario; Government Initiatives: Poverty Alleviation Programmes, Provisions regarding Rural Housing and Educational Loans.

Unit 4 Problems and Prospects of Rural Banking: Problems of Rural Branches of Commercial Banks and Regional Rural Banks, Emerging Trends in Rural Banking, Financing poor as Bankable Opportunity.

Suggested Readings:

- Desai Vasant, *Indian Banking-Nature and Problems*, Himalaya Publishing House, Mumbai.
- Gurusamy, S., *Banking in the New Millenium*, Kanishka Publishers, New Delhi.
- Indian Institute of Banking & Finance, *Rural Banking*, Macmillan, Mumbai.
- Indian Institute of Banking, *Rural Banking Operations*, Taxmann, New Delhi.
- Khan, M.Y., *Indian Financial System*, McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RETAIL BANKING
(MBA-BM-5104)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objectives: To enable the students familiarizing with operational aspects of Retail Banking products and developing suitable strategies to broaden the retail client base.

Course Contents:

Unit 1 Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Products Development Process, Customer Requirements, Liabilities and Assets Products, Approval Process for Retail Loans, Credit Scoring.

Unit 2 Important Retail Asset Products: Home loans, Auto/Vehicle Loans, Personal Loans, Educational Loans: Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayment/Collection.

Unit 3 Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the Cards, Billing Cycle, Credit Points, Funds Transfer.

Unit 4 Retail Strategies: Tie-up with Institutions for Retail Loans; Delivery Channels-Branch, Extension Counters, ATMs, POS, Internet Banking, Mobile Banking; Marketing of Retail Products; Customer Relationship Management-Role and Impact of CRM, Stages in CRM.

Suggested Readings:

- Agarwal, O. P., *Fundamentals of Retail Banking*, Himalaya Publishing House, Mumbai.
- Jha, S. M., *Banking Marketing*, Himalaya Publishing House, Mumbai
- Uppal, R. K., and Bishnupriya N, *Modern Banking in India*, New Century Publications, New Delhi
- Uppal, R. K., *Banking Services and IT*, New Century Publications, New Delhi
- Guruswamy, S., *Banking in the New Millennium*, New Century Publications, New Delhi
- Indian Institute of Banking and Finance, *Retail Banking*, Macmillan Publishers, Chennai.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

LEGAL AND REGULATORY FRAMEWORK FOR BANKING
(MBA-BM-5105)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To make the students aware of the regulatory environment for banking.

Course Contents:

Unit 1 Banking Regulation Act 1949, RBI Act 1934, Banking Companies (Acquisition and Transfer of Undertaking) Act 1994, Banking Laws Act, 2012, Control over organisation of Banks: Licensing, Paid up capital, Appointment of Chairman and Directors.

Unit 2 Regional Rural Banks Act 1987; Legal aspects of Banking Operations: Borrowers, Credit facilities, Indemnities, Bank Guarantees, Letter of Credit, Laws relating to Bill Finance; Banks and Financial Institutions Act 1993.

Unit 3 Legal Services Authorities Act 1987, Payment and Settlement Act 2007, Prevention of Money Laundering Act 2002, Information Technology Act, 2000.

Unit 4 The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act 2006; Banking Ombudsman Scheme 2006, Mobile Banking Transactions in India: Operative Guidelines for Banks; Lender's Liability Act 1996.

Suggested Readings:

- Cranston Ross, *Principles of Banking Law*, Oxford University Press, New Delhi.
- Gomez Clifford, *Banking and Finance: Theory Law and Practice*, PHI, New Delhi.
- Indian Institute of Banking and Finance, *Legal and Regulatory Aspects of Banking*, Macmillan Publication, New Delhi.
- Tannan, M. L., *Banking Law and Practice in India*, Lexis Nexis, Mumbai.

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