



**SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED**  
**SUB-CENTRE, LATUR**

**SCHOOL OF MANAGEMENT SCIENCES**

**SYLLABUS**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**of**

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

**(2 years full time program)**

**Implementation from the academic year**

**2019-2020**

## MBA SYLLABUS BASED ON CHOICE BASED CREDIT SYSTEM [CBCS]

### MBA I<sup>st</sup> Year

SEMESTER – I				SEMESTER - II			
Module choice	Course Code No.	Course Title	Credits	Module choice	Course Code No.	Course Title	Credits
Core Module	101	Management Accounting	4	Core Module	201	Marketing Management	4
Core Module	102	Organizational Behavior	4	Core Module	202	Financial Management	4
Core Module	103	Statistical & Quantitative Methods	4	Core Module	203	Human Resource Management	4
Core Module	104	Legal Aspects of Business	4	Core Module	204	Disaster Management	4
Core Module	105	Managerial Economics	4	Core Module	205	Research Methodology	4
Optional Module	106	<u>Elective I:</u> ( <i>Select Any one</i> )* A) MIS B) Knowledge Management C) E-Commerce D) E-Governance	4	Optional Module	206	<u>Elective I :</u> ( <i>Select Any one</i> )* A) Production Mgt B) Quality Mgt C) Project Management D) Business Process Reengineering	4
Open Module	107	<u>School of Management :</u> Perspective Management/ MOOCs/ Interschool#	4	Open Module	207	<u>School of Management</u>  Entrepreneurial Skills/ MOOCs/ Interschool#	4
<u>Total Credits</u>			28	<u>Total Credits</u>			28

(\* The optional /open module selected by 60% students will be taught by a faculty in a class, rest of the students will prepare themselves for their selected module. However, same faculty will counsel them and complete their internal work as per module requirements.)

# Interschool subjects will be communicated at the beginning of semester as per the syllabus provisions of other schools

**Specialization A- Disaster Management:**

SEMESTER – III				SEMESTER - IV			
Module choice	Course Code No	Course Title	Credits	Module choice	Course Code No	Course Title	Credits
Core Module	301	Personality Development	4	Core Module	401	Strategic Management	4
Core Module	302	International Business	4	Core Module	402	Business Ethics	4
Core Module	303	Summer Internship Report	4	Core Module	403	Research Project Work	4
Core Module	304A	Natural and Manmade Disasters Studies	4	Core Module	404A	Disaster Response	4
Core Module	305A	Disaster Preparedness	4	Core Module	405A	Rehabilitation , Reconstruction & Recovery	4
<b>Elective I</b> ( <i>Select Any one</i> )*				<b>Elective I</b> ( <i>Select Any one</i> )*			
Optional Module	306A-1	Environmental Studies	4	Optional Module	406A-1	GIS in Disaster Management	4
	306A-2	Managing Human Behavior	4		406A-2	Risk Assessment & Vulnerability Analysis	4
	306A-3	Community Based Disaster Management	4		406A-3	Health Management in Disaster	4
	306A-4	Cyber Terrorism & Information Warfare	4		406A-4	Finance & Insurance in Disaster Management	4
<b>Elective II</b> ( <i>Select Any one</i> )*				<b>Elective II</b> ( <i>Select Any one</i> )*			
Optional Module	307A	Industrial Disaster Management	4	Optional Module	407A	Industrial Safety Management	4
	307B	Banking	4		407B	Insurance	4
	307C	Performance Management System	4		407C	Compensation Management	4
	307D	Rural Marketing	4		407D	Services Marketing	4
<u>Total Credits</u>			28	<u>Total Credits</u>			28

## MBA II<sup>nd</sup> Year

### Specialization B- International Finance & Banking:

SEMESTER - III				SEMESTER - IV			
Module choice	Course Code No	Course Title	Credits	Module choice	Course Code No	Course Title	Credits
Core Module	301	Personality Development	4	Core Module	401	Strategic Management	4
Core Module	302	International Business	4	Core Module	402	Business Ethics	4
Core Module	303	Summer Internship Report	4	Core Module	403	Research Project Work	4
Core Module	304B	Security Analysis & Portfolio Management	4	Core Module	404B	Fixed Income Securities	4
Core Module	305B	Financial Markets & Institutions	4	Core Module	405B	International Finance	4
<b>Elective I</b> ( <i>Select Any one</i> )*				<b>Elective I</b> ( <i>Select Any one</i> )*			
Optional Module	306B-1	Mergers & Acquisitions	4	Optional Module	406B-1	Corporate Finance	4
	306B-2	Corporate Financial Restructuring	4		406B-2	Derivatives	4
	306B-3	Strategic Financial Management	4		406B-3	Strategic Cost Management	4
	306B-4	Social Finance for Inclusive Growth	4		406B-4	Business Taxation	4
<b>Elective II</b> ( <i>Select Any one</i> )*				<b>Elective II</b> ( <i>Select Any one</i> )*			
Optional Module	307A	Industrial Disaster Management	4	Optional Module	407A	Industrial Safety Management	4
	307B	Banking	4		407B	Insurance	4
	307C	Performance Management System	4		407C	Compensation Management	4
	307D	Rural Marketing	4		407D	Services Marketing	4
<u>Total Credits</u>			28	<u>Total Credits</u>			28

## MBA II<sup>nd</sup> Year

### Specialization C- Human Resource Development:

SEMESTER – III				SEMESTER - IV			
Module choice	Course Code No	Course Title	Credits	Module choice	Course Code No	Course Title	Credits
Core Module	301	Personality Development	4	Core Module	401	Strategic Management	4
Core Module	302	International Business	4	Core Module	402	Business Ethics	4
Core Module	303	Summer Internship Report	4	Core Module	403	Research Project Work	4
Core Module	304C		4	Core Module	404C	Organization Development	4
Core Module	305C	Human Resource Accounting	4	Core Module	405C	Labour Laws	4
<b>Elective I</b> ( <i>Select Any one</i> )*				<b>Elective I</b> ( <i>Select Any one</i> )*			
Optional Module	306C-1	Integration of HR	4	Optional Module	406 C-1	HR Admin-Application & Procedure	4
	306C-2	Labour Welfare	4		406 C-2	Organization Change	4
	306 C-3	Talent Management	4		406 C(3)	International HRM	4
	306 C-4	Creative Problem Solving And Decision Making	4		406 C(4)	Human Resource Information System	4
<b>Elective II</b> ( <i>Select Any one</i> )*				<b>Elective II</b> ( <i>Select Any one</i> )*			
Optional Module	307A	Industrial Disaster Management	4	Optional Module	407A	Industrial Safety Management	4
	307B	Banking	4		407B	Insurance	4
	307C	Performance Management System	4		407C	Compensation Management	4
	307D	Rural Marketing	4		407D	Services Marketing	4
<u>Total Credits</u>			28	<u>Total Credits</u>			28

## MBA II<sup>nd</sup> Year

### Specialization D- Marketing Management:

SEMESTER – III				SEMESTER - IV			
Module choice	Course Code No	Module	Credits	Module choice	Course Code No	Module	Credits
Core Module	301	Personality Development	4	Core Module	401	Strategic Management	4
Core Module	302	International Business	4	Core Module	402	Business Ethics	4
Core Module	303	Summer Internship Report	4	Core Module	403	Research Project Work	4
Core Module	304D	Marketing Research	4	Core Module	404D	Advertising	4
Core Module	305D	Consumer Behaviour	4	Core Module	405D	Sales & Distribution Management	4
<b>Elective I</b> ( <i>Select Any one</i> )*				<b>Elective I</b> ( <i>Select Any one</i> )*			
Optional Module	306D-1	Brand Management	4	Optional Module	406D-1	Retail Management	4
	306D-2	Tourism Marketing	4		406D-2	Customer Relationship Management	4
	306D-3	Supply Chain Management	4		406D-3	Agricultural Marketing	4
	306D-4	B2B Marketing	4		406D-4	International Marketing	4
<b>Elective II</b> ( <i>Select Any one</i> )*				<b>Elective II</b> ( <i>Select Any one</i> )*			
Optional Module	307A	Industrial Disaster Management	4	Optional Module	407A	Industrial Safety Management	4
	307B	Banking	4		407B	Insurance	4
	307C	Performance Management System	4		407C	Compensation Management	4
	307D	Rural Marketing	4		407D	Services Marketing	4
<u>Total Credits</u>			28	<u>Total Credits</u>			28

## **MBA SYLLABUS BASED ON CHOICE BASED CREDIT SYSTEM [CBCS] EFFECTIVE FROM THE ACADEMIC YEAR 2019-2020**

- The revised syllabus based on choice based credit system [CBCS] for M.B.A. First Year will be applicable from June 2019-20 and for M.B.A. Second Year from June 2020-21.

### **(I) Introduction**

The name of the program shall be Master of Business Administration (M.B.A.)

### **(II) Objectives**

The basic objectives of M.B.A. program are-

1. To provide the nation a steady stream of competent young men and women with adequate knowledge, skills, values and attitudes to occupy strategic positions in business, industry, NGOs and government organizations.
2. To impart students with latest and relevant knowledge from the field of management theory and practices.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To inculcate high values and professional attitude to serve effectively in corporate world.

### **(III) Eligibility for Admission**

The candidate should fulfill the following eligibility criteria:

- (a) Passed with minimum of **50%** marks in aggregate\* or equivalent CGPA (**45%** in case of candidates of backward class categories and Persons with disability belonging to Maharashtra State only) in **any Bachelor's degree** awarded by **any of the Universities** incorporated by an act of the central or state legislature in India or other educational institutions established by an act of Parliament or declared to be deemed as a University under Section 3 of the UGC Act, 1956 **of minimum three years duration in any discipline** recognized by the Association of Indian Universities, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India.
- (b) Must have completed selection procedure as prescribed by the competent authority from time to time.



## • Course Structure of the Master of Business Administration

MBA program is divided into four semesters and details of each semester is as given below –

### Course Structure of MBA Semester: I

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
101	Management Accounting	4	60	50	50	100
102	Organizational Behavior	4	60	50	50	100
103	Statistical & Quantitative Methods	4	60	50	50	100
104	Legal Aspects of Business	4	60	50	50	100
105	Managerial Economics	4	60	50	50	100
106	<u>Elective I:</u> <i>Select Any one)*</i> A) MIS B) Knowledge Management C) E-Commerce D) E-Governance	4	60	50	50	100
107	Perspective Management/MOO Cs /Interschool	4	60	50	50	100

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

### Course Structure of MBA Semester: II

Course	Module	Credits	Total	Internal	University	Total
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Code No.			Lectures	Evaluation Marks	Exam Marks	Marks
201	Marketing Management	4	60	50	50	100
202	Financial Management	4	60	50	50	100
203	Human Resource Management	4	60	50	50	100
204	Disaster Management	4	60	50	50	100
205	Research Methodology	4	60	50	50	100
206	<u>Elective I :</u> <i>(Select Any one)</i> A) Production Mgt B) Quality Mgt C) Project Management D) Business Process Reengineering	4	60	50	50	100
207	Entrepreneurial Skills/ MOOCs/ Interschool	4	60	50	50	100

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: III

### 1. Specialization A- Disaster Management

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
301	Personality Development	4	60	50	50	100
302	International Business	4	60	50	50	100
303	Summer Internship Report	4	60	50	50	100
304A	Natural and Manmade Disasters Studies	4	60	50	50	100
305A	Disaster Preparedness	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
306A-1	Environmental Studies	4	60	50	50	100
306A-2	Managing Human Behavior					
306A-3	Community Based Disaster Management					
306A-4	Cyber Terrorism & Information Warfare					
<b>Elective II</b> ( <i>Select Any one</i> )						
307A	Industrial Disaster Management	4	60	50	50	100
307B	Banking					
307C	Performance Management System					
307D	Rural Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: III

### 2. Specialization B - International Finance & Banking

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
301	Personality Development	4	60	50	50	100
302	International Business	4	60	50	50	100
303	Summer Internship Report	4	60	50	50	100
304B	Security Analysis & Portfolio Management	4	60	50	50	100
305B	Financial Markets & Institutions	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
306B-1	Mergers & Acquisitions	4	60	50	50	100
306B-2	Corporate Financial Restructuring					
306B-3	Strategic Financial Management					
306B-4	Social Finance for Inclusive Growth					
<b>Elective II</b> ( <i>Select Any one</i> )						
307A	Industrial Disaster Management	4	60	50	50	100
307B	Banking					
307C	Performance Management System					
307D	Rural Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

### Course Structure of MBA Semester: III

#### 3. Specialization C- Human Resource Development

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
301	Personality Development	4	60	50	50	100
302	International Business	4	60	50	50	100
303	Summer Internship Report	4	60	50	50	100
304C	Employee Training	4	60	50	50	100
305C	Human Resource Accounting	4	60	50	50	100
<b>Elective I (Select Any one)</b>						
306C-1	Integration of HR	4	60	50	50	100
306C-2	Labour Welfare					
306 C-3	Talent Management					
306 C-4	Creative Problem Solving And Decision Making					
<b>Elective II (Select Any one)</b>						
307A	Industrial Disaster Management	4	60	50	50	100
307B	Banking					
307C	Performance Management System					
307D	Rural Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: III

### 4. Specialization D- Marketing Management

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
301	Personality Development	4	60	50	50	100
302	International Business	4	60	50	50	100
303	Summer Internship Report	4	60	50	50	100
304D	Marketing Research	4	60	50	50	100
305D	Consumer Behaviour	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
306 D-1	Brand Management	4	60	50	50	100
306 D-2	Tourism Marketing					
306 D-3	Supply Chain Management					
306 D-4	B2B Marketing					
<b>Elective II</b> ( <i>Select Any one</i> )						
307A	Industrial Disaster Management	4	60	50	50	100
307B	Banking					
307C	Performance Management System					
307D	Rural Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: IV

### 1. Specialization A- Disaster Management

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
401	Strategic Management	4	60	50	50	100
402	Business Ethics	4	60	50	50	100
403	Research Project Work	4	60	50	50	100
404A	Disaster Response	4	60	50	50	100
405A	Rehabilitation , Reconstruction & Recovery	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
406A-1	GIS in Disaster Management	4	60	50	50	100
406A-2	Risk Assessment & Vulnerability Analysis					
406A-3	Health Management in Disaster					
406A-4	Finance & Insurance in Disaster Management					
<b>Elective II</b> ( <i>Select Any one</i> )						
407A	Industrial Safety Management	4	60	50	50	100
407B	Insurance					
407C	Compensation Management					
407D	Services Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: IV

### 2. Specialization B- International Finance & Banking

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
401	Strategic Management	4	60	50	50	100
402	Business Ethics	4	60	50	50	100
403	Research Project Work	4	60	50	50	100
404B	Fixed Income Securities	4	60	50	50	100
405B	International Finance	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
406B-1	Corporate Finance	4	60	50	50	100
406B-2	Derivatives					
406B-3	Strategic Cost Management					
406B-4	Business Taxation					
<b>Elective II</b> ( <i>Select Any one</i> )						
407A	Industrial Safety Management	4	60	50	50	100
407B	Insurance					
407C	Compensation Management					
407D	Services Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**



## Course Structure of MBA Semester: IV

### 3. C- Human Resource Development

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
401	Strategic Management	4	60	50	50	100
402	Business Ethics	4	60	50	50	100
403	Research Project Work	4	60	50	50	100
404C	Organization Development	4	60	50	50	100
405C	Labour Laws	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
406 C-1	HR Admin-Application & Procedure	4	60	50	50	100
406 C-2	Organization Change					
406 C-3	International HRM					
406 C-4	Human Resource Information System					
<b>Elective II</b> ( <i>Select Any one</i> )						
407A	Industrial Safety Management	4	60	50	50	100
407B	Insurance					
407C	Compensation Management					
407D	Services Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

## Course Structure of MBA Semester: IV

### 4. D- Marketing Management

Course Code No.	Module	Credits	Total Lectures	Internal Evaluation Marks	University Exam Marks	Total Marks
401	Strategic Management	4	60	50	50	100
402	Business Ethics	4	60	50	50	100
403	Research Project Work	4	60	50	50	100
404D	Advertising	4	60	50	50	100
405D	Sales & Distribution Management	4	60	50	50	100
<b>Elective I</b> ( <i>Select Any one</i> )						
406 D-1	Retail Management	4	60	50	50	100
406 D-2	Customer Relationship Management					
406 D-3	Agricultural Marketing					
406 D-4	International Marketing					
<b>Elective II</b> ( <i>Select Any one</i> )						
407A	Industrial Safety Management	4	60	50	50	100
407B	Insurance					
407C	Compensation Management					
407D	Services Marketing					

**Out of 60 contact hours, 48 hour will be allotted for classroom teaching and 12 hours for continuous internal evaluation.**

The structure of Internal Marks and Exam shall be decided by the concerned teacher as per the scope and requirement of course.

#### **(IV) Summer Internship and Research Project Work-**

Student shall undergo implant training for a period of not less than 45 days during the summer vacation at the end of first year. Based on the actual training , the student shall write a report on the organization where he/she had undertaken the summer internship project. The student shall submit two copies of the summer internship project report to the office . The evaluation component shall be

both internal ( 50 marks) and external( 50 marks) . The continuous internal evaluation will be accomplished by the concerned guide. For external evaluation a viva –voce will be conducted by a panel of external referees at the end of third semester.

**(V) The Grade will be based on CBCS pattern as per the guidelines of the University**

**(VI) STANDARD OF PASSING**

1. The student must secure 50% marks in both internal and external evaluations. If the student fails to clear internals, he/she shall have to re-appear for both university and internal examinations.
2. The internal and external assessments will constitute separate heads of passing and that will be shown separately in the transcripts.
3. The internal and external marking weightage will be 50 marks respectively
4. The external assessment shall be based on the external written examination to be held at the end of each semester for each Module / course by the university.
5. The project report and viva shall constitute one head of passing.
6. Marks of internal assessment should be communicated to the university before the commencement of the semester examination.

**(VII) Specialization:-**

**Following specializations are offered for MBA programme:-**

**Group A - Disaster Management**

**Group B - International Finance & Banking**

**Group C - Human Resource Development**

**Group D – Marketing Management**

# Semester I

**M.B.A. Semester I**  
**Course Title: Management Accounting**  
**Course Code No. - 101**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

1. To enable the students gaining knowledge about concepts, principles and techniques of accounting.
2. To enable the students how to use financial and cost data in planning, decision making and control.

**Unit1 Basics of Accounting**

Basics of Accounting, Accounting Standards, Accounting Cycle, Methods of Accounting and Book keeping, History, Conventions, Concepts, Financial Statements, Ratio Analysis

**Unit 2Preparation of Accounts**

Double Entry Book Keeping: Data entry in the primary books and secondary books, and Trial Balance - Preparation of Income Statement and Balance Sheet – Interpretation and Use of These Statements by Management. Problem on Return on Investment

**Unit 3 Depreciation**

Meaning, Objectives of Providing Depreciation, Causes of Depreciation, Methods of Depreciation, Examples: Problems on Straight Line Method, Diminishing Balance Method

**Unit 4 Cost Accounting**

Meaning of Cost, Objectives of Cost Accounting, Classification of Costs- Mainly Based on Elements, Functions And Behavior, Preparation of Cost Sheets, Methods of Costing, , Direct Costing Vs Absorption Costing.

**Unit 5 Funds Flow and Cash Flow Analysis**

Meaning and Importance of Funds Flow Analysis, Analysis of Funds Flow Statement. Introduction, Meaning, Types of Cash Flows, Classification of Cash Flow and Out Flows.

**Outcome**

Students will know the financial statements – concepts, conventions and standards that influence preparation of financial statements, identifying problem areas in business through various, techniques of financial statement analysis, managing cost – that is, controlling and reducing cost, recent developments in accounting and its relevance

**Suggested Readings:**

- Gupta R. L. and Radhaswamy M, (2005), “Advanced Accountancy”, Sultan Chand and Sons, New Delhi.  
Madegowda J., (2012), “Accounting for Managers”, (1<sup>st</sup> Edition), Himalaya Publishing House Pvt. Ltd., New Delhi.  
Dr. Jain Kapil and Prof. Somani Rashmi, (2012), “Accounting for Managers”, Dreamtech Press New Delhi.  
Dr. Jawahar Lal, (2010), “Accounting for Management”, (5<sup>th</sup> Edition), Himalaya Publishing House, New Delhi.  
Jiambalvo James, (2014), “Managerial Accounting”, (4<sup>th</sup> Edition), Wiley India Pvt. Ltd., New Delhi.  
Rao P. Mohana, (2012), “Fundamentals of Accounting for CPT, PHI Learning Pvt. Ltd., New Delhi.  
Dr. Vasudeva Sakshi, (2013), “Accounting for Business Managers”, Himalaya Publishing House Pvt, Ltd., New Delhi.  
Maheshwari S. N. and Maheshwari S. K, (2007), “A Text Book of Accounting for Management”, Vikas Publishing House Pvt, Ltd., Noida (UP).

**M.B.A. Semester I**  
**Course Title: Organizational Behavior**  
**Course Code No. – 102**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

1. Understanding individuals and groups
2. Understanding various human processes used in organizations
3. Understanding the behavior perspective for today's management

**Unit 1 - Introduction to Organizational Behavior:**

- Definition, Fundamental Concepts of OB, importance Challenges and Opportunities for OB, Different models of OB - autocratic, custodial, supportive, collegial , Hawthorne Experiment-Illumination Experiment, Relay Assembly Test Room Experiment, Bank Wiring Observation Room Experiments.

**Unit 2 - Individual Behavior:**

- Basic foundations of Individual Behavior – Impact on Individual Behavior of: Thinking – Memory – Learning – Emotions – Intelligence – and Abilities.
- Perception - concept and perceptual Process
- Personality and Value–Meaning –Determinants of Personality -Development of Personality-Big five Model.
- Attitude - Nature and dimensions of attitude – Developing the right attitude, Values-Formation –Types of Values.

**Unit 3 - Group Behavior:**

- Concept of Group- Formal and Informal Groups - Theories of Group Formation - Group dynamics -Determinants of Interpersonal behavior – ethics, values & Interpersonal behavior. Team building: concept - Importance - team decision making., dysfunctional teams, understanding teams, creating effective teams.
- Stress Management: meaning and types, Causes- Effects- Coping Strategies- Stress as a motivator. Burnout
- Conflict Management - Types of conflict – Intrapersonal, Interpersonal [Transaction Analysis – Ego States – Johari Window etc.] and Organizational - Constructive and Destructive conflict.
- Frustration -Concept. Motivation - Maslow's Theory of need hierarchy - Herzberg's theory.
- Morale - Definition and relationship with productivity - Morale Indicators.

**Unit 4 - Organizational Development and Change Management:**

- Organizational Culture - Organizational Development: Concept and Techniques ; Organizational change: concept, Importance, change as a natural process& Causes of change; Concept of learning organizations.

**Unit 5- Emerging Issues**

- Work force diversity, Organizational change, Cross-cultural training- Need and Importance

**Outcome:**

1. Students understand people better
2. Students know the basis of individual and group behavior
3. Students develop various skills (communication, leadership, managerial, interpersonal)

**Suggested readings:**

1. Stephen P. Robbins and Timothy A. Judge (2016), Organizational Behavior, Pearson Publishing House; Sixteenth edition (19 December 2016)
2. Stephen P. Robbins (2001), Organizational Behavior, 9th Edition, Prentice Hall International Inc.

3. John W Newstrom , Keith A. Davis(2006), Organizational Behavior: Human Behavior at Work, Publisher: McGraw-Hill Higher Education; 12 edition (1 July 2006)
4. Fred Luthans (2010), Organizational Behavior, Publisher: McGraw-Hill Education / Asia; 12 edition (May 2010)
5. Udai Pareek And Sushama Khanna(2016), Understanding Organizational Behaviour, 4E, Published by Oxford University Press, 2016
6. K. Aswathappa (2017 ), Organisational Behaviour , Publisher: Himalaya Publishing House; Twelfth Edition edition (2017)
7. Uma Sekaran (1989), Organisational Behaviour: Text and Cases, Edition, reprint. Publisher, Tata McGraw-Hill, 1989. ISBN, 0074603663, 9780074603666.

**M.B.A. Semester I**  
**Course Title: Statistical and Quantitative Methods**  
**Course Code No. -103**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To orient students about Statistical and quantitative techniques for effective decision making during business situations.
- To aware students about various softwares used for data analysis

**Unit 1**

Definition, Types of variables, Organizing data, Measures of Central Tendency, Measures of Dispersion, Skewness & Kurtosis

**Unit 2**

*Topic 1* : Probability- Relative frequency approach, Axiomatic approach, Subjective approach, Marginal & Conditional Probability, Independence/ Dependence of events, Baye's theorem, Chebysehelf's Lemma, Probability Distributions: Binomial, Poisson and Normal Distribution

*Topic 2* : Correlation and Regression- Correlation analysis - meaning and types of correlation, Karl Pearson's and spearman's rank correlation, regression analysis.

**Unit 3**

Linear Programming- Introduction to Linear Programming, objective and assumptions of Linear Programming, , Formulation of Linear Programming Problem, Graphic Method, Simplex method, Transportation and Assignment Problems

**Unit 4**

Decision Theory- Decision making under risk and uncertainties, Decision Problems, Maximax Criterion, Maximin Criterion, Minimax Regret Criterion, Laplace Criterion, Pay off Tables, Decision Trees, Expected Value of perfect Information

**Unit 5**

*Topic 1* : Game Theory- Concept –2- person , n-person games- zero – sum and Non –zero- Sum games – solution procedures to 2- person zero sum games – saddle point, missed strategy , sub games Method for  $m \times 2$  or  $2 \times n$  games

*Topic 2* : Queuing (Waiting – line) Models- Concepts – Types of queuing systems (use of 6 character code) – queues in series and parallel – problems based on the results of following models (M/M/1) single channel queue with passion arrival rate, & negative exponential service time, with & without limitations of Queue size. (M/G/I) Single channel with Poisson arrival rate, and rate, and general service time,  $p_k$  – formulae

**Outcome:**



This module will help students for taking logical and rational decisions in competitive business environment.

**Suggested Readings:**

- Levin Richard I. and Rubin David S,(2005 ), Statistics for Management, Prentice Hall of India Pvt .Ltd, New Delhi
- Sanders D.H.,(1990), Statistics a fresh approach,4<sup>th</sup> edition, McGraw- Hill,Singapore
- Berry G.C., (2005), Statistics for Management, Tata McGraw- Hill Publishing Company Limited, New Delhi.
- Gupta C B & Gupta Vijay (2009), Introduction to Statistical Methods, Vikas Publication House Pvt. Ltd., New Delhi.
- Gupta S.C., (2012) ,Fundamentals of Statistics, Himalaya Publishing House, New Delhi
- Taha H.A. , Operations Research : An Introduction ,8<sup>th</sup> edition, Prentice Hall, New Jersey
- Vohra N.D., (2010), Quantitative Techniques in Management, 4<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi.
- Jhamb L.C., (2007),Quantitative Techniques for Managerial Decisions ,Volume I and II, Everest Publishing House,Pune
- Sharma J.K. (2010),Operations Research: Theory and Application, Macmillan Publishers India Ltd, New Delhi.
- Kapoor V.K. ,(2014), Operations Research, 9<sup>th</sup> Edition, Sultan Chand Co, New Delhi.

**M.B.A. Semester I**  
**Course Title: Legal Aspects of Business**  
**Course Code No. – 104**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

To develop an understanding of the structure and role of legal aspects of business

**Unit 1 - The Contract Act, 1871& 1872**

Nature and classification of contracts - Essential elements of a valid contract, Offer and, Acceptance - Consideration - Capacities of Parties, Provisions relating to free consent, void agreements, Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies, Amendment 2017

**Unit 2 - Sales of Goods Act, 1930**

Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

**Unit 3 - The Negotiable Instruments Act, 1881**

Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument, The Negotiable Instruments (Amendment) Act 2015

**Unit 4 - The Companies Act, 1956**

Company - Definition, Meaning, Features and Types of companies  
Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus  
Share Capital , The company Act 2013

**Unit 5 - The Consumer Protection Act, 1986**

Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies, Consumer protection bill 2018

**Unit 6 - The Information Technology Act, 2000**

Digital Signature - Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication

**Unit 7 - Patents Act**

Conceptual understanding of patents, copyrights, trademarks and designs

**Outcome:** students shall get thorough knowledge of managing business in accordance with various provisions of the corporate laws and avoid serious consequences that could possibly arise out of ignorance of law.

**Suggested readings:**

**Business Laws - Balchandani**  
**Business Laws - S.D.Geet and M.S.Patil**  
**Business Laws - Gulshan Kapoor**

Business and Commercial Laws - Sen and Mitra  
An Introduction to Mercantile Laws - N.D.Kapoor  
Business Laws - N.M.Wechlekar  
Business Laws - M.D.Mulla  
Company Law - Avtar Singh  
Bare Text of the relevant Act

**M.B.A. Semester I**  
**Course Title: Managerial Economics**  
**Course Code No. – 105**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:**

To introduce the concepts of economics, to familiarize students with the importance of economic approaches in managerial decision making and to understand the applications of economic theories in business decisions.

**Unit 1 - Managerial Economics and Concepts in Economics**

Managerial Economics- Meaning, Definition, Nature, Scope and Significance.

Micro-Economics and Macro- Economics, Price and Value, Money, Demand and Supply, Aggregate Demand and Supply - Its Components, Capital- Types, Commodity- Types, Satisfaction, Utility, Consumption, Production.

**Unit 2 - Consumer Behavior**

Cardinal and Ordinal Approach, Demand- determinants of Demand, Variations and Changes in Demand. Elasticity of Demand- Types, Determinants, Measurement and Significance in Business Decision Making, Estimation of Demand- Techniques of Demand Forecasting

**Unit 3 - Production Analysis and Cost Analysis**

Production- Meaning and Production Function, ISO-quant- ISO cost curves, Optimal Combination of Inputs., Production behavior during Short Run Law of Variable Proportions and Long Run Law of Returns to Scale, Economies and Diseconomies of Large Scale Production., Production Cost- Types, Cost curves in the Short and Long-run, Break- even Analysis- Graphical method and Algebraic Method

**Unit 5 - Market Structure, Strategic Behavior and Price- Output decisions**

Types of Markets:-

Perfect Competition - Price and Output Determination duration short-long run

Monopoly- Price and Output Determination duration short-long run

Monopolistic Competition- Price and Output Determination, Selling Cost, Product differentiation.

Oligopoly- Collusive and Non Collusive Oligopoly, Price and Output determination, Price Leadership, its types and Cartel

**Unit-V Managerial and Behavioral Theories of Firm**

Objectives of Business Firm, Baumol's Sales Maximization Model, Marris Model of Managerial Enterprise, Williamson's Managerial Discretion Theory

**Outcomes :**

- To enable students for Economic Decision Making.
- To understand Consumer and Managerial Behavior in Market.
- To know Price Determinations in Various Market Situations.
- To understand the Cost of Production.

**Suggested readings:**

1. Ahuja H.L. (2003) Advanced Economic Theory : Microeconomic Analysis, 13th Edition, S.Chand and Co. Ltd. New Delhi
2. Chaturvedi, Gupta and Pal (2002) Business Economics: Text and Cases Galgotia

Publishing Company, New Delhi

3. Verian H. (2000) *Microeconomic Analysis*, W.W Norton New York.
4. Sen A. (1999) *Microeconomics: Theory and Application*, Oxford University Press, New Delhi.
5. Samuelson, P.A. and W.O. Nordhaus (1998), *Economics*, 16th Edition, Tata McGraw Hill, New Delhi.

**M.B.A. Semester I**  
**Course Title: Management Information System**  
**Course Code No. – 106 (A) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

To develop an understanding of the structure and role of management information systems in business

**Unit 1 - Information Technology for Managers**

Introduction to Computers -  
Hardware, Software, System Software, Application Software & Packages  
Fundamentals of Operating System  
Telecommunication and Networks - Types and Topologies of Networks  
Introduction to DBMS  
Internet, Web Browsers, Introduction to Three Tier Architecture, HTML

**Unit 2 - Information**

Definition and Difference between Data and Information, Relevance of Information to Decision Making, Source and Types of Information, Quality of Information, Relevance of Information in MIS, Assessing Information Needs of the Organization, Trends in Information Technology, Data-Communication Concepts, Centralized and Decentralized Processing. Multimedia Approach to Information Processing, Decision of Appropriate Information Technology for Proper MIS

**Unit 3 - Management Information Systems**

Need, Purpose, Objective and role of MIS in organization, Concept and Design, Meaning and Role of MIS with respect to management levels, MIS growth and development, Decision Making Concept- Models of Decision Making -Classical, Administrative and Herbert Simon's Models

**Unit 4 - Decision Support Systems –**

Executive Information Systems, Executive Support Systems, Expert Systems, Artificial Intelligence, Knowledge Based Expert Systems

**Unit 5 E-Commerce and E-Business**

Traditional Commerce Vs E-Commerce, Advantages, E- Business Model, Applications of E-Commerce and E- Business

*\*Practical sessions will be conducted in the computer Lab for acquiring skills on Unit 1 including HTML Programmes*

**Outcome:**

Student should gain an understanding and awareness and knowledge of contemporary issues and approaches to management information system and leading them to understand and approach a managerial issue related to information systems

**Suggested Readings:-**

Laudon and Laudon , Management Information Systems,7th Edition, Pearson Education Asia  
Jawadekar, Management Information Systems, Tata McGraw Hill  
Turban and Aronson, Decision Support Systems and Intelligent Systems, Pearson Education Asia  
MS-7 Information Systems for Managers(I & II)- Study material, Distance Education Programmeme, IGNOU, Delhi & SRTMU Nanded  
Jayant Oke ,Management Information Systems

**M.B.A. Semester I**  
**Course Title: Knowledge Management**  
**Course Code No. – 106 (B) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

To expose students to latest trends of Knowledge Management

**Unit 1 - Knowledge Management**

Data, information & knowledge, Organizational knowledge, Knowledge Management- Definitions & specification, levels, targets, classification, information Management & knowledge Management, generation of Knowledge Management, Knowledge Management as best practice systems, Knowledge Management strategy

**Unit 2 - Organizational Knowledge Management**

Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions, Knowledge management system – issues, challenges and benefits

**Unit 3 - Designing Enterprise**

Organizational knowledge management architecture and implementation strategies, developing knowledge management framework, Knowledge management system requirements, knowledge management system components, KM applications organizational collaborative platforms, Organizational knowledge measurement framework, Organizational knowledge measurement techniques, organizational implementation barriers

**Unit 4 - Knowledge Management Architecture**

Designing Enterprise Knowledge Management System architecture - A multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections.

**Unit 5 - Recent Tools for Knowledge Management**

Intelligent support systems- intelligent systems and A.I. Comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. Intellectual capital, introduction, social innovation capital, false linearity, false orientation, Case studies

**Outcome:**

Demonstrate student understanding and competence with respect to fundamental knowledge management skills

**Suggested Readings:**

Knowledge Management – Sudhir Warier, Vikas Publications.

Knowledge Management Systems – Stuart Barnes, Thomson Learning.

Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.

Developing Expert System for Business – Chandler/Liang. 5. Knowledge Management – Pankaj Sharma, APH Pub.

**M.B.A. Semester I**  
**Course Title: E-Commerce**  
**Course Code No. – 106 (C) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To introduces students to the fundamental principles and procedures of E- Commerce

**Unit 1 - E-Business Overview**

Traditional Commerce Vs E-Commerce, E-commerce and E-Business, Categories of E-Commerce, Development and Growth of E-Commerce, Advantages and Disadvantages of E-commerce, International Nature of E-commerce

**Unit 2 E - Business Infrastructures**

E-Commerce architectural framework, The Internet and WWW, Internet Protocols, Internet connection options, Security Issues in E-Commerce environment, Encryption Techniques, Payment systems, Types of Payments, Legal, Ethical and Tax Issues in e commerce

**Unit 3 - Online Marketing and e-Supply Chain Management:**

Online Marketing, Business Models of E-Marketing, Online Advertisement, Advertisement Methods & strategies, online retailing–E-Auctions, E Supply Chain Management, E Procurement Multi-Tier Supply Chains Trends, In Supply Chain Management for E commerce

**Unit 4 - Online Services**

Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services, Online Travel Services-Online Hospitality Services, Online Recruitment Services, Online Publishing Services, Online Entertainment, E-Learning

**Unit 5 - Mobile Commerce**

Definition of Mobile Commerce, Mobile Commerce Framework, Growth of Mobile Commerce Benefits & Limitations of Mobile Commerce, Types of Mobile Commerce and its applications, Mobile Network Infrastructure, Information Distribution for Mobile Networks–Multimedia Content Publishing, Mobile Payment Models, Mobile Commerce Applications, Emerging Trends in e-commerce

**Outcome:** Good understanding of e commerce concepts and tools like online marketing, e supply, online services and mobile commerce by student

**Suggested Readings:**

- Gary P. Schneider, “Ecommerce-Strategy, Technology and Implementation”, Cengage Learning, India Edition.
- Kenneth C. Laudon, Carol Guercio Traver, “E-commerce–Business, Technology, Society”, Pearson, Low Price Edition.
- Bharat Bhasker, “Electronic Commerce–Framework, Technologies and Applications”, 3rdEdition. Tata McGraw, Hill.
- Efraim Turban, Tae Lee, David King & H. Micheal Chung, “Electronic Commerce–A Managerial Perspective”, Pearson Education Asia.
- CSV Murthy, “E-commerce-Concepts, Models & Strategies”, HPH.
- J. Christopher Westland & Theodore H K Clark, “Global Electronic Commerce – Theory and Case Studies”, Oxford Universities Press.
- Martin Bichler, “The Future of e-Markets”, Cambridge press.



**M.B.A. Semester I**  
**Course Title: E-Governance**  
**Course Code No. – 106 (D) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To understand the nature of E- governance and to give an in depth look at working of e governance

**Unit 1 - Introduction E-Governance**

Evolution, Nature, Power of e Governance, Digital Governance, E-Democracy- Issues, Challenges; E Participation, Open Source Governance, Implementing E-Governance

**Unit 2 - Techniques of E - Governance**

GIS based Management  
Citizen Database and Human Development  
Video Conferencing

**Unit 3 - Governance in India**

E-Governance Policy  
E-Governance Projects in Maharashtra States  
E-Governance in India

**Unit 4 - The Challenges of E - Governance**

A prerequisite of good Governance  
E-Governance in Democratic set-up  
E-Governance Infrastructure  
Security concerns

**Unit 5 - Indian Theory and Public Administration**

Utilizations of Indian Theory in Public Administration  
Raising Competence of Administration: Role of Indian Theory  
Indian Theory and Good Governance  
Indian Theory and Administrative Culture in India

**Outcome:** students should be able to understand why, where and when information technology systems become a key differentiator in governance

**Suggested Readings:**

M.G. Gupta and R.K. Tiwari (eds.), Reinventing the Government, IIPA, 1998  
Richard Hecks , Implementing and Managing E-Governance, Vistar Publications  
Jan Erik Lane, New Public Management, Rout ledges, 2000  
Work Bank Report, Good Governance: The Business of Government, 1997  
IIPA Special No. on “Indian Theory and Public Administration”, July-September, 2000  
IIPA Special No. on “Towards Good Governance”, July-September, 2000  
Articles on Indian Theory, E-Governance and Good governance for IIPA, ISDA Journal and Administrative Change.  
Electronic Governance- Ravindra Kumar

**M.B.A. Semester I**  
**Course Title: Perspective Management**  
**Course Code No. – 107**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** This is the course of MBA designed for the purpose to introduce modern concept of Management to the students. To impart skills of management and enable students think and act on principles of management.

**Unit 1 - Introduction to Management**

Meaning, Nature, Scope, Management Process, Management Levels and Hierarchy, Managerial Roles, Management Skills

**Unit 2 – Theories of management**

The Evolution of Management Theory: Early Thinking about Management, **Classical Theories:** Scientific Management School, Administrative Management, Bureaucratic Management **Neo-Classical Theories:** Human Relations School- Behavioral Approach Quantitative or Management Science Approach **Recent Development in Management Theory:** Systems Approach, Contingency Approach Etc.

**Unit 3 – Functions of Management Part I**

**Planning:** Nature, Types & Levels of Planning, Importance & Process of Planning, Types of Plans, Management by Objectives (MBO)

**Decision Making:** Concept, Nature, Process, Types of Decisions

**Organizing:** Concept, Nature, Importance, Principles, Centralization, Decentralization Organization Structure- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization- Virtual etc.

**Unit 4 - Functions of Management Part II**

**Controlling:** Meaning, Importance, Process and Types of Control.

**Staffing:** Concept, Nature, Importance, Steps.

**Directing:** Concept, Nature Importance.

**Unit 5 - Functions of Management Part III**

**Leading:** Meaning, Types, Importance & Theories of Leadership, Leadership Styles **Motivation:** Meaning & Theories of Motivation- Maslow's, Herzberg's, Mc-Gregor's

**Note: Case Studies on Functions of Management**

**Suggested Readings:**

- Principles of Management-T.Ramasamy-Himalaya Publishing House- 9th Edition.
- Management-Stoner,Freeman, Gilbert,JR- Pearson Education-6th Edition.
- Principles & Practice of Management-L.M.Prasad- Sultan Chand & Sons- 7th Edition.
- Modern Business Organisation & Management (Systems Approach) - S.A.Sherlekar and V. S. Sherlekar-Himalaya Publishing House- Reprint 2008.
- Management (Value – Oriented Holistic Approach) - S.A.Sherlekar - Himalaya Publishing House- Reprint 2007.

**Outcome:** At the end of the course, student will be able to understand the concept of self-management and organization management and evaluate himself in his role as a manager.

**Skills Developed:** Technical/professional competence, Self-Thinking Skills, Social and interpersonal skills, Emotional understanding, Decision making

# Semester II

**M.B.A. Semester II**  
**Course Title: Marketing Management**  
**Course Code No. – 201**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

To learn the factors that affect purchase decision of consumers, To elevate students' awareness of an organization's resources required for marketing in today's age of information, to develop marketing skills, to understand the requirements of a career in marketing, Broader understating of Green Marketing and its significance, Increase the consciousness about Green Products

**Unit – 1 Introduction to Marketing Management**

Importance of Marketing, Core Concepts of Marketing, Marketing Management Tasks, Marketing Environment, Concept of Market Potential, Dynamic of Market.

**Unit – 2 Marketing Mix**

Definition And Meaning of Each of The Four P's, Product And Service Differentiation, Product Mix, Product Life Cycle, Pricing Environment, Steps In Price Setting, Methods of Pricing, Importance of Place And Distribution, Functions of Distribution Channels, Designing Marketing Channels, Promotion's Role In Marketing And Promotion Mix,

**Unit – 3 Consumer Behavior**

Meaning and Definitions, Concepts, Characteristic of Consumer Behaviour, Study of Consumer Behavior, Step of Buyer Decision Process, Information Search Process

**Unit – 4 Segmentation, Targeting and Positioning**

Definition, Need & Benefits. Bases of Market Segmentation of Consumer Goods, Industrial Goods And Services. Niche & Local Marketing, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of Positioning

**Unit – 5 Digital Marketing**

Meaning and definition, Significance of Digital marketing, Emerge of digital marketing, Use of digital marketing, Difference between traditional marketing and digital marketing Social marketing, email marketing, mobile marketing, digital marketing strategy

**Unit – 6 Green Marketing**

Meaning and definition of green marketing, the concept of green marketing, companies in green marketing, effect of green marketing on environment, future of green marketing. Importance of environmentalism - Environmental movement - Benefits of green environment to the society

**Outcome:**

The scope of a business' marketing management depends on the size of the business and the industry in which the business operates. Students will be able to use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value.

**Suggested Readings:**

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar, (2009), "Marketing Management", (13<sup>th</sup> Edition), Prentice Hall of India Pvt. Ltd., New Delhi.
- Chunawalla S.A, "Marketing Principles & Practice"(2006), (2<sup>nd</sup> Edition), Himalaya Publishing House, Mumbai

- Saxena Rajan, (2009),”Marketing Management”, (4<sup>th</sup> Edition), Tata McGraw Hill Companies, New Delhi.
- Perreault willium and McCarthy Jerame, (2006),”Basic Marketing”, (15<sup>th</sup> Edition), Tata Mc Graw Hill Companies, New Delhi.
- Govindrajan. M, (2007), “Marketing Management”, (2<sup>nd</sup> Edition), Prentice Hall of India Pvt. Ltd., New Delhi.
- Bose Biplab s.,(2010), “Marketing management”, Himalaya Publishing House, Mumbai.
- Pillai R.S.N, Bhagavathi, (2011),”Marketing Management”, S. Chand & company Ltd., New Delhi.
- Schiffman G. Leon and Kanuk L. Leslic, (2009), “Consumer Behavior”, (9<sup>th</sup> Edition), PHI Learning Pvt. Ltd., New Delhi.
- Esakki and Thangasamy (2017) Green Marketing and Environmental Responsibility in Modern Corporations, IGI Global

**M.B.A. Semester II**  
**Course Title: Financial Management**  
**Course Code No. – 202**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To give the broad overview of corporate finance and understand the changing role of Finance Manager. To know the impact of other functional decisions on Finance Function.

**Unit 1 – Introduction to Financial Management**

Meaning, Scope & Objectives of Financial Management, Finance Functions, Organization of the Finance Function, Financial Planning, Classification of Sources of Finance, Analysis of Financial Statements

**Unit 2 – Investment Decisions**

Meaning of Capital Structure, Capital Structure Theories, Factors Determining Capital Structure, Meaning of Cost of Capital, Importance of Cost of Capital, Classification of Cost of Capital, Determination of Cost of Capital. Concept of Capital Budgeting, Significance of Capital Budgeting, Capital Budgeting Process, Capital Budgeting Appraisal Methods, Meaning of Capitalization, Overcapitalization, Undercapitalization

**Unit 3 - Working Capital Management**

Need & Types of Working Capital, Operating Cycle Concept, Inventory Control, Receivables Management, Cash Management

**Unit 4 - Leverage**

Concept of Leverage, Types of Leverage-Operating Leverage, Financial Leverage, Combined Leverage, Measurement of Leverages, Effects of Operating and Financial Leverage on Profit

**Unit 5 – Dividend Policies**

Forms of Dividends, Types of Dividend Policies, Dividend Policy in Practice: Walter's Model, Gordon's Model, Modigliani-Miller Model

**Outcome:** By the end of this course, a student would learn to identify financial challenges, tools and techniques for decisions and would get a glimpse of practices.

**Suggested Readings:**

- Financial Management (Text, problems & cases) – M.Y.Khan & P.K.Jain -Tata McGraw Hill-5th Edition.
- Financial Management (Theory & Practice) – Prasanna Chandra- Tata McGraw Hill- 7th Edition.
- Financial Management (Principles & practice) –Dr. S.N. Maheshwari-Sultan Chand & Sons-13th Edition.
- Financial Management – I. M. Pandey- Vikas Publishing House pvt ltd- 9th Edition.
- Financial Management (A Conceptual Approach)-P.V.Kulkarni & B.G.Satyaprasad-Himalaya Publishing House-13th Edition.

**M.B.A. Semester II**  
**Course Title: Human Resource Management**  
**Course Code No. – 203**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To orient student about Human Resource Management Concepts
2. To facilitate understanding of Human Resource Functions

**Unit 1 - Human Resources Management:**

- Concept, Importance, Functions, Evolution of HRM –Difference between Personnel Management and HRM, Role of HR Manager, Qualities of HR Manager

**Unit 2 – Procurement:**

HR Planning Concept -Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment-Sources of Recruitment. Selection Process-Placement and Induction-Retention of Employees

**Unit 3 – HRD:**

- HRD concept - Employee Training - Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programmes- Employee counseling. Executive Development
- Career Planning- Career development – Promotion- Transfer- Demotion-Succession Planning.
- Performance Appraisal - Concepts and Ethics-Different methods of Performance Appraisal-Rating Errors-Competency management - Potential appraisal.
- Organizational Development - Workers participation in Management - Quality circles-Teamwork

**Unit 4 – Compensation Management and Integration of HR:**

- Concepts and Components-Job Evaluation- Wage and Salary Administration -Factors affecting Wage and Salary Levels- Incentives-bonus -Benefits -Rewards. Expectancy Theory, Equity Theory, Agency Theory.
- Industrial relation concept -Grievance Procedure-collective Bargaining-Settlement of Disputes

**Unit 5 –: Maintenance and Separation of HR:**

- Health and Safety Programmes, industrial accidents, occupational hazards, statutory provisions for safety health and working conditions under the Factories Act, 1948. Safety organization. Safety education and training.
- Superannuation-Voluntary Retirement Schemes- Resignation-Discharge-Dismissal-Suspension-Layoff

**Outcome:**

1. Student understands Human Resource Management subject as a whole
2. Student understands of Human Resource Functions
3. Able to apply principle of HRM in business

**Suggested readings:**

1. Dwiwedi R.S. (2018), A Textbook of Human Resource Management Kindle Edition, Vikas Publisher
2. P. Subba Rao (2013), Essentials of HRM & industrial Relations, Himalaya Publishing House, 5<sup>th</sup> edition.
3. Prasad L.M. (2018), Human Resources Management, Sultan Chand & Sons
4. Monappa Arun and Saiyadain Mirza (2001), Personnel Management, Second Edition, McGraw Hill Education; 2 edition (28 August 2001)

5. Khanka S S (2003), Human Resources Management Text and Cases, S Chand Publishing; First edition (1 January 2003)
6. Mamoria C.B and Gankar S. V. (2011), Personnel Management, Himalaya Publishing House, Delhi
7. Michael V.P.(2012), Human Resources Management and Human Relations, Himalaya Publishing House,



**M.B.A. Semester II**  
**Course Title: Disaster Management**  
**Course Code No. - 204**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To orient students about various natural and manmade disasters
- To teach the concept of Disaster management and measures to be taken at different stages of disaster management
- To provide insight about global, national and regional level scenario of disaster management

**Unit 1 Introduction**

*Topic 1 :* Meaning, Nature, Importance, Dimensions & Scope of Disaster Management, Disaster Management Cycle.

*Topic 2 :* National disaster management framework, financial arrangements, Disaster management act 2005, Sendai framework for disaster risk reduction, Role of NGOs, Community-based organizations and media, Role of Central, State, District and local Administration; Police, Armed forces in Disaster management.

**Unit 2 Types of Disaster**

*Topic 1 :* Natural Disasters- Meaning and nature of natural disasters, their types and effects. Floods, Drought, Cyclone, Earthquakes, Landslides, Avalanches, Volcanic eruptions, Heat and cold Waves, Climatic Change: Global warming, Sea Level rise, Ozone Depletion.

*Topic 2 :* Man made Disasters- Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire. Oil fire, air pollution, water pollution, deforestation, Industrial wastewater pollution, road accidents, rail accidents, air accidents, sea accidents.

**Unit 3 Damage determinants**

*Topic 1 :* Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate.

*Topic 2 :* Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate.

**Unit 4 Role of Information, Communication and Technology**

*Topic 1 :* Role communication technology, television and radio broadcasting, telephone and fax, cellular phones, satellite communication, amateur and community radio.

*Topic 2 :* Role of Internet, Remote sensing, Geographical Information System (GIS), Global Positioning System (GPS), satellite navigation system .

**Unit V Case study**

**Outcome:**

Students will learn different disasters and measures to reduce the risk due to these disasters.

Also, students will learn institutional frame work for disaster management at national as well as global level

**Suggested Readings:**

- Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.

- Ghosh G.K, (2006),Disaster Management,6<sup>th</sup> edition, A.P.H. Publishing Corporation, New Delhi.
- Singh S.K.& Kundu S.C.,Disaster management ,William Publications, New Delhi.
- Sharma V.K. & Vinod K, (1995),Disaster Management, IIPA, New Delhi.
- Goel S.L., (2006), Encyclopedia of Disaster Management, Deep and Deep Publications, New Delhi.

**M.B.A. Semester II**  
**Course Title: Research Methodology**  
**Course Code No. – 205**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To develop research aptitude among students
- To acquaint students with statistical techniques for data analysis

**Unit 1 Introduction to Research Methodology**

Introduction to research methodology, Foundations of Research, significance, Research process, Research Problem definition. Research Objective, Types and methods of Research, Review of Literature.

**Unit 2 Research Design**

Hypothesis, Features of a good design; Different Research Designs' Measurement in Research: Data types; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques,

**Unit 3 Sampling and Data Collection**

Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling, Sampling and Non Sampling Errors

Methods of Data Collection- Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method.

**Unit 3 Data Analysis**

Data Processing, Statistical Analysis- Measures of Central Tendency, Measures of Dispersion, Measures of Association, Multivariate Analysis, Hypothesis Testing, tests of Significance, Diagrams; graphs; charts

Use of softwares like MS excel and SPSS

**Unit 4 Report Writing**

Report writing; Layout of Research report; Types of Reports; Principles of writing a Research report; Precaution for writing report; Documentation: Footnotes and Bibliography, Evaluation of a research report

**Outcome:** Students will be equipped with analytical skills and research aptitude

**Suggested Readings:**

- Zikmund William G., Business Research Methods, Cengage Learning India private
- Limited, New Delhi, 2009, 7<sup>th</sup> Edition.
- Cooper, D.R. & Schindler, P.S. : Business Research Method (Tata McGraw Hill)
- Kothari C.R., Research Methodology: Methods And Techniques, New Age International Ltd. New Delhi, 2011, 2nd Rev. Edition Reprint
- Krishnaswami, O.R., Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai
- Bhandarkar P.L. & Wilkinson T.S. Methodology and Techniques of Social Research, Himalaya Publishing House Pvt.Ltd., 2010, Mumbai, 23<sup>rd</sup> Rev. Edition.
- Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.

**M.B.A. Semester II**  
**Course Title: Production Management**  
**Course Code No. -206 (A)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To teach students the concept and scope of Production Management
- To understand the production planning process
- To learn techniques for effective production management

**Unit 1 Introduction to Production & Operations Management**

Production & Operations Management- concept, historical background, scope & objectives. Operations Management and Strategic planning.

**Unit 2 Facilities Planning**

Introduction, factors influencing choice of manufacturing system, classification of manufacturing systems-Project, Jobbing, Batch and Mass & Flow Production, Plant Location-Introduction, Problem of Location, factors affecting Plant Location. Plant layout- Objectives, Principles and Types.

**Unit 3 Production/Operations Planning & Control (PPC)**

Production/Operations Planning & Control- objectives, scope, principles & functions. role of PPC in Operations Management, Aggregate Planning, Capacity Planning, Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM)

**Unit 4 Materials & Maintenance Management**

Objectives of materials management, Importance of materials management, materials management Information system, materials planning & control, supply chain management, Importance and types of maintenance- maintenance planning- – concept of TPM

**Unit 5 Quality Assurance & Quality Management System**

Cent percent Inspection, sample Inspection, operation characteristics curves, statistical quality control – construction & Interpretation of control charts, ISO 9000, TQM, Quality Circles, Just-In-Time.

**Unit 6 Work Study**

Work Study – Introduction, objectives, benefits & techniques., Method Study-procedure, charts & diagrams., Work Measurement- benefits & techniques ,performance rating, standard time, allowances. (Numerical expected for Standard Time).

**Outcome:**

At the end of this course, students will learn basics of production system and it will help them for decision making in the Industry.

**Suggested Readings:**

- Chary S.N. (2009), Production & Operations Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd, New Delhi.
- Aswathappa K & Bhat S.K., (2009), Production & Operations Management , Revised Second Edition, Himalaya Publishing House, New Delhi.
- Everette E. Adam, Jr & Ronald J. Ebert, (2005), Production & Operations Management, 5th Edition, PHI Learning Pvt. Ltd, New Delhi.
- Jhamb L.C., (2009), Production Operations Management, Everest Publishing House, Pune.
- Chunawalla S.A. & Patel D.R, Production & Operations Management, 7<sup>th</sup> revised edition, Himalaya Publishing House, New Delhi.

**M.B.A. Semester II**  
**Course Title: Quality Management**  
**Course Code No. – 206 (B)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To give the broad overview of quality and understand the changing role of quality manager. To know the impact of quality on organization performance.

**Unit 1 – Introduction to Quality Management, its Philosophies and TQM**

The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality.

**Unit 2 – Principles and Design for Six Sigma**

Kaizen, Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

**Unit 3 - Statistical Process Control**

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction , Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

**Unit 4 - Quality Systems**

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications

**Unit 5 – Case Study**

Compulsory, Relevant Cases have to be discussed in each unit.

**Suggested Readings:**

- Modern Methods for Quality Control and Improvement – Wardsworth/ Stephens / Godsrey – Wiley –Latest Edition
- Quality Management – Gitlow / Oppenheim / Levine – Tata McGraw Hill - Latest Edition
- Total Quality – Bharat Wakhlu – S. Chand - Latest Edition
- Quality Control and Management – Evans / Lindsay – Cengage- Latest Edition
- Total Quality Management – K. Sridhara Bhat - Latest Edition

**Outcome:** By the end of this course, a student would learn to identify quality management tools and techniques.

**M.B.A. Semester II**  
**Course Title: Project Management**  
**Course Code No. – 206 (C)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

**Unit 1 – Introduction**

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

**Unit 2 – Project Identification**

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

**Unit 3 – Technical Analysis**

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

**Unit 4 – Financial Analysis**

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

**Unit 5 – Social Cost Benefit Analysis**

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

**Outcome:** By the end of this course, a student would learn to identify, plan, implement and control a project.

**Suggested Readings:**

- Project Management: Strategic Financial Planning Evaluation and Control- Bhavesh, M. Patel- Vikas Publishing House Pvt. Ltd., Latest Edition.
- Effective Project Management- Wysocki, Robert K., Bick Robert and Crane David B.-John Wiley and Sons, USA., Latest Edition
- Projects: Planning, Analysis, Selection, Financing, Implementation and Review- Prasanna Chandra- Tata McGraw Hill Publishing Company Limited, New Delhi, Latest Edition
- Project Management- Shrutika Kasor- Sumit Enterprises, New Delhi, 2003
- Practical Project Management- R.G.Ghattas, Sandra L.McKee, Pearson Education (Singapore) Pvt. Ltd., Delhi, 2003.

**M.B.A. Semester II**  
**Course Title: Business Process Engineering**  
**Course Code No. – 206 (D)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** to develop an understanding of the structure and role of business process engineering

**Unit 1 :** Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR.

**Unit 2 :** Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

**Unit 3 :** Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking.

**Unit 4 :** Business Process Improvement. Business Process Redesign; Man Management for BPR implementation.

**Unit 5 :** Re-organizing People and Managing Change.

**Outcome:** Students are able to understand the structure and role of business process engineering

**Suggested Readings:**

1. Carr, D K and Johansson, H J. Best Practices in Re-engineering. New York, McGraw Hill. 45
2. Champy, James. Re-Engineering Management: The Mandate for New Leadership. London, Harper Collins.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality. London, Kogan Page. 4.
4. Davenport, T H. Process Innovation: Re-engineering Work Through Information Technology. Boston, Harvard Business School Press.
5. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution. London, Nicholas Brealey.
6. Jayaraman, M S. etc. Business Process Re-engineering. New Delhi, Tata Mc-Graw Hill.



**M.B.A. Semester II**  
**Course Title: Entrepreneurial Skills**  
**Course Code No. – 207**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To know the Concept of an entrepreneur
2. To aware about Innovation & Creativity
3. To study the cases of successful entrepreneurs

**Unit 1: Entrepreneurial Mindset**

Concept of an entrepreneur, Concept and Evolution of entrepreneurship, Distinction between entrepreneur and Manger, Attributes of entrepreneurs, Core elements of entrepreneurship, Entrepreneurship in a Developing economy, Factors affecting Entrepreneurship development, Entrepreneurship as a Process, Role of entrepreneurship in the developing economy.

**Unit 2: Launching Entrepreneurial Ventures**

Generation of ideas: Methods and process of generating ideas, sources of ideas and screening process  
Assessing opportunities: Challenges, pitfalls and critical factors of new venture; Determining and acquiring required resources (Financial, Physical and Human): Search for entrepreneurial capital ,Sources of finance for Entrepreneurs, Business Plan Preparation for new Ventures,Company Registration Process, Required certificates, Compulsory registration and Optional registrations.

**Unit 3: Innovation and Creativity**

Role of Innovation & Creativity, Creativity: Concept and process of creativity; role and importance of creativity and mental blocks to creativity Innovation: Meaning and importance of innovation; Types of innovation; Sources of innovation; Conditions for effective innovation at Organization level and Methods of protecting innovation and creativity: branding, trademarks, patents, copyrights and registered design protection

**Unit 4: Selling and Negotiation skills to Entrepreneur**

Selling and Negotiation, Rapport Building with Market Reading customers mind, understanding nonverbal cues, understand body movements, observing customers in formal and informal situation, eye contacts to customer, Selling Process, Knowledge:Market Mapping, Company, , Product Quality Benefits, Packaging and Price/Profits, MIS, Importance of Merchandising and shelving, Out shelving as important as Out selling, The Art of Converting Goods Stocked into Goods Sold. Case Study of selected Indian Business Houses

**Note:** Case Studies and examples of successful entrepreneurs and entrepreneurial ventures should be discussed at relevant places.

**OUTCOME:**

1. Students able to learn about entrepreneurship skills
2. Students can learnt the concept Innovation & Creativity
3. Understand how to manage business processes used in organizations

**Suggested readings:**

- 1) Adamson, D., (1994), “Walking the High-Tech High Wire: The Technical Entrepreneur's Guide to Running a Successful Enterprise”, McGraw-Hill.
- 2) Baird. M.L., (2003), “Engineering your Start-up: A Guide for the High-Tech Entrepreneur”, Professional Publications.
- 3) Bhide, A., (2003), “The Origin and Evolution of New Businesses” Oxford University Press.
- 4) Brown, S.L., and K.M. Eisenhardt, (1998), “Competing on the Edge: Strategy as Structured Chaos”, Harvard Business School Press.

- 5) Bygrave, W.D., and A.L. Zacharakis, (2010), “The Portable MBA in Entrepreneurship”, (4<sup>th</sup> edition), Wiley.
- 6) Donald. F Kuratko& T.V Rao, (2012), “Entrepreneurship: A South Asian Perspective, , Cengage Learning Publications.
- 7) C.B Gupta and S.S Khanka, (2014), “Entrepreneurship and Small Business Management”, Sultan Chand Publications, New Delhi.

# Semester III

**M.B.A. Semester III**  
**Course Title: Personality Development**  
**Course Code No. – 301**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To understand the basic concept of personality
2. To study the major Personality Attributes
3. To involve students in the personality development process
4. To prepare students for interview

**Unit 1 - Personality:**

Meaning of personality, ability and learning, Personality Determinants, Personality Traits, Sixteen Primary Personality Traits, The Myers-Briggs Type Indicator (MBTI) , The Big Five Model , Type A Personality, Type B Personality, resilience

**Unit 2 - Attitude & Motivation:** Values, Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude –Negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation

**Unit 3 - Corporate readiness Programme** Body language ,Self esteem, Self monitoring, Risk tasking , , Problem-solving , Conflict and Stress Management , Decision-making skills, Leadership and qualities of a successful leader , Character building ,Team-work , Time management ,Work ethics, Good manners and etiquette

**Unit 4 Interview:** Concept, Definition, Importance, types, Application Form, Preparation of resume, Written Examination, Preliminary interview, Business games, group discussion, Tests, Final Interview, Medical Examination, Reference check.

**Unit 5: Preparation for Interview:** The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

**Suggested Readings:**

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill
2. Robbins S.,(2014) Organizational Behavior,16<sup>th</sup> edition, Prentice Hall International Inc
3. Davis K.(2010), Organizational Behavior -Human Behavior at Work,13<sup>th</sup> edition, McGraw-Hill Higher Education,Newyork
4. LuthansF.(2005) , Organizational Behavior,11<sup>th</sup> edition, McGraw-Hill
5. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi.Tata McGraw-Hill 1988

**M.B.A. Semester III**  
**Course Title: International Business**  
**Course Code No. – 302**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

Student should get the knowledge of globalization, WTO and development of world trade, FDI, international strategy to set the business.

**Unit – 1 Globalization**

Forces, Meaning, Levels, Different Approaches and Stages in Globalization

Introduction to Theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler,

Changing Nature of International Business Managing In the Global Market Place.

**Unit – 2 National Differences in Political Economy**

Introduction, Political Systems, Economic Systems, Legal Systems, the Determinants of Economic Development, States In Transition Differences in Culture: Introduction, Social Structure, Religion, Language, Education, Culture and The Workplace, Cultural Change.

**Unit– 3 Multinational Service Organizations**

Indian Companies Becoming Multinationals- Potential, Need And Problems, Mercantilism, Absolute Advantage, Comparative Advantage, National Competitive Advantage, Porter’s Diamond – WTO & Development Of World Trade, Regional Grouping Of Countries And Its Impact.

**Unit – 4 Foreign Direct Investment**

Introduction, FDI In The World Economy, Advantages Of Host And Home Countries, The Global Monetary System: An Introduction To Foreign Exchange Market, Functions Of Foreign Exchange Market.

**Unit – 5 International Business Strategy**

Introduction, Strategy and the Firm, Profiting From Global Expansion, Pressures For Cost Reductions And Local Responsiveness, Mode of Entry And Strategic Alliances, International Marketing Mix, International Mixing Strategies To Different Stages Of Product Life Cycle, International Marketing Information System

**Outcome:**

Students can get the process of international business in this competitive market, they can gain then strategies to develop to sustain in the market and make preparation to adopt better international Business strategies.

**Suggested Readings:-**

1. Dewan J. M. and Sudarshan K. N., (2014), “International Business Management”, Discovery Publishing House Pvt. Ltd., New Delhi.
2. Sundaram Anant K. and Black J. Stewart, (1995), “The International Business Environment Text & Cases”, PHI Learning Pvt. Ltd., New Delhi.
3. Cherunilam Francis, (2011), “International Business Environment”, (5<sup>th</sup> Edition), Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Czinkota Michael R., Ronkainen Iikka A. and Moffelt Michael H., (2013), “International Business”, (8<sup>th</sup> Edition), John Wiley and Sons, New Delhi.
5. Czinkota Michael R., Ronkainen Iikka A. and Moffelt Michael H., (2013), “International Business”, (7<sup>th</sup> Edition), Cengage Learning India Pvt. Ltd., New Delhi.
6. Rao Subba R., (2008), “International Business Text & Cases”, (2<sup>nd</sup> revised and enlarged Edition), Himalaya Publishing House Pvt. Ltd., Mumbai.
7. Hill, C.W.L. And Jain, A.K., (2008), “International Business: Competing In the Global Marketplace”, (6<sup>th</sup> Edition), Tata Mcgraw Hill Education, New Delhi.

8. Cherunilam Francis, (2010), "International Business: Text and Cases", (5<sup>th</sup> Edition), Prentice Hall India Learning Pvt. Ltd., New Delhi.
9. Paul, J., (2010) "International Business" (5<sup>th</sup> Edition), PHI Learning Pvt. Ltd., New Delhi.
10. Ball, D., Geringer, M., Minor, M. And Mcnett, J., (2009), "International Business: The Challenge Of Global Competition", (11<sup>th</sup> Edition), Tata McGraw Hill Education, New Delhi.
11. Deresky, H., (2011), "International Management: Managing Across Borders and Cultures", (6<sup>th</sup> Edition), Pearson Education Pvt. Ltd., New Delhi.
12. Griffin, R., (2012), "International Business", (7<sup>th</sup> Edition), Pearson Education Pvt. Ltd., New Delhi.

**M.B.A. Semester III**  
**Course Title: Summer Internship Report**  
**Course Code No. – 303**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

To provide on the job knowledge to student through Summer Internship. To make MBA students aware of Industrial Environment by self experience students are sent for “Summer Internship “of minimum forty five days duration in a Business Organization / Company.

It is to be carried out under the guidance and supervision of nominated Business Executive of the concern company.

After the completion of Summer Internship students shall join third semester course. During third semester student will submit a written Summer Internship report. The report should consist of the following contents:

Cover page stating the name of the school, name of the industry where the internship was undertaken, name of the student and the supervisor under whom he/she will complete the report.

The student should give the brief idea/data of the industry followed by the various departments information in which he/she have studied and work. Based on the work and learning/observations he/she will present the observation and learning report of the same.

**EVALUATION SCHEME:**

Panel of two faculties will examine the report. The evaluation details are given below:

Since this is four credit course, will be evaluated for hundred marks

A) Project Report (50 Marks)

B) Project Viva Voce (50 Marks)

**NOTE:** Candidate will be admitted to third semester , provided He/ she has Undergone practical training . He/ she should submit a certificate of completion that is dully signed and stamped by Business Executive Guide & Unit head of respective organization.

**OUTCOMES:**

1. Students will have a insight of Industrial Environment by self experience
2. Student will get practical exposure to management concept
3. Learning by doing

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Natural and Manmade Disasters Studies**  
**Course Code No. – 304 (A)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To orient students with different natural and manmade disasters
- To discuss India's Disaster vulnerability profile

**Unit 1 Water and Wind Related Disasters**

Topic 1:Flood: Nature of Floods, Geographical Distribution, Causes and Impacts of flood, Forecasting, warning and monitoring, Preparedness and response, Mitigation, Case studies

Topic 2 : Drought: Types of Droughts, Causes of Droughts, Space and Time characteristics of droughts, Drought prone areas of India, Vulnerability to drought and its impact. Predictability, Forecasting, warning and Mitigation, Drought Management in India, Case studies

Topic 3 : Cyclone: Geographical Distribution, Cyclone: Formation and Structure, Adverse effects of cyclone: Winds, Rain fall and storm surge, Cyclone warning and forecasting system, Response

**Unit 2 Geologically Related**

Topic 1:Earthquakes: Earthquakes in India, Earthquake occurrence and Measurement, Hazards and Impacts associated with an Earthquake, Earthquake: Risk Mitigation, Case studies

Topic 2 : Landslides: Classification of Landslides, Causes and Impacts, Risk reduction measures, Land slide disaster management in India, Case studies

Topic 3 :Avalanches: Avalanche formation and classification, Avalanche Prone areas, Avalanche Disasters in India, Avalanche Hazard Mitigation and Management Plans, The snow avalanche study establishment, Case studies

Topic 4 : Volcanic Eruptions : Volcanic Hazard: Nature and causes, Impact: Hazard associated with volcanoes, Regional distribution, Volcanoes in India, Volcanic Hazard: Monitoring and Mitigation, Case studies

**Unit 3 Climate Change**

Topic 1: Global Warming : Earth's climate system and Monitoring, Green house effect, climate change and Global warming, Impacts of Global warming

Topic 2: Sea Level Rise : Measuring sea level rise, Sea level change: causes, Sea level rise: Impacts, Sea level Rise and coastal zone management, Response strategies

Topic 3: Ozone Depletion : Characteristics of Earth's Atmosphere, Production and destruction of atmospheric zone, Measurement of atmosphere zone, Geographical and seasonal distribution of total column zone, Regulatory policies, Impact of changes in atmosphere



Topic 4: Heat and Cold Waves : Affected regions in India, Causes and Impacts, Prevention and Preparedness Rescue and relief, Case studies

#### **Unit 4 Chemical, Biological, Radiological and Nuclear Disasters ( CBRN)**

Causes and Impacts, Institutional aspects, Factors contributing to vulnerability, Preparedness and Response, Case studies

#### **Unit 5 Fire and Accidents (Human Induced Disasters)**

Topic 1: Fire : Understanding fire ,Types - Building Fire, Coal Fire, Forest Fire, Oil Fire; Causes and Impacts; Preparedness and response measures, case studies

Topic 2: Accidents: Types- Road Accidents, Air accidents, Sea accidents; Causes and Impacts; Accidents: Disaster management; Case studies

Topic 3: Stampede, Bomb blast, Riots, Epidemics :- Causes, Effects, mitigation Strategies

#### **Outcome:**

Students will learn various natural and man made disasters and also it will help them in doing hazard and vulnerability analysis.

#### **Suggested Readings:**

- Goel S.L., (2007),Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.
- Bourriau & Janine, Understanding Catastrophe , (1992), Cambridge University Press,Cambridge.
- Ghosh G.K, (2006),Disaster Management,6th edition, A.P.H. Publishing Corporation, New Delhi.
- Singh S.K.& Kundu S.C.,Disaster management ,William Publications, New Delhi.
- Sharma V.K. & Vinod K, (1995),Disaster Management, IIPA, New Delhi.
- Goel S.L., (2006), Encyclopedia of Disaster Management, Deep and Deep Publications, New Delhi.

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Security Analysis and Portfolio Management**  
**Course Code No. – 304 (B)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To acquaint students with notions of investments and securities market structure as well as to lead them into discussion of modern investments and portfolio theories. Also to equip them with ability to carry out security valuations and creation and monitoring of investment portfolios.

**Unit – 1 Introduction**

Concept of Investment, Objectives of Investment, Classification of Investment, Process of Investment, Concept of Risk and Return, Diversification of Risk

**Unit – 2 Stock market in India**

Bombay Stock Exchange, National Stock Exchange, Over The Counter Exchange of India, Regulation of Securities Market (SEBI), Types of Security Market Indices In India-BSE Sensex  
BSE 100 Index, NSE-Nifty

**Unit – 3 Fundamental Analysis and Technical Analysis**

Economic Analysis, Industry Analysis, Company Analysis, Concept of Technical Analysis, Efficient Market Hypothesis (EMH), Forms of Efficient Market Hypothesis

**Unit – 4 Portfolio Management**

Meaning Of Portfolio Management, Portfolio Construction Approaches – Markowitz Model & Efficiency Frontier, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)

**Unit – 5 Portfolio Performance Measures and Portfolio Revision**

Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index, Portfolio Diversification, Portfolio Revision Techniques -Formula Plan, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan

**Outcome:** Student will be able to analyze various securities and construct portfolio. Also student will get acquainted with security market.

**Suggested Readings:**

- Security Analysis and Portfolio Management – Avadhani .V.A.- Himalaya Publishing House, 9th Edition
- Security Analysis and Portfolio Management – Donald Fischer & Ronald Jordon-Pearson Education, 6th Edition
- Investment Analysis & Portfolio Management – Frank Reilly & Keith Brown-Cenage Learning, 8th Edition
- Investment Management – Dr.Preeti Singh- Himalaya Publishing House, 16<sup>th</sup> Edition
- Investment Analysis & Portfolio Management – Prasanna Chandra ( Tata Mcgraw Hill) 3rd Edition

**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Employee Training**  
**Course Code No. – 304 (C)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting

**Unit-1 Introduction to Training**

Meaning, Objectives, Role, Levels, Modes of training; Training Process, Employee Development, Difference between Training and Development

**Unit-2 Training Needs Assessment**

Objectives of training needs analysis - Identification of training needs and the process, tools and techniques – organizational analysis, person analysis and person analysis , Competency models

**Unit-3 Design and Implementation of Training Programme:**

Training Techniques and Methods, Trainer Identification, Training the Trainer, Trainer Roles and Functions, Designing a Training Module, Training Budget, Conducting Training Programme, Training Group and its Dynamics

**Unit-4 Evaluation of Training Programme**

Objectives of evaluation, Evaluation Process, Role of trainer and line manager in evaluations, Cost benefit analysis, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

**Unit-5 Emerging Trends in Training**

Outsourcing of Training, Gamification, team training and six sigma training; Electronic Enabled Training Systems, Multimedia Training, E-Learning, Distance Learning, Training and development initiatives of some selected companies from private and public sectors and MNCs

**Outcome:** Student will able to analyze the position of a training and development function within an organization

**Suggested Readings:-**

1. Employee Training and Development - Raymond Noe, Mc Graw Hill Publication
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping & Assessment Centre- Radha Sharma Page1of 305-C
4. Training and Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak
6. Human resource management – Garry Dessler, PHI, New Delhi
7. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
- 8 .Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
9. Pareek Uday, “ Beyond Management”
10. Tropman John – Compansation Solution, Jossey –Bass Publication, 2001
11. Martocchio Joseph – Strategic compensation – HRM approach, Prentice hall, 2001

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Marketing Research**  
**Course Code No. – 304 (D)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To study the process of marketing research
- To learn the application areas of Marketing research

**Unit 1 Introduction to Marketing Research**

Definition, Significance of Marketing Research, Role and scope of Marketing Research, Advantage of Marketing Research, Tools of Marketing Research, Limitation of Marketing Research, Marketing information system, Problems of Marketing Research in India, Issues and emerging trends in Marketing Research,.

**Unit 2 Steps in Marketing Research**

Meaning of steps, significance and need of scientific steps to be used in Marketing Research, Identification of problem, Defining and redefining the problem, developing the research plan, Decision of quantitative /qualitative research to be conducted

**Unit 3 Sampling**

Meaning of sampling, deciding the sample size, sample selection methods- probability method- simple random sampling, cluster or area sampling – Non probability sampling- convenience sampling, judgment sampling, quota sampling

**Unit 4 Data Collection and presentation**

Meaning of data, significance of data, types of data, source of data collection, preparation of questionnaire/schedule for data collection, Do's and don'ts in questionnaire, focus group and depth interview, analysis of data, decision making from collected data

How to present data, layout of data, title page, letter of authority, letter of transmittal, forward/preface, table of contents, list of tables/charts/diagram, physical presentation of the report, arranging the references, bibliography, appendices.

**Unit 5 Advertising research**

Advertising research, stages involved in advertisement research, Media research, Recall of advertisement, measuring effectiveness of advertisement, testing of advertisement copy before realize, How to read advertisement and use them for decision making, Test marketing.

**Outcome:**

After learning this course, students will be able to conduct marketing research which will help them in formulating marketing strategies

**Suggested Readings:**

Kinney and Taylor, (1995), Marketing Research An applied approach, 5th edition, McGraw- Hill, New York

Malhotra N.K, & Dash S., (2011), Marketing research an applied orientation, 6th edition, Pearson Education India, New Delhi

Paul G. & Tull D.S., (1978), Research for Marketing Decisions, 4th edition, Longman Higher Education

Boyd H.W. , Stasch S.F. ,Homewood& Richard D. , (1989), Marketing research Text and cases, 7thEdition, Richard D. Irwin Inc., Homewood, Illinois

Nargundkar R., (2003), Marketing Research-Text and Cases, 2nd Edition, Tata Mc Graw Hill Publications, New Delhi

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Disaster Preparedness**  
**Course Code No. – 305 (A)**

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**Total Credits: 04**

**Total Hours :60**

**Objective**

- To teach the concept of Disaster Preparedness
- To orient students about preparedness measures for various natural and manmade disasters

**Unit 1 –Introduction**

Disaster Management Cycle, Disaster Preparedness: concept and significance, Disaster Preparedness Measures, Institutional Mechanism for Disaster Preparedness, Disaster preparedness with special needs/ vulnerable groups, Disaster Preparedness: Policy and Programmes

**Unit 2 – Disaster Preparedness Plan**

Concept and Significance, Disaster Preparedness Plan essentials, Community Based Disaster Preparedness plan.

**Unit 3**

Hazard monitoring, tracking and modeling, Early warning systems, warning protocols ,India Disaster Resource Network, , Emergency Sanitation/Shelter environments , worst scenario analysis, Emergency operation Centre, Role of Information, Education, Communication and Training

**Unit 4 Preparation**

Material, relief required- sources of relief, modes and means of transport, medical facility and communication network. Preparation of manpower, awareness of damages, perception, reaction time. Authority: Hierarchy set-up, direction of communication

**Unit 5 Emerging Technologies in Disaster Management**

Remote sensing, Disaster Mapping, Aerial Photography, land use zoning, Wireless and Radio, HAM radio, case study.

**Outcome:**

A trained students will be able to implement holistic approach of Disaster preparedness resulting in minimum losses.

**Suggested Readings:**

- Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.
- Singh R.B. , (2006) Natural Hazards And Disaster Management : Vulnerability And Mitigation, Rawat Publications, New Delhi.
- Ghosh G.K, (2006), Disaster Management, 6th edition, A.P.H. Publishing Corporation, New Delhi.
- Singh S.K.& Kundu S.C., Disaster management , William Publications, New Delhi
- Sharma V.K. & Vinod K, (1995), Disaster Management, IIPA, New Delhi.
- Goel S.L., (2006), Encyclopedia of Disaster Management, Deep and Deep Publications, New Delhi.

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Financial Markets and Institutions**  
**Course Code No. – 305 (B)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To provide student's exposure to all financial institution and markets and their working.

**Unit – 1 Overview of Indian Financial System**

Developments Since 1991, Various Financial Intermediaries, Role Of Financial Intermediaries, Money Market, Money Market Instruments, Capital Market, Capital Market Instruments, Regulatory Authorities In Financial Markets-SEBI, RBI

**Unit – 2 Non-Banking Financial Companies**

Introduction, Importance of NBFCs, Classifications of NBFCs- Hire-Purchase finance companies, Loan Companies, Nidhis, Chit Fund Companies, Housing Finance Companies, Regulatory framework for NBFCs in India, Supervision of NBFCs

**Unit – 3 Merchant Banking**

Introduction, Nature, Functions of Merchant Banker, SEBI and Merchant Banking in India, Leasing Concept – types – Leases Vs Borrowing

**Unit – 4 Mutual Funds**

Concept – Types of Funds, Advantages SEBI and Regulation of Mutual Funds – Evaluation of Performance of Mutual Funds

**Unit – 5 Venture Capital**

Nature and Scope, Regulatory Framework, Venture Capital Investment Process, Evaluation Criteria, Limitations, Problems of Venture Capital Funds in India, Global Experience of Venture Capital

**Outcome:** Student will get aware with various financial institutions and financial services.

**Suggested Readings:**

- Financial Institutions and markets–L.M.Bhole and J.Mahakud- Tata McGraw Hill-5th Edition.
- Indian Financial System – H.R.Machiraju - Himalaya Publishing House-2nd Edition.
- Marketing of financial services – V.A.Avadhani - Himalaya Publishing House-3rd Edition.
- Financial markets and services – Gordon and Natrajan - Himalaya Publishing House-6th Edition.
- Financial markets & Institutions –Anthony Saunders & Marcia Cornett – Tata McGraw Hill-3rd Edition.

**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Human Resource Accounting**  
**Course Code No. – 305 (C)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To create awareness regarding the concept, need and significance of HRA
2. To familiarize with the different methods of quantification of HR Accounting and its application to HRM

**Unit-1 Introduction to HRA:**

Meaning, Definition, Objectives & Importance of HRA; Historical Development of HRA; HRA for Managers & HR Professionals; Modern Market Investment Theory

**Unit-2 HR Accounting:**

Methods of measurement in HRA – cost approach & economic value approach; Classification of Costs in HR Accounting; Development of the Concept – An Historical Score Card

**Unit-3 HR Accounting Design, Preparation:**

Design, Preparation & Implementation of HR Accounting, Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, PA and Training

**Unit-4 Responsibility Accounting and Management Control:**

Responsibility Accounting and Management Control; Management Control Structure and Process; Behavioral Aspects of Management Control – Social Control

**Unit-5 HR Accounting:**

HRA Oriented Reporting system; Use of HRA information for HR decision making

**Outcome:**

1. Students understand concept of HR Accounting
2. Students can design of HR Accounting Process
3. Understand how to prepare HR Accounting

**Suggested readings:**

1. “Eric G. Flamholtz” (1999), Human Resource Accounting: Advances in Concepts, Methods and Applications, Publisher: Springer; 3rd edition (May 31, 1999) ISBN: 0792382676
2. Jac Fitz-enz and Barbara Davison (202), How to Measure Human Resource Management (3rd Edition), Publisher: McGraw-Hill Education; 3rd edition (January 16, 2002)
3. Saeed M, Kulshrestha D K. Publisher(1990), Human Resource Accounting, Anmol Publications Pvt. Limited, 1990. ISBN, 8170413257, 9788170413257.
4. Rao, Prabhakar D,(1986), “Human Resource Accounting”, Inter India Publications, Delhi.
5. Becker B E, Huselid MA, Ulrich D (2001), “The HR Scorecard” Harvard Business School Press, 2001
6. Clive Morton, Andrew Newall, Jon. Sparkes ,Delivering Competitive Advantages, Jaico Publishing House 1st edition.
7. Katiyar Rakesh Chandra, Accounting for Human Resources, UK Publishing House.
8. [www.od.com](http://www.od.com)
9. [www.shrm.org](http://www.shrm.org)



**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Consumer Behavior**  
**Course Code No. – 305 (D)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:**

1. To familiarize the students with the behavioral aspects of consumers.
2. To understand the internal forces, external influences and processes that goes on To affect consumer behavior, the challenges generated for the marketers and The strategies which could be implemented

**Unit – 1 Consumer Behavior**

Introduction to Consumer Behavior, Concepts, Need to Study Consumer Behavior, Factors Influencing Consumer Behavior, Changing Trends in Consumer Behavior. Consumer Behavior & Marketing, Marketing Segmentation, Components, Process of Marketing Communication, Message, Persuasion, Need & Importance of Appeal.

**Unit – 2 Consumer Decision Making**

Consumer Decision Making Process, Models, Levels, Opinion Leaders & Consumer Decision Making, Adoption & Diffusion Process, Crafting a Strong Positioning Statement, How change affects consumers and their behavior.

**Unit – 3 Psychological Determinants**

Motivation – Needs, Types, Theories – Role of Motivation in Consumer Behavior. Personality & Attitude – Theories of Personalities & its Application. Self-concept. Formation of Attitude – Theories & its Relevance in Consumer Behavior. Cognitive Dissonance, Tricomponent, Changing Attitude in Consumer Behavior.

**Unit – 4 Social & Cultural Aspects of Marketing & its Impact**

Family, Social Stratification, Class, Age, Gender. Group, Reference Group, Culture, Sub-Culture, Changing Indian Core Values.

**Unit – 5 Perception & Learning in Consumer Behaviour**

Concepts, Elements in Perception, Subliminal Perception, Learning, Elements of Consumer Learning, Cognitive Theory, Social Learning, Behavioral Learning, Classical, Instrumental Theory, Ethical Issues with consumers & its impact, Minimum five case studies should be discussed.

**Outcome:**

By learning Consumer behavior students able to understand the behavioral patterns of the customers and they may adopt required strategies to attract towards desired products, offered by the organizations.

**Suggested Readings:**

- Schiffman G. Leon and Kanuk L. Leslic, (2009), “Consumer Behavior”, (9<sup>th</sup> Edition), PHI Learning Pvt. Ltd., New Delhi.
- Nair Suja and Kumar Niraj, (2010), “Consumer Behavior and Marketing Communication”, Himalaya Publishing House, New Delhi.

- Nair R. Suja, (2013), “Consumer Behavior and Marketing Research”, Himalaya Publishing House, New Delhi.
- Nair R. Suja, (2011), “Consumer Behaviour in Indian Perspective”, (2<sup>nd</sup> Edition), Himalaya Publishing House, New Delhi.
- SaxenaRajan,”Marketing Management”, (2009), (4<sup>th</sup> Edition), Tata McGraw Hill Companies, New Delhi.
- Kotler Philip, Keller Kevin lane, Koshy Abraham, JhaMithileshwar, (2009),”Marketing Management”, (13<sup>th</sup> edition), Prentice Hall of India Pvt. Ltd., New Delhi.

**Semester - III**  
**Elective – I**

**Select any one course out of four offered courses in each specialization**

**A) Specialization: Disaster Management**

Select any one course of the following:

<b>Sr.No.</b>	<b>Course Code</b>	<b>Title</b>
1	306 (A) (1) (Elective I)	Environment Studies
2	306 (A) (2) (Elective I)	Managing Human Behavior
3	306 (A) (3) (Elective I)	Community Based Disaster Management
4	306 (A) (4) (Elective I)	Cyber Terrorism and Information Warfare

**B) Specialization: International Finance and Banking**

Select any one course of the following

<b>Sr.No.</b>	<b>Course Code</b>	<b>Title</b>
1	306 B (1) (Elective I)	Mergers & Acquisitions
2	306B-2 (Elective I)	Corporate Financial Restructuring
3	306B-3 (Elective I)	Strategic Financial Management
4	306B-4 (Elective I)	Social Finance for Inclusive Growth

**C) Specialization: Human Resource Development**

Select any one course of the following

<b>Sr.No.</b>	<b>Course Code</b>	<b>Title</b>
1	306C-1 (Elective I)	Integration of HR
2	306C-2 (Elective I)	Labour Welfare
3	306C-3 (Elective I)	Talent Management
4	306C-4 (Elective I)	Creative Problem Solving And Decision Making

**D) Specialization: Marketing Management**

Select any one course of the following

<b>Sr.No.</b>	<b>Course Code</b>	<b>Title</b>
1	306D-1 (Elective I)	Brand Management
2	306D-2 (Elective I)	Tourism Marketing
3	306D-3 (Elective I)	Supply Chain Management
4	306D-4 (Elective I)	B2B Marketing

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: ENVIRONMENT STUDIES**  
**Course Code: 306 (A) (1) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To study the ecosystem and various natural sources
- To orient students about the biodiversity in India
- To discuss various issues related to environment and their impact

**Module 1: Introduction:**

Definition; Scope and importance, Need for public awareness

**Module 2 : Natural Resources:**

Renewable and non-renewable resources; Natural resources and associated problems;

Unit 1: Forest resources: Use and Over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects

Unit 2 :Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams benefits and problems

Unit 3 :Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies

Unit 4 :Food resources: World food problems, changes caused by agriculture and overgrazing ,effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies

Unit 5 : Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, Case studies

Unit 6: Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification

- Role of an individual in conservation of natural resources
- Equitable use of resources for sustainable lifestyles

**Module 3: Ecosystems**

Unit 1: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids.

Unit 2 : Introduction, types, characteristic features, structure and function of the following ecosystem: -

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit 3: Biodiversity and its Conservation

- Introduction-Definition: genetic, species and ecosystem diversity
- Biogeographical classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts

- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

#### **Module 4: Social Issues and the Environment**

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case studies
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust
- Wasteland reclamation
- Consumerism and waste products
- Environment Protection Act

#### **Outcome:**

After learning this module student will get familiarize with the ecosystem and issues related to environment system.

#### **Suggested Readings:**

- Agarwal, K.C. (2001). Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad - 380013, India,
- Brunner R.C.(1989) Hazardous Waste Incineration, McGraw Hill Inc. 480p.
- Clerk B.S., Marine Pollution, Clanderson Pross Oxford (TB).
- Cunningham, W.P.Cooper, T.H. Gorhani, E & Hepworth, M.T.(2001). Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p.
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Managing Human Behavior**  
**Course Code No. – 306 (A) (2) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

To develop an understanding of the structure and role of human behaviour in disaster management

**Unit – 1 Individual Dimensions of Organizational Behaviour**

Nature of Human Behaviour- Concept, Process, Managerial Implications, Individual differences, Perception- Meaning, Perceptual Process, Perceptual Organization, Interpersonal Perception  
Attitudes and Values- Formation, Theories of attitude formation, attitude change, Values  
Motivation- Motivation and behaviour, Motivation and performance, Theories of motivation,

**Unit- 2 Group Dimensions of Organizational Behaviour I**

Group Dynamics- Formal and Informal Groups, Group Behaviour, Group Decision Making  
Team dynamics- Types of Teams, Effective Team, Team Creation, Task force, Quality Circle  
Leadership- Concept, Leadership Styles, Leadership development, leadership & technology

**Unit- 3 Group Dimensions of Organizational Behaviour II**

Conflict-Levels of Conflict, Process, Conflict Management, Negotiation, Grievance management  
Stress- Concept, Sources of stress, Stress Management, Stress and Performance  
Change- Levels of change, Types of change, Change process, Change management

**Unit- 4 Training and Development**

Meaning, Objectives, Training Process, training needs analysis, Training Techniques and Methods, Evaluation, Training Budget, Training outsourcing, E-training, Emerging Trends in Training, Counseling

**Unit-5 Cases of managing human behaviour in disaster management**

Indian cases in natural disasters and man-made disasters  
Global cases in natural disasters and man-made disasters

**Outcome:**

**Suggested Readings:-**

1. Robbins Stephen,(2001), Organizational Behavior, 9th Ed., Prentice Hall International Inc.
2. Prasad L. M.(2014), Organizational Behavior, 5th Ed., Sultan Chand & sons publications
3. Aswathapa K.(2016), Organizational Behavior, 12th Ed., Himalaya Publishing House

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Community Based Disaster Management**  
**Course Code No. – 306 (A) (3) (Elective I)**

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**Total Credits :04**

**Total Hours: 60**

**Learning Objectives**

- To promote the community based disaster management practices
- To strengthen community by educating students with new concepts and case studies in this field

**Unit 1**

Concept of community, it's functioning, formal and informal groups, community networks, Community based Disaster Management

Hazard profile, Vulnerability Assessment, vulnerability reduction

Community Based Disaster Management's critical elements and features, challenges and limitations of community preparedness

Status of Indian Community in terms of capacity and effects of Disaster, Vulnerable groups

**Unit 2**

Needs for training, advantages, Methods of training, Training process, team building, Management of Human resources

**Unit 3**

Resources for Community based preparedness and mitigation Programmes- Risk assessment, Financial resources, Livelihood strategy, Social protection, Housing, community networks, Information sharing, Government fiscal support, Disaster fund, Insurance, Social fund, Public Programmes, microfinance, early warning system, Resource mobilization

Preparedness of community in terms of : Mitigation, Prevention ,Response

**Unit 4**

Community level disaster management plans in rural and urban areas. School, Residential and Public place safety.

Role of NGO in Disaster Management

**Unit 5**

Planning and Implementing Community Based Disaster Management Plan, case study

**Outcome:**

Trained students will promote Community based disaster management practices; making disaster management more effective and efficient.

**Suggested Readings:**

- Sahani P., (2004), Disaster Mitigation – Experiences and reflections, Prentice Hall of India Pvt ltd, New Delhi.
- Sustainable Community Based Disaster Management Practices in Asia :A user guide by Kobe, Japan-UNCRD.
- Sahani P., (2004), Disaster Risk Reduction in South Asia, Prentice Hall of India Pvt ltd, New Delhi.
- Modh S., Citizens guide to Disaster management, Macmillan Publishers India Ltd., New Delhi.
- Modh S., Bawa & Noorjahan (1997), Non-Government Organizations in Development: Theory and Practice, Kanishka Publishers, New Delhi.
- NGOs and Socio-Economic Development Opportunities, (2000) ,Deep and Deep Publications, New Delhi.
- Community Based Disaster Management: A Guide for Trainers- Knowledge Links Private Limited, Practical Action (Formerly ITDG-South Asia) and the Centre for Disaster Management, HCM Rajasthan State Institute of Publication



**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Cyber Terrorism and Information Warfare**  
**Course Code No. – 306 (A) (4) (Elective I)**

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**Total Credits: 04**

**Total Contact Hours: 60**

**Objectives:**

- To make students aware about cyber terrorism
- To measures for reducing the threat of cyber terrorism

**Unit-1**

Concept of Information Society, Knowledge management, Cyber Space, Digital Economy, Critical infrastructure, Critical Information Infrastructure, Internet as Global Information Infrastructure.

**Unit -2**

Introduction to Cyber Terrorism and Cyber warfare, Terrorist Atrocities, The use of IT by Terrorist, Characteristic of Cyber Terrorism, Factors Contributing to the Existence of Cyber terrorism, Real Examples of Cyber Terrorism, Political Orientation of Terrorism, Economic consequences.

**Unit - 3**

Cyber crime, Types of cyber crime: Hacking, Virus, Worm, Trojan Horse, mail ware, Fraud and theft, cyber homicide, Current Cyber Attack methods, Criminal threats to IT infrastructure, Web security, Basic cyber forensics, Internal Penetration, External penetration, your Role on Cyber attacks. Cyber crime and Law, Cyber Jurisdiction, Indian IT ACT.

**Unit -4**

Fundamental Concepts of Information Security, Information warfare, Levels of Information war, Cost of Information Warfare, Cyber disaster, disaster planning, Why disaster planning, Company Wide disaster planning, Business Impact analysis.

**Unit -5**

Threat, Vulnerability and Risk, best practices in security policies, Formulate a security policy and identify security policy categories, Fundamental Concepts of Risk Analysis, Risk analysis Factors, Risk Analysis: An ongoing process, analyzing economic impacts, How to minimize Risk, Important of ongoing risk analysis and define incident handling Procedure.

**Suggested Readings:-**

- Thomas M.C., Lee J., Macdonald S., (2014), Cyber terrorism Understanding, Assessment, and Response, Springer , New York.
- Verton D., (2003),Black Ice: The Invisible Threat of Cyber-terrorism, 1<sup>st</sup> edition ,McGraw-Hill Osborne
- Walter Laqueur, Yohana Alexander, “The terrorism Reader: A historical methodology”.
- Alexander Y & Swethan M.S.,(1999), Cyber Terrorism and information warfare: Threats and responses , 1<sup>st</sup> edition, Oceana TM
- Alexander Y., (1976),International Terrorism: National Regional and Global Perspective, Praeger, New York.

## M.B.A. Semester III

### Specialization: International Finance and Banking

#### Course Title: Mergers and Acquisitions

#### Course Code No. – 306 (B) (1) (Elective I)

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To provide student's exposure to various aspects of Mergers and Acquisitions.

#### **Unit – 1 Introduction**

Meaning of Corporate Restructuring, Objectives of Corporate Restructuring, Forms & Types of Corporate Restructuring - Financial Restructuring, Organisational Restructuring, Portfolio Restructuring, Merger, Consolidation, Acquisition, Demerger, Carve-out, Joint Venture, Applications of Corporate Restructuring

#### **Unit – 2 Mergers and Acquisitions**

Meaning, Reasons, Types & Process of Mergers, Acquisitions - types, Synergies in Mergers and Acquisitions, Takeover tactics & defense tactics in India, Reasons for failure of Mergers & Acquisitions

#### **Unit – 3 Mergers and Acquisitions Theories**

Friedrich Trautwein's Merger Motive Model, Monopoly Theory, Efficiency theory, Valuation Theory, Raider Theory, Empire Building Theory, Process Theory, Disturbance Theory, Information & Signaling, Hubris Hypothesis & Agency Problem

#### **Unit – 4 Valuation of Companies**

Concept of value of a company, Methods of enterprise and equity valuation, Dividend Discount Model, Asset based valuation approach, Relative valuation approach, Capitalization of earnings approach, Cash flow based valuation approach

#### **Unit – 5 Funding of Mergers & Acquisitions**

Methods of effecting payment of consideration, Sources of funds, Domestic acquisitions, Cross border acquisitions by Indian companies, Leveraged buyout and Management buyout. Case – studies of acquisitions, mergers and demergers

**Outcome:** Student will be able to find the change in financial position of a firm due to mergers and acquisition of firms.

#### **Suggested Readings:**

- Mergers, Acquisitions & Corporate Restructuring – Prasad Godbole -Vikas Publishing House pvt ltd.-1<sup>st</sup> Edition
- Mergers, Restructuring & Corporate Control - Fred Weston, Kwang chug, Susan Hoag (PHI Learning pvt ltd.) Indian Edition

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Corporate Financial Restructuring**  
**Course Code No. – 306 (B) (2) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To develop the perspective of financial policy as a subset of corporate strategy & to have insight on financial decisions and familiarize students with various techniques of corporate restructuring, and valuation methods & their application used by corporate in real life.

**Unit – 1 Fundamental Conceptualization of strategic Finance Management**

Basic Concept of Finance, Risk & Return, Advance Application of Capital Budgeting, Investment Appraisal Decision

**Unit – 2 Corporate Financing & Dividend Policy decision**

Impact of Different Patterns of Capital Structure, Evaluation of Alternatives of Long Term Finance and Working Capital Financing, Different Issues In Dividend Policy Decision, Effect of Leverage Analysis on Dividend Policy Decision

**Unit – 3 Corporate Restructuring**

Fundamental Concept of Corporate Restructuring, Different Means, Motives & Applications of Corporate Restructuring, Mergers & Acquisitions Concept, Process

**Unit – 4 Accounting, Taxation & legal aspects of M&A**

Accounting Standard - 14, Company Law & Competition Act for M&A, SEBI's Rules & Regulations for M&A

**Unit – 5 Valuation**

Fundamental of Valuation, Different Approaches of Valuation – Comparable Company & Transaction Analysis Method, DCF, Real Option Method, Formula Approach for Valuation

**Outcome:** Student will get familiarize with various techniques of corporate restructuring and its applications.

**Suggested Readings:**

- Principle of corporate Finance - Brealey & Myers, Tata McGraw Hill, Latest Edition
- Mergers, Acquisitions and Corporate Restructuring - Prasad Godbole, Vikas Publication, Latest Edition
- Takeovers, Restructuring, and Corporate Governance - James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Pearson Education, Latest Edition

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Strategic Financial Management**  
**Course Code No. – 306 (B) (3) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To acquaint students with various concepts of strategic financial management and make the students familiar with the integration of various techniques in decision making.

**Unit – 1 Introduction to Strategic Financial Management**

Conceptual Frame work – 9-S Model for strategic Financial Management – Rights Issue – Initial Public Offer – Private Placement

**Unit – 2 Capital Structure Planning**

Estimating Financial Requirements – Understanding Debt –Debt Securitization – EBIT-EPS Analysis Indifference Point – Levered Beta – Un-levered Beta (problems and cases)

**Unit – 3 Corporate Acquisitions**

Types of Acquisitions – Mergers – Reasons – Exchange Ratio –Takeovers – (Problems and cases)

**Unit – 4 Corporate Valuation**

Different Approaches for valuing business enterprises – Concept of valuation of shares – Various Methods of valuation of shares – valuation of Goodwill – Estimating Equity Free Cash Flows — Economic Value Added Approach. (Problems and cases)

**Unit – 5 Corporate Restructuring and Reengineering**

Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares — Bench Marking Practices

**Outcome:**

Student will get well acquainted with concepts of strategic financial management and will be able to prepare effective strategic financial plan

**Suggested Readings:**

- Corporate Finance- Aswath Damodaran – Wiley India, 2nd Edn.
- Corporate Financial Management-Glen Arnold, Mohan Kumar – Pearson Education, 3rd Edn.
- Restructuring and Corporate Control - J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers –, Prentice Hall, India, 2007.
- Financial Management - Jonathan Berk Peter DeMarzo – Pearson Education, 1st Edn. 2007.
- Financial Management - Prasanna Chandra – Tata McGrawhill Book Co. Ltd., 4th Edn.
- Financial Management and Policy - R. Srivastava – Himalaya Publishing House, 4th Edn. 2009.
- Valuation Analyzing Global Opportunities - Shridan Titman, John DMartin, V. Ravi Anushuman – Pearson Education, 1st Edn.
- Financial Management - Sudhindra Bhat – Excel Books, 2nd Edn 2008

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Social Finance for Inclusive Growth**  
**Course Code No. – 306 (B) (4) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To highlight the need for financial products that help the asset poor households and the marginalized communities, including micro entrepreneurs, engage in income generating activities and also understand the role of financial institutions in financial inclusion.

**Unit – 1 Financial Markets**

Accessibility of Financial Markets to Poor in India – Demand and Supply Issues

**Unit – 2 Innovative Financial Products**

Financial Innovations beyond Microcredit, Urban Finance, Low Income Housing Finance, Micro Enterprise Financing Innovations

**Unit – 3 Finance Constraints Faced by Microenterprises**

Financing Constraints Faced By Micro Enterprises, Restricting Access to Finance, Financial Market Innovations Supporting MSME Finance, Financing Startup and Venture Capital Fund, Credit Guarantee Mechanisms

**Unit – 4 Capital Markets and Commodity Finance**

Financial Innovations To Support Savings And Investments Of Asset Poor Households, Framework For Managing Inflation Risks, Etc.-Global And Indian Experiences. Micro-SIP and Pension, Investment and Insurance-Linked Products: Credit-Insurance Based Financing Arrangement, Indian Commodity Derivatives, How Have They Benefitted Farmers, Allied Cases

**Unit – 5 Credit Rating**

Credit Rating Models of Social Finance, Credit Scoring Model, Credit Information For Microenterprises, SME Exchange In India

**Outcome:** Student will understand new avenues available in agricultural sector for hedging risk.

**Suggested Readings:**

- Inclusive Growth – Indian Institute of Banking and Finance, Microfinance –Somnath - Excel Books
- New Trends in Banking-V V Ravikumar – ICFAI Press
- Principles and Practice of Banking – IIBF- Macmillan Publishing
- Advanced financial Management – M.A.kohok – Everest Publishing
- Portfolios of the Poor – Daryl Collins, Jonathan Morduch, Stuart Rutherford and Orlanda Ruthvan – Princeton University Press

**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Integration of HR**  
**Course Code No. – 306 (C) (1) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To develop an understanding of the interaction pattern among labour, management and the State

**Unit – 1 Industrial Relation**

Definition, Determinant, Approaches, Evolution of Industrial Relations and Current Developments, Constitutional and Legal Framework of Industrial Relations, Industrial Dispute –Meaning, Causes, Impacts

**Unit – 2 Trade Union**

Introduction, meaning, definitions, nature of trade unions, trade union movement in India, Trade Union Development and Functions, Structures of Trade Union, problems of trade union, Registration & Recognition of Trade Unions, cancellation of registration, appeal, rights and Privileges of a registered TU, Duties and Liabilities, amalgamation, Managing Trade Unions, Managerial Unionism, Impact of globalization on Trade union movement

**Unit - 3 Collective Bargaining**

Meaning, Characteristics, Need, Importance, Process of CB, Essential Conditions for Success, Causes for Failure of CB, Negotiation Skills, Issues and Trends in Collective Bargaining

**Unit – 4 Grievance Handling and Discipline:** - Grievance Function in Industrial Relations, Negotiation, Mediator. Conciliation, Arbitration and Adjudication,

**Unit – 5 Workers Participation in Management-** Concept, Objectives, Pre-Requisites, Levels of Participation, Forms of Participation, Benefits of Participation, WPM in different countries,

**Outcome:**

Student became aware about building positive industrial relations by applying principles of Organizational Behaviour through facilitating HR systems and proactive HR interventions

**Suggested Readings:-**

1. Dynamic Personnel Administration - Prof. M. N. Rudrabasavraj
2. Personnel Management and Industrial Relations – P. C. Shejwalkar and S.B. Malegaonkar
3. Labor Management Relations in India – K. M. Subramanian
4. Trade Unionism - Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. The Future of Industrial Relations. New Delhi, Sage, 1994. Niland JR.
7. Collective Bargaining and Industrial. - Kochan, T.A. & Katz Henry, 2<sup>nd</sup> edition, Homewood, Illinois, Richard D Irish, 1988.
8. Industrial Relations – Arun Monappa
- 9 Human Developments – Diane E. Papalia, Sally Wendkos Olds
- 10 Industrial & Labour Law - S.P. Jain, Dhanpatrai & Co
11. Elements of Mercantile Law- N. D. Kapoor

**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Labour Welfare**  
**Course Code No. – 306 (C) (2) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** The course aims at providing the students an understanding of the theoretical , applied and legal aspects of labour welfare and social security

**Unit – 1 Labour Welfare:**

Meaning, Scope, Objectives, Principles, Theories, Agencies for Labour Welfare: State, Employers, Trade unions. Necessity and importance of Labour Welfare in India

**Unit – 2 Welfare Measures**

Labour welfare officer, Consumer Co-operative Stores, Counseling Services, Educational Facilities, Transport Facilities, Recreational Facilities, Family Planning, Workers' Education Scheme.

**Unit – 3 Welfare of Special Categories of Labour**

Female Labour, Child Labour, Labour, Constructional Labour, Bonded Labour , Inter-State Migrants Labour, Handicapped and Disabled Labour

**Unit – 4 Social Security**

Meaning, Scope , Objectives . Social Insurance and Social Assistance, Social Insurance, Commercial Insurance, ILO, ILC and Social Security, Labour Legislation and Labour Administration

**Unit – 5 Cases in Labour Welfare**

Minimum 5 cases encompassing the above topics

**Outcome:** empower the students with theoretical as well as practical knowledge of labour legislations.

**Suggested Readings:-**

1. A.M. Sarma Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal Economics of Labour and Industrial Relations

**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Talent Management**  
**Course Code No. – 306 (C) (3) (Elective I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To facilitate understanding of basic concepts of Talent Management
2. To make use of Talent Management for employee development

**Unit – 1 Talent Management:**

Talent Management Philosophy, Identify relationship between global marketplace and managing talent

**Unit – 2 Performance Management Linkage:**

Philosophy, how performance management is linked to talent management

**Unit – 3 Talent Planning:**

Succession planning in organizations, succession-planning strategies that is used to differentiate between target audiences, steps for implementing an employee succession plan

**Unit – 4 Coaching the “Super keepers”:**

how coaching works in a business organization, strategies for coaching different generations of employees, central themes to excellence in coaching employees

**Unit – 5 Training the “Super keepers”:**

Concept, need based training, strategies for training different generations of employees, Identify strategies for training the “super keeper” employee

**Outcome:**

1. Student understands concepts of Talent Management
2. Student understands process of Talent Management
3. Able to apply Talent Management interventions used in OD

**Suggested readings:**

1. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill, New York, NY. Current Edition
2. Carpenter, Mason, Talya Bauer, and Berrin Erdogan. Management and Organizational Behavior. 1. 1. Flatworld Knowledge , 409. Print.
3. The War for Talent, McKinsey Quarterly
4. Michaels, Ed; Handfield-Jones, Helen; Axelrod, Beth (2001). [The War for Talent](#). Harvard Business Press. [ISBN 9781578514595](#).
5. Schein, Edgar. Increasing Organizational Effectiveness through Better Human Resources Planning and Development. Sloan Management Review, 1977, 19:1 p. 1.



**M.B.A. Semester III**  
**Specialization: Human Resource Development**  
**Course Title: Creative Problem Solving and Decision Making (CPS&DM)**  
**Course Code No. – 306 (C) (4) (Elective I)**

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**Total Credits: 04**

**Total Contact Hours: 60**

**Objectives:**

1. To create ability of creative problem-solving
2. To familiar about decision making process
3. To understand concept of System Thinking and case study

**Unit - 1 Creative problem-solving**

Introduction, Creative solution types -1.The creative solution, 2. Innovations, 3.Inventions ;  
Techniques and tools -1 Creative problem-solving technique categories: Mental state shift  
Problem reframing, Multiple idea facilitation, Inducing change of perspective, 2 Creative Problem Solving (CPS) , 3 Creative problem-solving tools and software

**Unit - 2 Decision Making:**

Introduction to Decision-making, Problem analysis & decision-making, Decision-making techniques, Stages of group decision-making, Decision-making steps, Post-decision analysis

**Unit - 3 Systems Thinking in Management:**

Introduction, Definition, What's a System?, Why Is System Thinking Important?, Theory & Model ,System Types: Open System: , Closed System, Subsystem ,Systems thinking has been defined as an approach to problem solving

**Unit - 4 Case Study:** Introduction, Stages in case study solution-

**Unit - 5 Case in HRM:** Solving five Cases from different HRM books.

**Outcomes:**

1. Student understands concepts of problem-solving
2. Student understands process of decision making
3. Able to apply knowledge of system thinking and case study in OD

**Suggested Readings:**

1. Richard Fobes, The Creative Problem Solver's Toolbox: A Complete Course in the Art of Creating Solutions to Problems of Any Kind (1993) ISBN 0-96-322210-4
2. Alex Osborn, Applied Imagination: Principles and Procedures of Creative Problem Solving, Creative Education Foundation Press, 1953/2001, ISBN 0-930222-73-3
3. Edward de Bono, Lateral Thinking : Creativity Step by Step, Harper & Row, 1973, trade paperback, 300 pages, ISBN 0-06-090325-2
4. Altshuller, Henry. 1994. The Art of Inventing (And Suddenly the Inventor Appeared). Translated by Lev Shulyak. Worcester, Massachusetts: Technical Innovation Center. ISBN 0-9640740-1-X
5. Kepner, Charles H.; Tregoe, Benjamin B. (1965). "The Rational Manager: A Systematic Approach to Problem Solving and Decision-Making". McGraw-Hill.
6. Monahan, G. (2000). Management Decision Making. Cambridge: Cambridge University Press. pp. 33–40. ISBN 0-521-78118-3.
7. Peter M. Senge (1990) The Fifth Discipline - The Art & Practice of The Learning Organization. (Currency Doubleday) ISBN 0-385-26095-4
8. Peter Checkland (1981) Systems Thinking, Systems Practice. (Wiley) ISBN 0-471-27911-0

9. Barry Richmond (2001) Introduction to Systems Thinking: STELLA. (High Performance Systems) ISBN 978-0-9704921-1-1
10. Mills, Albert J.; Gabrielle Durepos; Elden Wiebe. (Eds.). (2010). Encyclopedia of Case Study Research. Sage Publications. California. p. xxxi. ISBN 978-1-4129-5670-3.
11. Robert K. Yin. Case Study Research: Design and Methods. 5th Edition. Sage Publications. California, 2014. Pages 5-6. ISBN 978-1-4522-4256-9

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Brand Management**  
**Course Code No. – 306 (D) (1) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To teach students the concept of Brand and the Brand Management
- To educate students about how to manage brands

**Unit- 1 Product Concepts**

Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting, Product Market Strategies, Product Evaluation

**Unit- 2 Product Positioning**

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis. Benefit Segmentation New Products: New Product Categories, Organization for Product Management, prototyping, New Product Development Process, test marketing

**Unit- 3 Introduction to Brands**

Products v/s Brands, Anatomy of Brand, Overview of brand building process, Understanding brands from the customer's perspective ,branding challenges and opportunities, strategic brand management process

**Unit- 4 Brand Management**

Brand Positioning- Brand Image, Brand Identity: Brand Essence, Brand Personality, Brand perception ,brand resonances etc. Designing and implementing branding strategies -name- Logos, Mascots, Taglines, packaging etc. evaluating brand extension opportunities, reinforcing and revitalizing brand

**Unit- 5 Brand Equity**

Definition and significance, Brand equity models, building brand equity sources of brand equity, measuring brand equity

**Course Outcome:**

This course will help students for formulating Branding strategies and positioning their brand in the competitive world in future.

**Suggested Readings:**

- Product Management- Donald R.Lehmann and Russell S. Winer- Tata Mcgraw Hill, New Delhi.
- Ramanuj Majumdar (1999) Product Management in India. New Delhi: Prentice Hall
- Hisrich, R, and Peters, M, Marketing Decisions for New and Mature Products, 2nd Ed, prentice Hall, 1991
- Strategic Brand Management - Kevin Lane Keller – Pearson Education Managing Brand Equity – David A. Aker, Free Press, 1994

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Tourism Marketing**  
**Course Code No. – 306 (D) (2) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives** : This course is designed to acquaint the students with the principles and practices of Tourism marketing, and equip them with the basic tools of marketing research applicable to Tourism.

**Unit- 1 A Conceptual Framework For Tourism Marketing Management**

The Concept Of Marketing: Traditional Approach To Marketing; Modern Approach To Marketing: Sovereignty Of Consumer, Introduction To Tourism Marketing, Evolution, Definition, Nature, Process And System Services & Their Marketing Nature, Characteristics Of Tourism Products, Its Issues And Challenges., Definition Of ‘Product Marketing’ & ‘Tourism Marketing’; Differentiation Between Two Concepts. The Components Of Marketing Mix and Extended Three P’s-people, Managing Tourism Experience Through People And Important Practices To Manage People, Process – Elements, Managing Process, Developments In Service Processes In Tourism, Physical Evidence – Concept, Role & Components

**Unit- 2 Tourism Markets**

Types, The Concepts Of Tourism Product Development, Technology And Trends In Tourism Marketing, Pricing Of Tourism Product; World Tourism Markets Inbound And Out Bound Markets For India And Domestic Markets, Various Middlemen In Tourism & Travel Business: Promotional Techniques.

**Unit- 3 Marketing Information System & Marketing Research**

Marketing Research - Objectives And Scope. Techniques Of Marketing Research; Findings; Use Of The Research Findings. Significance Of ‘Sources Of Marketing’ - Journals, Periodicals Magazines, Newspapers, Directions, Guidebooks, Maps In Tourism, Role Of Government Bodies, Private Organisations, Local Bodies, Documentation And Indexing Of Information.

**Unit- 4 Linkages in Tourism Marketing**

Marketing Segmentation; Product Positioning; Linkages In Tourism And Travel Marketing Between Accommodation, Transport, Travel Marketing Between Accommodation, Transport, Travel And Tour Sectors And Governments; Tourism Products And Their Formulations; Product Market Strategy. Role Of Agencies In Tourism Marketing, Role Of Air India Missions, Travel Agents, Indian Airlines, Vayudoot, Indian Railways, Tourism Development Corporations In Tourism Marketing.

**Unit- 5 Communication Mix:**

The Definition Of Communication Mix; Components Of The Communication Mix; Communication-Mix In Tourism And Travel Market. Public Relations (PR) : The Concept Of Public Relations, Significance Of Public Relations, Methods And Techniques Of Public Relations, Role Of Various Promotional Units And Their Specific Strategies in Developing International Tourism in India.

**Outcomes:**

The scope of a business' Tourism marketing depends on the size of the business and the industry in which the Tourism marketing operates. Students will be able to know the strategies to create a awareness of tourism marketing as a product by using resources to increase its customer base, improve customer opinions of the tourism products and services, and increase the tourism perceived value.

**Suggested Readings:**

1. Kotler Philip, (1986), "Marketing Management" Prentice Hall India Pvt. Ltd., New Delhi.
2. Middleton Victor T. C., Alan Fyall and Michael Morgan, (2009), "Marketing in Travel & Tourism", (4<sup>th</sup> Edition), Oxford University Press, New Delhi.
3. Chaudhary Manjula, (2012), "Tourism Marketing", (second Impression), Oxford University Press, New Delhi.
4. Limsden Les, (1992), "Marketing For Tourism Case Study Assignments", MacmillanIndia Pvt. Ltd., New Delhi.
5. Philip Kotler, John Bowen and James Makens, "Marketing For Hospitality And Tourism", Prentice Hall Education Pvt. Ltd., New Delhi.
6. Hollowacy I.C. And Plant R.V., (1992), "Marketing for Tourism", Pitman Press India Pvt. Ltd.

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Supply Chain Management**  
**Course Code No. – 306 (D) (3) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:**

1. Introduce principles and approaches to enhance knowledge and experience in management decision-making in Supply Chain Management.
2. Study modern information technology to reduce cost and improve service in supply chain management.

**Unit – 1**

Introduction to Supply Chain: Understanding Supply Chain, Objectives, importance, Decision phases, Process view of a supply chain, Examples of supply chains, Supply chain performance, An overview: Competitive and supply chain strategies, Achieving strategic fit- Expanding strategic scope.

**Unit – 2**

Drivers of Supply Chain Performance : Framework for structuring drivers, Facilities-Inventory, Transportation, Information, Sourcing, Pricing, an over view of Designing distribution network and overview of Network Design in the Supply Chain - an overview of Network design in Uncertain Environment.

**Unit – 3**

Aggregate Planning and Managing Supply- Demand and Inventory: Aggregate Planning in a Supply Chain: role- aggregate planning problem- strategies- role of IT Implementation, Responding to predictable variability in supply chain – Managing Supply, Managing, Demand Overview of managing cycle inventory- safety inventory in supply chain – an overview of determination of optimal level of product availability.

**Unit – 4**

Sourcing and Planning Transportation Networks in Supply Chain: Sourcing decision in supply chain : Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain : role- modes, performance characteristics, Logistics, Design options, role of IT, risk, Trade-offs in transportation design.

**Unit – 5**

Information Technology in a Supply Chain: Information technology in a supply chain role- Framework- Customer relationship management- Internal supply chain management- Supplier relationship management – Over view of recent trends in Supply Chain.

**Outcome:**

Students are able to take decisions on supply chain management which is very important sector for any organization because 21<sup>st</sup> centuries market depends on supply chain management of organization, so students are able to take decision inventory, sourcing, planning, managing demand overview and overall supply chain management.

## **Suggested Readings:**

1. Sridhara K. Bhat, (2010), "Supply Chain Management", (1<sup>st</sup> Edition), Himalaya Publishing House Pvt. Ltd., New Delhi.
2. Chopra, S., Meindi, P. and Kalra, D.V., (2010), "Supply Chain Management, (4<sup>th</sup> Edition), Pearson Education Pvt. Ltd., New Delhi.
3. Closs, D., Bowersox, D. and Cooper, B., (2007), "Supply Chain Logistics Management", (2<sup>nd</sup> Edition), Tata McGraw Hill Education, New Delhi.
4. Coyle, J., Langley, J., Gibson, B. and Novack, R., (2009), "A Logistic Approach to Supply Chain Management", Cengage Learning India Pvt. Ltd., New Delhi.
5. Bowersox J. Donal and Closs J. David, (2009), "Logistical Management-The Integrated Supply Chain Process", Tata McGraw Hill Education Pvt. Ltd., New Delhi.
6. Handfield, R. and Monczka, R., (2012), "Sourcing and Supply Chain Management", (5<sup>th</sup> Edition), Cengage Learning India Pvt. Ltd., New Delhi.
7. Hugos, M., (2011), "Essentials of Supply Chain Management", (3<sup>rd</sup> Edition), John Wiley And Sons, New Delhi.
9. Sinha, A. and Kotzab, H., (2011), "Supply Chain Management: A Managerial Approach", Tata McGraw Hill Education Pvt. Ltd., New Delhi.
10. Raghuram G. and Rangraj N., (2001), "Logistics and Supply Chain Management cases and Concepts", Macmillan India Limited, New Delhi.

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: B 2 B Marketing**  
**Course Code No. – 306 (D) (4) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behavior.
- To Design strategies and structures to effectively serve the B2B market.
- To apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
- To develop a business marketing plan for a real local company that mainly targets business customers.

**Course Outline**

**Unit-1: Exploring Business Markets and Business Marketing**

- Topic 1: Identifying the Uniqueness of Business Markets
- Topic 2: Outlining the Basics of Business-to-Business Marketing
- Topic 3: Describing the Purchasing Function
- Topic 4: Explaining Organizational Buyer Behaviour

**Unit-2: Creating Value for Business Customers**

- Topic 1: Identifying Market Opportunities
- Topic 2: Creating Marketing Strategies
- Topic 3: Integrating Marketing in the Selling Organization

**Unit-3: Designing Product and Channel Strategies**

- Topic 1: Developing and Managing Products
- Topic 2: Describing Marketing Channel Opportunities
- Topic 3: Creating B2B Channel Strategies

**Unit-4: Establishing Strong Communications**

- Topic 1: Integrated Marketing Communications
- Topic 2: Advertising, PR and Trade Shows
- Topic 3: Designing a Direct Marketing Plan

**Unit-5: Building Strong Sales and Pricing**

- Topic 1: Review of Business-to-Business Sales Strategies
- Topic 2: Business-to-Business Sales Organizations
- Topic 3: Pricing Strategies

**Unit-6: Managing Programs and Customers**

- Topic 1: Evaluating Business-to-Business Marketing Efforts
- Topic 2: The Importance of Customer Retention
- Topic 3: Strategies and Measures of Customer Retention

**Required Text and Materials**

1. Dwyer, R and J Tanner. *Business Marketing*. 4th ed. New York: McGraw-Hill Irwin, 2009.  
Type: Textbook. ISBN: 978-0-07-352990-5
2. Kotler Philip, (1986), "Marketing Management" Prentice Hall India Pvt. Ltd., New Delhi.



**Elective – II**

**Inter Specialization**

**Students can select other specialization modules as elective II**

<b>SN</b>	<b>Specialization</b>	<b>Course Code</b>	<b>Title</b>
1	Disaster Management	307A	Industrial Disaster Management
2	International Banking & Finance Management	307B	Banking
3	Human Resource Development	307C	Performance Management System
4	Marketing Management	307D	Rural Marketing

**M.B.A. Semester III**  
**Specialization: Disaster Management**  
**Course Title: Industrial Disaster Management**  
**Course Code No. – 307 (A) (Elective II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To educate students about various industrial hazards
- To train students in risk assessment and hazard analysis of Industries
- To train students in preparing offsite and onsite plans

**Unit 1 Introduction**

Concept, Need and Importance of Industrial Disaster Management

**Unit 2 Industrial Hazards**

Chemical hazards ,Biological hazards, Radiological hazards , Nuclear hazards, Physical hazards, Electrical hazards, Fire hazard, Gas hazards etc.

**Unit 3 Risk Assessment & Hazard Identification**

Checklist procedure, Preliminary hazard analysis, What if analysis, Failure mode effect analysis, Hazard and operability (HAZOP) studies, Hazard analysis techniques: Fault tree analysis, Event tree analysis, General outline of DOW index, Risk estimation and management, Major hazard control Identification of hazard, Categorization methods for elimination of hazard, Mechanical hazards; machine guarding, safety with hand tools/ portable power tools, Pressure vessel hazards and their control, Safety in material handling: hazards and safe Practices, safety with storage of materials,

**Unit 4 Onsite Plans**

Standard operating procedures, control room, safety officer, Different committees for Disaster management, rescue team, training, exercises and mock drills

**Unit 5 Offsite Plans**

Dissemination of information, identification of vulnerable locations, need and damage assessment, rescue and relief plans, compensation , case studies.

**Outcome:** A trained student can help in reducing losses due to industrial accidents

**Suggested Readings:**

- Goel S.L., (2007),Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.
- Talwar A., Hazardous Materials Disaster Management, Commonwealth Publisher, New Delhi.
- Heinrich H.W. , (1980),Industrial Accident Prevention, McGraw-Hill Company, New York.
- Krishnan N.V. , (1996),Safety in Industry, Jaico Publishery House, New Delhi

**M.B.A. Semester III**  
**Specialization: International Finance and Banking**  
**Course Title: Banking**  
**Course Code No. – 307 (B) (Elective II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To provide the understanding of retail banking, international banking and other related issues pertain to the finance sector. The fastest-growing banks in the industry – the new private sector & foreign banks – are uncompromising in their need for all these attributes in the people they employ.

**Unit – 1 Introduction of Indian Banking System**

Meaning, Definition, Historical Developments in Banking, Types of Banks, Challenges of Banking Industry. Functions of Commercial Bank. Banking Regulation Act

**Unit – 2 Practical Banking:**

Types of Bank Deposits, Computation of Interest on Deposits, Deposit Schemes, Composition of Bank Deposits. Banker & Customer, Paying Banker, Collecting Banker, Cheques & Crossing Of Cheques, Endorsement & Its Significance, Passbook

**Unit – 3 Retail Banking**

Basics of Retail Banking, Forms of Retail Banking and Emerging Issues. Corporate Banking: The Nature of Corporate Banking, Developments in Corporate Banking, Consortium Finance, Multiple Banking Arrangements and Loan Syndication

**Unit – 4 Fee-Based Services**

The Fee-Based Services of Banks, Letter of Credits, Bank Guarantees, Subsidiary Services, Off Balance Sheet Activities, Banc Assurance

**Unit – 5 Introduction to Banking Operations**

The Changing Nature of Banking Operations, Importance of Customer Relationship Management in Banks – Different Types Of Products And Services Offered to Customers – Role of Technology In Banking Operations – The Need For Asset-Liability Management. Introduction to Electronic Banking: Electronic Banking: Market Assessment, E-Banking: An Introduction, Internet: E-Commerce, E-Banking in India, Internet Banking Strategies, Risks in E-Banking. : Payment and Settlement Systems, RTGS and Clearing House

**Outcome:** Student will understand the changing scenario in the banking sector.

**Suggested Readings:**

- Money, Banking & Public Finance – T.N.Hajela- Ane Books Pvt Ltd-8th Edition.
- Banking and Financial Markets in India – Bhasin Niti-New Century Publications-1947 to 2007.
- Banks & Institutional Management- Vasant Desai-Himalaya Publishing House-1st Edition.
- Banking theory and practices – K.C.Shekhar, Lekshmy Shekhar – Vikas Publishing House-19th Edition.
- Financial Institutions and markets – L.M.Bhole & J.Mahakud- Tata McGraw Hill- 5th Edition.

**M.B.A. Semester - III**  
**SPECIALIZATION: HUMAN RESOURCE DEVELOPMENT**  
**MODULE No: 307 – C**  
**COURSE TITLE:: PERFORMANCE MANAGEMENT SYSTEMS**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To facilitate understanding of basic concepts of Performance Management
2. To make use of Performance Management for employee development

**Unit – 1 Performance Management:**

Definition of performance Management, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, Models of Performance Management

**Unit – 2 Performance Management System Implementation:**

Defining performance, determinants of performance, performance dimensions, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach, Measuring results and behaviors, gathering performance information, implementing performance management system

**Unit – 3 Performance Management & Employee Development:**

Differentiate between performance appraisal and performance management, Personal Development plans, 360 degree feed back as a developmental tool, Balance Score Card, Potential Appraisal, Assessment Centre, Emerging Trends.

**Unit – 4 Performance Management & Reward Systems:**

Performance linked remuneration system, performance linked career planning & performance linked promotion policy.

**Unit – 5 Performance Appraisal:**

Concepts, Ethics, Rating Errors, 720 degree performance appraisal, Competency management, Potential appraisal, psychological appraisal, mangling our performance, Performance Audit.

**Outcomes:**

1. Student understands concepts of Performance Management
2. Student understands process of Performance Management
3. Able to apply Performance Management system

**Suggested readings:**

1. Performance Management, Herman Aguinis, Pearson Education, 2007.
2. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books
- 3.360 degree feedback & assessment & development Centers, Volume I, II and III, TV Rao ,Et all, Excel Books.
- 4.Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.

**M.B.A. Semester III**  
**Specialization: Marketing Management**  
**Course Title: Rural Marketing**  
**Course Code No. – 307 (D) (Elective- II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** Students learn the about rural consumer behavior, marketing strategies implemented by the organization to attract towards products of rural customers, challenges of rural marketing and process of targeting rural market and marketing.

**Unit-1**

Introduction: Meaning, Definition, Scope, Significance of Rural Marketing, Rural Marketing Management Perspectives- Challenges To Indian Marketer, Understanding The Rural Market Environment, Rural V/S Urban Marketing

**Unit-2**

Rural Marketing: Concept, Scope, Nature, Taxonomy Attractiveness. Problems In Rural Marketing, Rural Marketing Strategy, Rural Marketing and Marketing of Rural Products  
Rural Consumer Behavior: Buyer Characteristics- Decision Process, Brand Loyalty- Innovation Adoption.

**Unit-3**

Information System for Rural Marketing: Concepts- Significance, Internal Reporting System, Marketing Research System, Decision Support System. Selecting and Attracting Markets, Concepts and Process, Segmentation, Degrees, Bases and Guide for Effective Segmentation, Targeting and Positioning.

**Unit-4**

Product Strategy for Rural Markets: Concept and Significance, Product Mix and Product Item Decisions, Competitive Product Strategies. Pricing Strategy in Rural Marketing: Concept, Significance, Objectives, Policy and Strategy.

**Unit-5**

Promotion Aimed at Rural Audience: Exploring Media- Profiling Target Audience, Designing Right Promotion Strategy and Campaigns. Rural Distribution: Channels, Old Setup, New Players, New Approaches, Coverage Strategy. Minimum five Case Studies should be discussed.

**Outcome**

By undergoing this subject the student will be able to understand the difference between urban and rural market. This will also help to formulate strategies for rural market. The student will come to know recent trends and megatrends in this domain.

**Suggested Readings:**

1. Rajagopal, (1998), "Rural Marketing: Development, Policy, Planning and Practice", Rawat Publications, Jaipur.
2. Gopaldaswamy, T.P., (1997), "Rural Marketing:Environment Problems And Strategies", Wheeler Publishing, New Delhi.
3. Krishnamachayulu, C.G.S. And Ramakrishnan Lalitha (2002), "Rural Marketing" Pearson Education Pvt. Ltd., New Delhi.
4. Kotler, Philip, (1985), "Marketing for Non-Profit Organizations", New Prentice Hall of India, New Delhi.
5. Krishnamacharyulu and Ramakrishnan, L., (2011), "Rural Marketing: Text and Cases", (2<sup>nd</sup> Edition), Pearson Education Pvt. Ltd., New Delhi.

# Semester IV

**M.B.A. Semester IV**  
**Course Title: Strategic Management**  
**Course Code No. – 401**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To develop understanding about strategic processes and their impact on a firm

**Unit – 1 Strategy and the Quest for Competitive Advantage**

Military origins of strategy, Evolution, Concept and Characteristics of Strategic Management, Defining Strategy – Mintzerbg’s 5Ps of strategy, Levels of Strategy, Strategic Management Process

**Unit - 2 Strategic Intent**

Concept of Strategic Intent, Stretch, Leverage and fit, Vision, Mission and Purpose, Business Definition, Business Model, Objectives and Goals, Stakeholders in business and their roles in strategic management

**Unit - 3 Strategy Formulation**

Environmental Analysis and Appraisal- ETOP, Porter’s Five Forces Model of competition; Organizational Analysis and Appraisal- OCP, SAP; Corporate Level Strategies, Business Level Strategies, Strategic Analysis and Choice of Strategy, Corporate Portfolio Analysis- BCG Matrix, GE 9 Cell Model; Strategic Plan

**Unit - 4 Strategy Implementation**

Project implementation, Procedural implementation, Resource Allocation, Structural, Behavioral, Functional and Operational Implementation, Organization Structure, Matching Structure with Strategy

**Unit - 5 Strategy Evaluation and Control**

Nature, Strategy Evaluation Process, Strategic Control, Operational Control, Strategic Audit, Participants in Strategic Evaluation and Control, Balanced Score Card, Value chain analysis

**Outcome:** Develop an insight into organization structures/ design and the need for flexible organizations, (ones that can literally “think on their feet” and have the freedom to quickly adjust their design to the strategic imperatives of the moment)

**Suggested Readings:-**

1. Strategic Management and Business Policy – Azhar kazmi, Tata McGraw Hill
2. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
3. A. Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.

**M.B.A. Semester IV**  
**Course Title: Business Ethics**  
**Course Code No. – 402**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

Students should learn, adopt and implement the Ethics and Ethical Practices in the market, which will be very beneficial for the society and individual.

**Unit 1 Introduction to Business Ethics**

What is Business Ethic, Why Business ethics is important, Business Ethics in different Organizational contexts, Globalization: key context for business ethics, Sustainability: A goal for business ethics, Basics of workplace & workplace responsibility.

**Unit 2 Ethics and Indian Business**

Impact of Globalization, Reasons for Unethical Practices among Indian Corporations, Major Indian Scams, Various studies on Ethical Attitudes of Managers, Arguments for and Against Business Ethics, Establishing Strategy For Ethical Responsibility, Approaches To Managerial Ethics And Business Decisions, Frame Work For Ethical Decision Making, CSR, Environmental Awareness,.

**Unit 3 Ethic in Functional Area, Marketing, Finance, Human Resource**

Marketing Related Ethical Issues- ethical responsibility in Product, Advertising and Target Marketing, Ethics in Sales, Ethical Issues in Human Resource Management, HR related Ethical issues, Institutional Culture, Financial Management and Ethical Issues, Measures Against Bank Frauds, Anti money laundering & risk Prevention, Constraints to Ethical Practices in Indian Nationalized Banks, Frauds in Insurance Sector.

**Unit 4 Role of legislation**

Role of Legislation in Enforcing Ethical Business Behavior, Relationship between Law and Ethics, Role of Government in Enforcing Ethical Behavior,

**Unit 5 Gandhian Philosophy of wealth management**

Relationship Between Ethics and Corporate Excellence, Corporate Mission, Code of Ethics, Organizational Culture, Ethics and Individual Behavior, Gandhian Philosophy, Social and Economic Responsibility of Business. Minimum 2 Case Studies should be discussed.

**Outcome:** Student Learned Everything from basic ethics to business ethics and the outcome of the course is very important because the Students are foundation of our Nation and that should be more effective and powerful by learning Business Ethics.

**Suggested Readings:**

1. Murthy C. S. V., (2014), "Business Ethics Text & Cases", Himalaya Publishing Pvt. Ltd, Girgaon Mumbai.
2. Prof. Bajaj P. S. and Prof. Agrawal Raj, (2012), "Business Ethics an Indian Perspective", Biztantra Management for the Flat World, New Delhi.
3. Murthy C. S. V., (2013), "Business Ethics & Corporate Governance", Himalaya Publishing Pvt. Ltd, Girgaon Mumbai.
4. Crane Andrew and Matten Dirk, (2007), "Business Ethics Managing Corporate Citizenship and Sustainability in the age of Globalization, (2<sup>nd</sup> Edition), Oxford University Press, New Delhi.
5. Crane Andrew and Matten Dirk, (2010), "Business Ethics Managing Corporate Citizenship and Sustainability in the age of Globalization, (3<sup>rd</sup> Edition), Oxford University Press, Noida (UP).
6. Sherlekar R. C., (2002), "Ethical Choices in Business", (2<sup>nd</sup> Edition), A Division of SAGE Publications India Pvt. Ltd., New Delhi.



7. Petrick Joseph A. and Quinn John F., (2009), "Management Ethics Integrity at Work", A Division of SAGE Publications India Pvt. Ltd., New Delhi.
8. Chakraborty S. K., (2010), " Ethics in Management", Oxford University Press, New Delhi.
9. Raj Rituparna, (2010), "Business Ethics", Himalaya Publishing House Pvt. Ltd., New Delhi.

**M.B.A. Semester IV**  
**Course Title: Research Project Work**  
**Course Code No. – 403**

**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

- To provide practical knowledge to student through Research
- This is full credit course, being evaluated for 100 marks.
- The students shall choose Research Topic after consultation with Faculty Research Guide at the end of third semester.
- The student should submit Research report at the mid of fourth semester in following format, evaluation of the same will be at the end of fourth semester.

Unit : I Research Design and Methodology	1. Introduction and Theoretical Framework 2. Statement of the Problem 3. Purpose & Objectives of the Study 4. Review of the Literature 5. Hypotheses 6. The Design--Methods and Procedures 1.Sampling 2.Instrumentation 3. Data Collection 4. Data Analysis 7. Limitations and Scope /Delimitations 8. Significance of the Study 9. Unit Scheme
Unit : II Theoretical framework,	Theoretical framework and Review of relevant literatures
Unit : III Organizational Profile	Organizational Profile/frame work
Unit : IV Data Analysis	Data presentation, analysis & interpretation and
Unit : IV Findings and suggestions	Findings and suggestions

**Evaluation Scheme**

A) Problem Statement 05 Marks	B) Literature Review 05 Marks
C) Research Methodology 10 Marks	D) Data Analysis 10 Marks
E) Conclusion 10 Marks	E) Conclusion 5 Marks
F) Suggestions 5 Marks	
G) Presentation 25 Marks	H) Viva Voce 25 Marks

Viva voce shall be conducted by panel of two members; one member would be external expert and other would be the Guide

**Outcomes:**

1. Students aware of Industrial Environment by self experience
2. Student gets practical exposure to management concept
3. Learning by doing
4. Ready to do similar work

**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Disaster Response**  
**Course Code No. – 404 (A)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

- To orient students about Disaster on site situation
- To teach Disaster response techniques
- To educate students about Disaster response organizations

**Unit 1 –Introduction**

Essential Components of Disaster Response, Disaster Response Plan, Resource Management- Financial, Medical, equipments, communication, Human, transportation, Food and essential commodity (Identification, Procuring, Propositioning and deployment), Directing and controlling functions

Communication, Participation & activation of Emergency Preparedness Plan, Logistics Management, Emergency support functions, Need and damage assessment

**Unit 2 - Coordination in Disaster Response**

Disaster response organization, Disaster response & administration - Central, State, District and Local , Disaster Response: Policy & Other organization, Role of multiple stakeholders in Disaster Response NDRF, SDRF, ITBP, CRPF, SRPF, EMS

**Unit 3 Quick Disaster Response**

First responder, medical first aid, life saving techniques, Golden time

Search & Rescue equipments- Search & Rescue equipments for different disasters, its use, procurement, maintenance

Search & Rescue Teams- Warning teams, evacuation teams, medical support, logistic management & other teams

**Unit 4 Human Behavior & Response**

Individual and Group behavior, Psychological Response, Trauma & Stress Management, Rumor & Panic Management

**Unit 5 Relief Measures**

Minimum standards of relief, managing relief, Funding relief, Recovery, case studies

**Outcome :**

Trained students can act as a First Respondent and can handle Onsite situations

**Suggested Readings:**

- Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi
- Levitt, Alan M - John Valley and Sons (1997), Disaster Planning and Recovery-, New York.

- National Disaster Response Plan (2002), Ministry of Agriculture and Cooperation, Government of India, New Delhi.
- National Disaster Response Plan (2001), NCDM, New Delhi.
- Singh S.K.& Kundu S.C., Disaster management, William Publications, New Delhi
- Sharma V.K. & Vinod K, (1995), Disaster Management, IIPA, New Delhi.

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Fixed Income Securities**  
**Course Code No. – 404 (B)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To analyze the fixed income securities markets and its implications for investments also explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.

**Unit 1 – An Overview of Fixed Income Securities**

Introduction, Classification of Fixed Income Securities, Risk of Debt Securities, Organization and Conduct of Debt Markets- Players and their objectives, Regulations Of Fixed Income Market

**Unit 2 – Understanding Basics of Bond Mathematics**

Bond Pricing, Yield Measures, Yield curve-principles, components analysis of yield curve, Volatility of short and long rates, price based Vs yield based volatility, Economic News Announcements and volatility, Yield Vs Duration, Models of Yield curve-The Vasicek Model, The Cox, Ingersoll & Ross Model, The Black, Derman & Toy Model, Yield to Maturity, Forward rates, Spot rates and Par rates, Bootstrapping process for zero curve

**Unit 3 – Understanding Duration and Convexity**

Meaning of duration-properties of durations & PVBP & Duration of Portfolios, Excel Applications, Calculating duration, Macaulay duration and Modified duration, Meaning convexity, Convexity Measures

**Unit 4 – Mortgage Backed Securities**

Meaning of Securitization & its Players, MBS-history, Creation, Mortgages & the Mortgages industry, Fixed and Adjustable rate mortgages, Risks: Prepayments-measuring prepayments, FHA experience, PSA experience, Factors affecting prepayments, Valuation Framework

**Unit 5 – Interest Rate Futures, Options and Swaps**

Basic characteristics of derivative contracts, T-bond, T-note, T-bill future, Mechanics of futures trading, Basics of Options & swaps, Valuing an option & swap, Hedging an option position, Interest rate Caps, Floor & Collar

**Outcome:** Student will get well versed with fixed income security market.

**Suggested Readings:**

- Fixed income markets & their derivatives – Suresh Sundaresan (Thomos south western Learning) 2nd Edition
- The Hand Book of Fixed Income Securities - Fabozzi Frank (MC- Graw Hill International) 7th Edition
- Swaps – Richard Flavell – John wiley publications.

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Module No. – 404-(C)**  
**Module Title: Organization Development**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

1. To facilitate understanding of basic concepts and relevance of OD
2. To study various process of Organization Development
3. To understand various innervations used for OD

**Unit 1 - Introduction to Organizational Development:**

Definition, Goals, Role of OD consultant, Important Characteristics of OD , OD Objectives, Value, Beliefs and Assumptions underlying the field of OD.

**Unit 2 - Foundations of Organizational Development:**

Introduction, Models of change Management: 1. Kurt Levin and Friends 2. Total System Change Model 3.The Burke-Litwin model of organization change 4. Porras and Robertson model of organization change; Systems Theory: nature of the system, characteristics, the congruence model, Sociotechnical systems theory and open system planning, Open system thinking; Parallel Learning Structure

**Unit 3- OD Process:**

Introduction, OD Process: Components of the OD process, three major data diagnosis models: Weisbord Six-box Model, McKinsey 7-S Framework, & Organizational Iceberg Model ; Phases of OD Programmeme [*7 phase consulting model*].

**Unit 4 - Action Research in OD:**

A process and approach, Action research model as a Problem solving approach, four Varieties of action research, Survey Feedback

**Unit 5 - OD Interventions:**

Meaning, results one can expect from OD interventions, Classification of OD Interventions [Team Intervention at the work place: Role Analysis, Interdependency, Appreciation, Principled Negotiation, Work Redesign, Self-Managed Teams, T-Group, Behavior Modeling] , Change agents, Client- consultant relationship. **Issues in OD:**Issues in Consultant Client Relationship, Ethical Issues for OD Consultants, Power and Values of OD, Policies in Organization Diagnosing, Competencies of an effective OD practitioners.

**Outcome:**

1. Student understands concepts of OD
2. Student understands various process of Organization Development
3. Able to apply various interventions used in OD

**Suggested readings:**

1. French, W.L., & Bell, C.H. Jr.(2002) “Organizational Development” prentice Hall India, Sixth Edition 2002
2. Dimock, H.G. (1993), Intervention and collaboration: Helping organizations to change. San Diego, CA: Pfeiffer and company
3. Cummings T.G., Worley C.G. (2002), “Organizational Development and Change” (7th Edition),S.W. College Publishing Co. 2002
4. Pettigrew A., Whipp R.(2001) “ Change Management for Competitive Success” Infinity Books, 2001
5. S Ramnarayan, T V Rao , et al. (1998), Organization Development: Interventions and Strategies , SAGE Publications Pvt. Ltd; 1<sup>st</sup> edition (September 22, 1998)
6. [www.change-management.org](http://www.change-management.org)
7. [www.change-management.com](http://www.change-management.com)

**M.B.A. Semester IV**  
**Course Title: Advertising**

**Course Code No. – 404D**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing. To understanding of the significance of advertising in global scenario, to learn the types and forms of advertisements/ medias. To learn how to measure the effectiveness of advertisement, to learn the channel management system

**Unit 1:** Introduction Advertising-meaning, nature and importance of advertising, types and objectives. Audience selection; Setting of advertising budget: determinants and major methods.

**Unit 2:** Media Decisions Major media types - their merits and demerits; Advertising through internet and interactive media-Issues and considerations; Factors influencing media choice; media selection, media scheduling

**Unit 3:** Message Development Advertising creativity; Advertising appeals; Advertising copy and elements of print advertisement creativity; Tactics for print advertisement.

**Unit 4:** Measuring Advertising Effectiveness Arguments for and against measuring effectiveness; Advertising testing process; Evaluating communication and sales effects; Pre- and Post-testing techniques.

**Unit 5:** Organizational Arrangement a) Advertising Agency: Role, types and selection of advertising agency; Reasons for evaluating advertising techniques. b) Social, ethical and legal aspects of advertising in India; Recent developments and Issues in advertisement.

**Outcome:**

By undergoing the subject the student will get deep knowledge about advertising, he/she will be able to differentiate between the various media available. By understanding the subject matter he/she can measure the outcome of the advertisement done by the company.

**Suggested Readings:**

1. Belch and Belch, (2013) Advertising and Promotion, Tata McGraw Hill Co.
2. Sharma, Kavita, (2011) Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, (2010) Advertising and Brand Management, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, (2000) Advertising: Principles and Practice, Pearson Education
5. Terence A. Shimp, (2013) Advertising and Promotion: An IMC Approach, South Western, Cengage Learning.
6. Chunawala S.A. & Kumar K.J., (2015) Advertising theories and practices, Himalaya Publication House

**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Rehabilitation, Reconstruction and Recovery**  
**Course Code No. – 405 (A)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

- To understand post disaster issues in recovery and rehabilitation
- To undertake reconstruction as an opportunity to build disaster resilient structures and safe habitat

**Unit 1 Rehabilitation, Reconstruction and Development**

Topic 1 Reconstruction Rehabilitation and Development : Concept, Meaning, types of Rehabilitation and Reconstruction, Importance of Disaster Mitigation, Cost – benefit analysis, relationship between vulnerability and development

Topic 2 Damage Assessment: Post Disaster Damage assessment, estimated damage assessment due to probable disasters, Sample Surveys, Epidemiological Surveillance, Nutrition Centered Health Assessment, Remote sensing and Aerial photography, nature and damage to houses and infrastructure due to different disasters

**Unit 2 Role of Different organization in Rehabilitation**

The Government and Disaster Recovery and rehabilitation; Disaster and Non governmental efforts ; Role of Local Institutions; Insurance, Police , Media

**Unit 3 Reconstruction**

Topic 1 Speedy Reconstructions: Essential services, Social infrastructures, immediate shelters/camps, Contingency plans for reconstructions

Topic 2 Development of Physical and Economic Infrastructure: Developing Physical and Economic Infrastructure, Environmental Infrastructure development,

Topic 3 Disaster resistant House Construction: Guidelines for Disaster resistant construction, traditional techniques, Seismic strengthening of houses in low rain/High rainfall area, earthquake resistant construction technique

Topic 4 Funding arrangements: Funding arrangements at state level and central level, Fiscal discipline, role of International agencies, mobilization of commTopicy for resource generation

**Unit 4 Rehabilitation**

Topic 1 Socio- economic Rehabilitation

Temporary Livelihood Options and Socio-Economic Rehabilitaion,

Topic 2 Role of Housing / building authorities

Education and awareness and role of Information Dissemination, Participative Rehabilitation

Topic 3 Role of various agencies in Recovery Work



### **Unit 5 Recovery**

Concept of recovery, livelihood and approach to reconstruction, Livelihood restoration, Speedy recovery, Linking Recovery with safe development, Creation of Long-term job opportunities, case studies

#### **Outcome:**

This Unit will help students in building safer environment through sustainable development. At the end of this course students are expected to carry out pre and post disaster damage assessment, understand disaster recovery and role of different agencies in the rehabilitation.

#### **Suggested Readings:**

- Disaster Mitigation in Asia and the Pacific (1991), Asian Development Bank, Manila ADB.
- Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi
- Ghosh G.K, (2006), Disaster Management, 6th edition, A.P.H. Publishing Corporation, New Delhi
- Singh S.K. & Kundu S.C., Disaster management, William Publications, New Delhi
- Sharma V.K. & Vinod K, (1995), Disaster Management, IIPA, New Delhi.
- Goel S.L., (2006), Encyclopedia of Disaster Management, Deep and Deep Publications, New Delhi
- F.Y. Cheng & Y.Y. Wang, Post-Earthquake Rehabilitation and Reconstruction, Permagon Publications.

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: International Finance**  
**Course Code No. – 405 (B)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To give exposure to all aspects of International Financial Management. To give exposure to all aspects of international financial management and make the students well versed with various theories of exchange rate determination and exchange exposures.

**Unit 1 – Introduction to International Financial System**

Meaning of International Finance, Objectives of International Finance, Significance of International Finance, Components and Environment, Finance function in global context

**Unit 2 – Foreign Exchange Market**

Players & functions, Foreign Exchange rate- Fixed & Floating Exchange Rate system, Theories of Exchange rate determination, Exchange control Regulation and FEMA, Balance of payment – Structure, Equilibrium, disequilibrium, International Monetary fund – Objectives, Quotas, Management and Functions, Special Drawing rights - Uses & Allocations

**Unit 3 – Financing International Trade**

Introduction, Modes of payment in International Trade, Methods of Trade financing, Letter of Credit and Factoring - Its Types, Export – Import Bank of India (EXIM) – Objectives, Management & Financing Programme, Functions

**Unit 4 – Foreign Exchange Exposures**

Types of Exchange Exposure- Transaction Exposure, Methods of Translation & Translation Exposure, Economic Exposure, Management and Hedging of Transaction, Translation, Economic exposures

**Unit 5 – Financial Management of the multinational Firm**

Foreign direct investment, Cost of capital & capital structure of multinational firm, ADR's, GDR's, ECB's, Euro Money & Euro Bond, Short term & long term financial management in MNC

**Outcome:** Student will come to know about variation in business performance due to international financial transactions.

**Suggested Readings:**

- International Financial management – P.G. Apte (Tata McGraw hill) 5<sup>th</sup> Edition
- International Financial management – A.K. Seth (Galgotia Publication) 4<sup>th</sup> Edition
- International Finance – Maurice Levi (Routledge Publication) 5<sup>th</sup> Edition
- International Financial management – V.A. Avadhani (Himalaya Publishing House) 1<sup>st</sup> Edition
- International Financial management – H.R.Machiraju ( Himalaya Publishing House-) 2<sup>nd</sup> Edition

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: Labour Laws**  
**Course Code No. – 405 (C)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues.

**Unit – 1 Laws On Working Conditions**

- ❖ The Factories Act, 1948
- ❖ The Bombay Shops and Establishments Act, 1948
- ❖ The Contract Labour (Regulation and Abolition Act, 1970)

**Unit – 2 Laws on Industrial Relations**

- ❖ The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labor Practices Act, 1971
- ❖ The Industrial Disputes Act, 1947
- ❖ The Industrial Employment (Standing Orders) Act, 1946

**Unit – 3 Laws on Wages**

- ❖ The Minimum Wages Act, 1948 15
- ❖ The Payment of Wages Act, 1936 16
- ❖ The Payment of Bonus Act, 1965 17

**Unit – 4 Laws on Social Security**

- ❖ The Workmen's Compensation Act, 1923
- ❖ The Employees' State Insurance Act, 1948
- ❖ The Maternity Benefit Act, 1961

**Unit – 5 Cases in Labour Laws**

- ❖ Cases for above laws should be discussed in class

**Outcome:** Student will able to get thorough knowledge of managing industry, in accordance with the provisions of labour laws.

**Suggested Readings:-**

1. Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
2. Kumar, H.L., Digest of Labour Cases, Universal Law Publishing Co P Ltd, New Delhi
3. Srivastava, S.C., Industrial Relations & Labour Laws, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., Simplified Approach to Labour Laws, Bharat Law House (P) Ltd., New Delhi.
5. Sharma, J.P., Industrial Laws, Ane Books Pvt. Ltd, New Delhi.

## M.B.A. Semester IV

### Specialization: Marketing Management Course Title: Sales and Distribution Management Course Code No. – 405 (D)

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**Total Credits: 04**

**Total Hours: 60**

#### **Objectives :**

Sales and Distribution course offers the responsibilities of sales executives and managers to create innovations for organization by using the techniques of sales, interpersonal skills, by managing field force to get things done from available resources.

#### **Unit 1 Introduction to Sales Management**

Introduction to sales management-Responsibilities of sales Executives and Managers, , Importance of recruitment and selection of sales personnel, How sales job differ from other jobs, personal selling and salesmanship, To study and learn personal selling skills, Roles and Features of personal selling, types of personal selling, Qualities of sales force in personal selling, sales quotas & sales territories.

#### **Unit 2 Marketing Logistics**

Logistics and its importance, Functions of Logistics management Procurement /Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Technology in Logistics- Electronic Data interchange (EDI), Strategic Issues in Logistics Management

#### **Unit 3 Marketing Channels**

Evolution of Marketing Channels- Channel member and their roles, Roles of Channel Members, Channel Functions, Designing marketing channels - Channel Structure, Channel Intensity, Types of Channel Intermediaries at Each Level, Channel Flows and Cost. Importance of Channel Integration, Vertical Marketing Systems, Types of vertical marketing systems, Hybrid channel system, Designing and Managing Hybrid Channel Systems

#### **Unit 4 Channel Management**

Recruiting Channel, Members - Recruiting as a Continuous Process, Recruiting Manufacturers, Screening, Criteria for Selecting Channel Members, Sales Factors, Product Factors, Experience Factors, Administrative Factors, Risk Factors, Motivating Channel Members, Distributor Advisory Councils, Modifying Channel Arrangements - PLC Changes, Customer-Driven Refinement of Existing Channels, Growth of Multi-Channel Marketing Systems, Managing Channel Relationships, Cooperation and coordination, Conflict, Power

#### **Unit 5 Distribution Patterns**

Warehousing – Why? Availability of Material, Distribution Requirement Planning (DRP), Concept of Inventory Management, Elements of Transportation, Types of Carrier and their Productivity Analysis, Transportation Planning, Freight Rate Breakup, Rail, Road, Sea and Air transport, Functions, Advantages and Disadvantages, Insurance

#### **Outcome:**

Students are able to accept challenges to do something new and creative for organization by using their interpersonal skills and managerial skills, to understand the market and accept challenges being a sales executive/ sales Manager, Students able to understand the sales techniques, selling strategies and distribution formats.

**Suggested Readings:**

1. Chunawalla S.A, (2013), “Marketing principles & practice”, (3<sup>rd</sup> Edition), Himalaya Publishing House, Mumbai.
2. Amar Jyoti, (2010), “Sales and Distribution, Gennext Publication, New Delhi.
3. Panda Tapan K. and Sahadev Sunil, (2014), “Sales and Distribution Management”, (2<sup>nd</sup> Edition), Oxford University Press, New Delhi.
4. Chunawala S. A., (2012), “ Sales& Distribution Management”, (3<sup>rd</sup> Edition), Himalaya Publishing House, Mumbai.
5. Prof. Ghosh P. K., (2010), “ Sales Management Text & Cases”, (1<sup>st</sup> Edition), Himalaya Publishing House Pvt. Ltd., Mumbai.
6. Bhat Sridhara K., ((2011), “Sales and Distribution Management”, Himalaya Publishing House, New Delhi.
7. George E.Belch , Michael and keyoorpurani, “Advertising and promotion”, (7<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
8. Richard R Still, Edward W. Cundiff& Norman, A.P Govoni,(1988), “Sales Management, Decisions, Strategies and Cases”, (5<sup>th</sup> Edition), Pearson Education Pvt. Ltd., New Delhi.

## Semester - IV

### Elective – I

Select any one course out of four offered courses in each specialization

#### A) Specialization: Disaster Management

Select any one course of the following:

Sr.No.	Course Code	Title
1	406A-1 (Elective-I)	GIS in Disaster Management
2	406A-2 (Elective-I)	Risk Assessment & Vulnerability Analysis
3	406A-3 (Elective-I)	Health Management in Disaster
4	406A-4 (Elective-I)	Finance & Insurance in Disaster Management

#### B) Specialization: International Finance and Banking

Select any one course of the following

Sr.No.	Course Code	Title
1	406B-1 (Elective-I)	Corporate Finance
2	406B-2 (Elective-I)	Derivatives
3	406B-3 (Elective-I)	Strategic Cost Management
4	406B-4 (Elective-I)	Business Taxation

#### C) Specialization: Human Resource Development

Select any one course of the following

Sr.No.	Course Code	Title
1	406 C-1 (Elective-I)	HR Admin- Application & Procedure
2	406 C-2 (Elective-I)	Organization Change
3	406 C(3) (Elective-I)	International HRM
4	406 C(4) (Elective-I)	Human Resource Information System

#### D) Specialization: Marketing Management

Select any one course of the following

Sr.No.	Course Code	Title
1	406D-1 (Elective-I)	Retail Management
2	406D-2 (Elective-I)	Customer Relationship Management
3	406D-3 (Elective-I)	Agricultural Marketing
4	406D-4(Elective-I)	International Marketing

**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Geographical Information System in Disaster Management**  
**Course Code No. – 406 (A) (1) (Elective – I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

To study the concept of GIS and its applications in the field of Disaster Management

**Unit 1**

Geographical Information Systems - definition, development, data sources, data structures, raster and vector, data capturing, pre-processing, Introduction to Geomorphology and Geology

**Unit 2**

Data base management systems in GSI, data manipulations and product generation- Environmental GIS. Data acquisition system using GPS On line GPS applications.

**Unit 3**

Geographical Information System - Spatial data; sources of error and data quality; database design, convention, mapping concepts and Coordinate systems.

**Unit 4**

Methods of spatial interpolations in Geographical Information Systems; visualizations in Geographical Information Systems, Linking terrain, climate and socio economical parameters to target the vulnerability due to natural disasters using GIS and Remote Sensing.

**Unit 5**

Over view of GIS software - Arc Info; Arc View Principles, operation protocols and hands on training query based information retrieval Web GIS Online GIS and its data applications. Development of GIS based decision support for disaster risk reduction, Introduction to open source GIS software

**Course Outcome:**

Trained students with the help of GIS will assist disaster management teams in reducing disaster risk.

**Suggested readings**

1. Panda B.C. (2013), Remote Sensing Principles & Applications, Viva Book Pvt.Ltd.
2. Reddy Anji M.( 2001), Remote Sensing and Geographical Information systems, , B.S.Publications, Hyderabad.
3. Narayan L.R.A.(1999), Remote Sensing and its applications, University Press.
4. Burray P. A. and Rachael A.( 2004), Principals of Geo physical Information Systems, Oxford Publishers.
5. Albert C.P.Lo, Yongng K.W., Concepts & Techniques of GIS, Prentice Hall (India) Publications.
6. Demers M, Fundamental of GIS,4<sup>th</sup> edition, Wiley & Sons.

**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Risk Assessment and Vulnerability Analysis**  
**Course Code No. – 406 (A) (2) (Elective – I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

- To train students in doing Risk assessment and Vulnerability analysis
- To teach students vulnerability reduction strategies

**Unit 1 –Introduction**

Hazard, Risk and Vulnerability, Risk Concepts, Elements Of Risk, Perception of Risk, Acceptable risk, Requirements in Risk assessment

**Unit 2 Risk Assessment & Reduction**

Risk Reduction-

Mainstreaming “Risk” , Role of science and technology in Disaster Risk Reduction, Strategies of Risk reduction, International Mobilization of Risk reduction

Risk analysis techniques:

Process of Risk assessment, Analytical systems for risk assessment, Natural hazard/ risk assessment, Understanding climate risk, Mapping of risk assessment, Decision making for risk reduction, Problems in risk assessment

Participatory risk assessment:

Rationale for people’s participation, Role of civil society organizations, Impact of Globalization, Activities and roles for the community action Risk reduction, Participatory risk assessment methods

Vulnerability analysis and Risk assessment:

Addressing Semantics, Approaches to vulnerability Analysis, Models of Vulnerability analysis, Quantification of vulnerability, Assessment of Risk Vulnerability and capacity analysis (VCA), Vulnerability of Himalayan Eco- system

**Unit 3 Observation and perception of vulnerability:** Vulnerability Identification, Vulnerability types and dimensions, Vulnerability- Social factors and economic factors

Vulnerability to shanty settlements: Vulnerability in the city, Risk in Urban areas, Issues in urban planning, Initiatives for risk reduction in India

**Unit 4 Strategic development for Vulnerability reduction:**

Physical & Social infrastructure for Vulnerability reduction, Interactive areas for Vulnerability reduction & Policy making, Hazard resistant designs and construction, System management

Strategic planning for vulnerability reduction

**Course outcome:** It will help in minimizing loss due to disasters

**Suggested Readings:**

- Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.
- Ghosh G.K, (2006), Disaster Management, 6th edition, A.P.H. Publishing Corporation, New Delhi
- Singh S.K.& Kundu S.C., Disaster management ,William Publications, New Delhi
- Sharma V. K. (2013) , Disaster Management, Scientific International Pvt, Ltd.
- Sahni P. (2004), Disaster Risk Reduction in South Asia, 1<sup>st</sup> edition, Prentice-Hall of India Pvt.Ltd.
- Sahni P. (2004), Disaster Mitigation – Experiences and reflections, Prentice- Hall of India Pvt.Ltd.



**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Health Management in Disaster**  
**Course Code No. – 406 (A) (3) (Elective – I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives**

To orient students about disaster management health policy, public health systems, issues related to public health and Medical preparedness plan

**Unit 1 –Introduction**

Meaning, Importance and components, Epidemiological Study of Disaster, Prevention of risk

**Unit 2**

Medical Preparedness Plan, Logistic Management, Remote area Planning

**Unit 3**

Education and training in Health Management of Disaster, Disaster Site Management, CPR, First aid, Clinical Casualty management, Community Health Management

**Unit 4**

Epidemiological Surveillance, Nutrition Centered Health Assessment, Medical and Health response to different disasters, Role of Information and communication technology in Health response, Psychological Rehabilitation

**Unit 5**

Health Policy and Management: Public health systems, Public Health Practices, NDMA guidelines Psycho-social support and mental health services in disasters, guidelines on health matter

**Unit 6**

Case Studies

**Suggested Readings:**

- Dave P.K. (2003), Emergency Medical Services and Disaster Management: A Holistic Approach, Alpha Science.
- Hogan D. E.(2000) , Burstein J.L. Disaster Medicine, Lippincott Williams & Wilkins
- Psychological Consequences of Disasters: Prevention and Management - DIANE Publishing- Division of Mental Health WHO
- Sahni P. (2004), Disaster Mitigation – Experiences and reflections, Prentice- Hall of India Pvt.Ltd.

**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Finance and Insurance in Disaster Management**  
**Course Code No. – 406 (A) (4) (Elective – I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

To provide the understanding of life & non-life insurance, banking and other related issues pertaining to the finance sector.

**Unit 1 Introduction to Banking & Finance**

Concept of Banking, Types of banks, Functions of banks; Tax administration; Public budgeting and finance systems; State and local finances.

**Unit 2 Central Bank / Reserve Bank**

Role and function of central bank, RBI and Monetary Policy

**Unit 3 Introduction to Insurance**

Evolution and Features of Insurance, Classification of Insurance, Conditions relating to risk, selection or Risk

**Unit 4 Life Insurance & General Insurance**

Principles of LIC, Privatization of Life Insurance Business, Role and performance of LIC, Non-life insurance – Fire, Automobile, Marine, Health, Rural, Social and miscellaneous insurances.

**Unit 5 Insurance Policies for Disaster Management**

Evaluation of risk funding and risk transfer policies; Catastrophe insurance pool; Reserve funds and contingent credit policies; Role of Government and market participants; Insurance policy design; Fiscal cost of relief and reconstruction; Grants and low interest loan for reconstruction.

**Course Outcome:**

Students will be able to understand the role of various financial agencies in providing financial support during disaster.

**Suggested readings:**

- Hajela T.N. (2009), Money, Banking & Public Finance, 8th Edition, Ane Books Pvt. Ltd
- Bhasin N.(2007), Banking and Financial Markets in India -1947 to 2007,New Century Publications.
- Desai V., Banks & Institutional Management, 1st Edition, Himalaya PublishingHouse
- Shekhar K.C., Shekhar L., Banking theory and practices, 19th Edition Vikas Publishing House
- Mishra M.N., Mishra S.B., Insurance principles & practice, 17<sup>th</sup> Edition S.Chand Publication
- Gupta P.K. (2011), Insurance and Risk Management, Himalaya Publishing House
- Palande P.S., Shah R.S., Lunawat M.L., Insurance in India, 6<sup>th</sup> Edition, Response Books
- National Disaster Response Plan, NCDM, New Delhi, 2001.

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Corporate Finance**  
**Course Code No. – 406 (B) (1) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To acquaint students with advanced treatment of various concepts and tools and techniques used in financial management and highlight the importance of various decision making areas of financial management.

**Unit 1 – Introduction to Corporate Finance**

Corporate finance & the firm, Principles of Corporate finance, Goals of Financial management, Agency problem & control of the corporation

**Unit 2 – Management of Working Capital**

Concept of working capital, Sources of working capital, Approaches to lending, Norms for lending

**Unit 3 – Project Finance and SME Finance**

Benefits of project financing, types of contracts, financial agreements, public-private sector partnership, funding aspects, SME- methods of Financing, small & medium term financing

**Unit 4 – Management of Receivables and Factoring Services**

Concepts of receivables, Motivation for credit sales, Credit terms, Credit policy variables, Factoring – types & mechanism

**Unit 5 – Emerging Institutes for Corporate Finance**

Private Equity, Corporate debt restructuring

**Outcome:** Student will get well versed with various elements of corporate finance.

**Suggested Readings:**

- Principles of corporate Finance – Brealey, Myers, Allen , Mohanty (Tata Mcgraw hill )8th Edition
- Corporate Finance – Ross, Westerfield, Jaffe, Kakani (Tata Mcgraw hill ) 8th Edition
- Corporate Finance Theory & practice – Aswath Damodaran ( Wiley India) 2nd Edition
- Corporate Finance Theory & practice – Vishwanath.S.R (Response Books-) 2nd Edition
- Corporate Financial Management -Arnold Glen & Kumar Mohan (Pearson Education) 3rd Edition

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Derivatives**  
**Course Code No. – 406 (B) (2) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To provide student's exposure to derivatives market, its working and inputs on strategies used in derivatives market

**Unit 1 – Introduction to Derivatives**

Meaning, products, participants & functions, types of derivatives, development of exchange traded derivatives, global derivatives markets, exchange trade Vs. OTC Derivatives

**Unit 2– Futures and Forwards**

Forward contracts, Futures contracts, structure of forward & futures markets, development of futures markets, organized futures trading, futures exchanges, Futures traders, Principles of forward and future pricing, the cost of carry model.

**Unit 3 – Options**

Development of options markets, call options, put options, organized options trading, listing requirements, contract size, exercise prices, expiration dates, position & exercise limits, exchanges on which options trade, options traders, principles of option pricing, put call parity relationship, option strategies, option pricing models –The Black Scholes Model, The Binomial model

**Unit 4 -Risk Management**

The impetus for Risk management, benefits, dealers & other participants, managing market risk – Delta – Theta - Gamma – Vega hedging, value at risk, derivatives in the organization, accounting and tax for derivatives, avoiding derivative losses, regulations

**Unit 5 –Financial Derivative Market in India**

Recommendations of L.C. Gupta Committee on derivatives ,Trading Mechanism at NSE and BSE, Eligibility of stocks, Regulation of Trading System , J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market

**Outcome:** Student will get equipped with recent trends in derivative market and strategies to be adopted in derivative market by investors.

**Suggested Readings:**

- Options, futures & other derivatives –John Hull, Sankarshan Basu (Pearson Education) 7<sup>th</sup> Edition
- Derivatives and Risk management – Jayanth Varma (Tata McGraw Hill) 4<sup>th</sup> Edition
- Introduction to derivatives – Stafford Johnson ( Oxford Publication)
- Fundamentals of Financial Derivatives- Parasuraman- 2nd Edition, Wiley India Pvt. Ltd., 2011
- Stock Markets, Investments and Derivatives- Rangunathan and Rajib, P.- 3<sup>rd</sup> Edition, Tata McGraw-Hill Education, 2007

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Strategic Cost Management**  
**Course Code No. – 406 (B) (3) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To acquaint students with various techniques used for strategic cost management and develop an understanding of the adoption of various techniques of strategic cost management for obtaining sustainable competitive advantage.

**Unit 1 Strategic Cost Management – An Overview**

Concept of SCM, Applications of SCM, SCM Framework, SCM Programmeme Steps, Key Enablers that facilitates SCM (Analysis & Planning enablers, Implementation enablers), The Balanced Scorecard Analysis

**Unit 2 Activity –Based Costing & Value analysis**

Concept of Activity Based Costing in comparison with Traditional costing system, Methodology to be adopted for using ABC, Value analysis and Value addition, Waste Management – Scraps, defectives, etc.

**Unit 3 Profit Planning & Pricing**

Cost Benefit Analysis & Profit Planning, Role of Budgetary Control & standard costing in profit Planning, Pricing Approaches – Cost based pricing And Market based pricing

**Unit 4 Cost Implications**

Brand Building- Cost Implications of Brand Building, Supply Chain Management- Cost Implications- Productivity Improvement- Various tools including Kaizen costing & Six sigma

**Unit 5 Contemporary Issues**

Target Costing- Target costing & its implementation, How to link target costing with ABC and Value engineering, Life cycle Costing- Life cycle cost Analysis, Throughput Costing- theory of Constraints, Backflush Costing- Principle of Backflushing, Special considerations in Backflush Costing

**Outcome:** Student get acquainted with various techniques of strategic cost management.

**Suggested Readings:**

- Cost Management -Colin Drury-Cengage Learning, Latest Edition
- Management accounting- Paresh Shah- Oxford, Latest Edition
- Cost Management - Hongren, Datar-Pearson, 6th edition
- Cost and Management-Accounting- Hansen & Mowen - Thomson ,Latest Edition
- Cost and Management Accounting- Ravi M Kishore- Taxmann 4th Edition

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Business Taxation**  
**Course Code No. – 406 (B) (4) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** The main objective of this course is to acquaint the students with business taxation concepts and devices leading to better grasp of the issues regarding corporate decision making. To acquaint them with the salient features of Income Tax & GST which emphasis on proper planning & management of Taxes for gaining maximum returns by an individual or business.

**Unit 1 Introduction to Direct and Indirect Tax**

Introduction to Tax system in India, Tax Planning, Tax Evasion, Tax Avoidance, Methods of Tax Planning, Computer Applications in Income Tax

**Unit 2 Direct Taxes –Income Tax I**

Basic Concepts Under Income Tax Act 1961, Objectives and Scope of Income Tax, Residential Status & Tax Incidence, Income under the head of Salary - Allowances and Deductions & Computation, Income Under the head of House Property – Chargeable Income, Deductions & Computation

**Unit 3 Direct Taxes –Income Tax II**

Concept of Business, Profession and Vocation, Income from Profits &Gains- Deductions expressly allowed & disallowed, various concepts under Capital Gains- Chargeability under Capital gains, Exemptions under Capital gains, Income from Other sources – Deductions & Non- Deductible amount from other sources, Tax Free Income (U/s 10)

**Unit 4 Indirect Tax – GST I**

Types of companies, Residential status of companies and tax incidences, tax liability and minimum alternative tax, Tax reforms and GST in India, Implementation of GST Council and their functions, Salient features of GST, Types of GST, Advantages of GST, Impact of GST on Economy

**Unit 5 Indirect Tax – GST II**

Taxes under GST, Rates and Schedule, Criteria for GST, GST on Exports, Imports and SEZ supplies input credit, Returns Filing, Assessment and Audit of Accounts under GST, GST refund, problems on GST- State, Central and Integrated Taxes- Total Income, Tax Liability and available Tax credits Computer Applications in GST

**Outcome:** Student will come to know about concepts of corporate taxation and can prepare effective financial plan.

**Suggested Readings:**

- Students Guide to Income Tax- V. K. Singhania- Taxmann Publication Latest Edition
- Tax Planning & Management- V. K. Singhania- Taxmann Publication Latest Edition
- Direct Tax- Dr. B. B. Lal- Konark Latest Edition
- Corporate Tax Planning- E. A. Srinivas- Mc Graw Hill Latest Edition
- Corporate Taxation- H. P. Ranina- Orient Law House Latest Edition
- Income Tax Law and Practice- H.C. Meherotra- Sahitya Bhavan, Agra Latest Edition
- Basics of GST- K. Singhania- Taxmann Publication Latest Edition by Nitya Tax Associates
- Goods and Services Tax GST- Dr. H.C. Mehrotra and Prof. V.P. Agarwal- Sahitya Bhavan Publication 4th Edition

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: Human Resource Administration – Application and Procedure**  
**Course Code No. – 406 (C) (1) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To facilitate the understanding of basics of HR administration and procedure
2. To orient the student about HR communications, compensation and calculations

**Unit – 1**

**HR Administration** – Definition, Nature, Objectives, Principles. HR Policy – Definition, Scope, Process, Objectives; Contents of Personnel file & Personnel audit, Personnel Department Structure, proper environment around factory.

**Unit – 2**

**General Communication** – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)

**Unit – 3**

**Wage & Salary Administration** – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, Statutory Returns – TDS, Professional Tax, Form 16 (A), PF & ESI Returns.

**Unit – 4**

**Disciplinary Action Communication** – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.

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**Unit – 5**

**Calculations** – Calculation for superannuation, gratuity & bonus

**Outcome:**

1. Student understand basics of HR Administration
2. Able to understand HR administration procedure
3. Draft various HR Orders

**Suggested readings:**

- Guide on Labor Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
- Personnel Management by Edwin Flippo
- Personnel Management by C.B. Mamoria
- Dynamics of personnel Administration by Rudrabaswaraj.

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: Organization Change**  
**Course Code No. – 406 (C) (2) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To facilitate understanding of basic concepts of Organizational change
2. To study process of Organization change
3. To understand various Models of change Management

**Unit 1 Introduction to Organizational Change:**

Introduction, Organizational change, natural process, Importance & Causes of change

**Unit 2 Change Management Models:**

Introduction, Models of change Management: 1. Kurt Levin and Friends 2. Total System Change Model 3. The Burke-Litwin model of organization change 4. Porras and Robertson model of organization change;

**Unit 3 Preparing organization for change**

Preparing organization for change, preparing employee and Stakeholders for change, Negotiating Change, accepting change

**Unit 4 Organizational Change Process:**

Nature of planned change, process of change, managing change is difficult task, impact of resistance to change

**Unit 5 Enjoying Change:**

Change as a natural process, Change or vanish, welcome change, positive attitude for change, satisfaction through change for - self, customer and owner, impact of not accepting change

**Suggested readings:**

1. Pettigrew A., Whipp R. “ Change Management for Competitive Success” Infinity Books, 2001
2. [www.change-management.org](http://www.change-management.org)
3. [www.change-management.com](http://www.change-management.com)



**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: International Human Resource Management**  
**Course Code No. – 406 (C) (3) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To explore the dynamics of human resource management in the global context and manage international human resource effectively.

**Unit – 1 Introduction**

International HRM- an Overview, Nature, International Dimension of HRM, Organization structure in MNC, Domestic Vs International HRM, Culture and Cultural Diversity, International Labour Market

**Unit – 2 Acquiring International Human Resources**

- ❖ Global Human Resource Planning, Supply of International Human resource
- ❖ International Recruitment and Selection- Approaches- Ethnocentric, Polycentric, Geocentric, Regiocentric, Factors in Expatriate Selection, Managing Expatriates, Repatriation

**Unit – 3 Developing and Managing International Human Resources**

- ❖ Compensation- Objectives of International compensation, Key components of an international compensation Programme, Incentives and Corporate Commitments,
- ❖ Training and Development- The role of expatriate training, components of effective pre-departure training, developing staff through international assignments,
- ❖ Performance Management- Patterns in complexity, challenges, Areas to be Appraised, Organizational Role Expectations,

**Unit – 4 Behavioral Dynamics of International Human Resources**

Cross-Cultural Communication and Negotiation, HR implications of language, standardization, Leadership and Motivation in a Global Context, Global Ethical Environment, International Industrial relations

**Unit – 5 International Environments**

ILO and International Labor Relations – Key issues, Various Agreements International Labour standards, Safety and fair Treatment

**Outcome:** Students are able to apply effective IHRM values and techniques to real-world situations, and in particular, to apply these values to the practice of multi-cultural teamwork

**Suggested Readings:-**

1. International Human Resource Management - Peter J. Dowling, Denise E. Welch & Randall Schuler (South –west College Publishing / Excel Books. New Delhi.)
2. International Management – Manab Thakur, Gene Burton and B N Srivastava (Tata McGraw Hill Publishing)
3. Manager in the International Economy – Raymond Vernon and Louis T. Wells, Jr. (Prentice Hall)
4. International Human Resource Management: Text and Cases – P. L. Rao, Excel books
5. International Human Resource Management – P. Subba Rao, Himalaya Publishinh House

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: Human Resource Information System**  
**Course Code No. – 406 (C) (4) (Elective-I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :** To understand how Human Resources Information Systems are developed and implemented for various levels in an organization.

**Unit – 1 Introduction to HRIS**

Concepts, Characteristics and Classification, Information System: Role, Functions & Types, Organizations and Information Systems, System Development, Managerial Decision Making, HRIS Needs.

**Unit – 2 System Design and Implementation**

H.R.I.S Planning & Designing, Hardware & Software of H.R.I.S. , Design Considerations, System Feasibility, Implementation–Planning, Installation, Modification, Acceptance Tasking- Maintaining & Enhancing H.R.I.S, Project Management Cooperation

**Unit – 3 HRIS Application:** Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.

**Unit – 4 Information Securities**

Components of Information Security, Legal Requirements for Information Security, Threats to Information Security, Role of HR in Information Security

**Unit – 5 HRIS in different types of organizations**

Packaged Human Resources Information Systems— Basics of Networking, Internet, Intranet, Technology Implications Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc, Exposure to HRIS software

**Outcome:** Student can articulate current and developing human resource issues in the information assurance field.

**Suggested Readings:**

1. Michael J. Kavanagh, Mohan Thite, Human Resource Information System, Sage Publications
2. Keen, Peter GW. Decision support system: An Organizational Perspective. Addison-Wesley
3. Laudon, K.C. & Laudon, J.P. Management Information Systems. Pearson Education.
4. Navatha Elmasari. Database Management System. McGraw Hill
5. Okha , Management Information System.
6. Turba Efrin. Decision Support & Expert Systems - Management Perspective. Macmillan
7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
8. Hcas M. Awad, Casico, Human Resource Management, An Information Systems Approach, Reston Publishing
9. Tony Ivey, Personnel Computer System, Mc Graw Hill International
10. Jaiswal & Mittal. Management Information System. Oxford University Pre

**M.B.A. Semester IV**  
**Specialization: Marketing Management**  
**Course Title: Retail Management**  
**Course Code No. – 406 (D) (1) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives :**

This module aims to enable students to gain an understanding of retail management and practice of exploration Retail management. On successful completion of the module, students should be capable of explaining the basic of retail management and application of strategies to development of retail business.

**Unit 1 Retailing**

An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

**Unit 2 Retail planning**

Purpose, Method, Structure and Monitoring The Plan; Retail Brand Management- Positioning, Personality, Types Of Brand, Brand And Life Cycle; Merchandise Management - Meaning, Methods, Assortment And Inventory; Purchase Negotiation, Supply Channel And Relationship, SCM Principles, And Retail Logistics.

**Unit 3 Retail location decision**

Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

**Unit 4 Retail promotion**

Setting Objectives, Role Of Advertising, Sales Promotion, Personal Selling Public Relations And Relationship Marketing In Retailing; Human Resource Issues And Considerations; Customer Service Management.

**Unit 5 Impact of information technology in retailing**

Integrated Systems And Networking EDI, Bar Coding, Customer Database Management. Electronic Retailing - Role Of Web, On Line Retailing, Factors To Be Considered In Having A Web Site, Limitations Of Web And Future Trends; Consumerism And Ethics In Retailing - Social And Green Issues; Retail Audit.

**Outcomes:**

On successful completion of the module students should be able to identify which strategies should be applied to get successful growth in the sector of retail management.

**Suggested Readings:**

1. Berman and Evens, Retail Management, PHI.
2. David Gilbert, Retail Management, Financial Time/Prentice Hall.
3. Gibson Vedamani, Retail Management, Jaico Books.
4. Levy & Weitz, Retail Management, Tata McGraw Hill.

**M.B.A. Semester IV**  
**Specialization: Marketing Management**  
**Course Title: Customer Relationship Management**  
**Course Code No. – 406 (D) (2) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:** The aim is to provide tools and techniques along with an understanding to the student as to how to enhance shareholder value by shifting from a 'Market Share' mindset to obtaining higher "Share of Individual Customer's Business" i.e., Enhancing Lifetime Value of Customers.

**Unit 1** Introduction and Significance of Customer Relationship Management: CRM Emerging Concepts; Need for CRM; CRM Applications; CRM Decisions; The Myth of Customer Satisfaction; CRM Model; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship Management by Customer Retention; Stages of Retention; Sequences in Retention Process; Understanding Strategies to Prevent Defection and Recover Customers.

**Unit 2** CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRM/online CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector; Key e-CRM features.

**Unit 3** CRM Architecture: IT Tools in CRM; Data Warehousing Integrating Data from different phases with Data Warehousing Technology; Data Mining: - Learning from Information Using Data Mining Technology like OLAP etc.; Understanding of Data Mining Process; Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; Relationship Marketing and Customer Care, CRM Over Internet.

**Unit 4** CRM Implementation: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects

Unit V. Development of Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support, System Optimization and Follow-up; Client/Server CRM Model; Use of CRM in Call Centers using Computer Telephony Integration (CTI); CTI Functionality; Integration of CRM with ERP System and Case Studies.

**Suggested Readings:**

1. Mohammed, H. Peeru and A Sagadevan, (2004), "Customer Relationship Management", Vikas Publishing House, New Delhi.
2. Paul Greenberge (2005), "CRM-Essential Customer Strategies for the 21st Century. M.B.A - Services Mgt. –2010-11 & Onwards –CPOP", Tata McGraw Hill, New Delhi, pp. 17-23
3. William, G. Zikmund, Raymond McLeod Jr.; Faye W. Gilbert (2003). Customer Relationships Management. Wiley Publication, New Delhi.
4. Alex Berson, Stephen Smith, Kurt Thearling, (2004), "Building Data Mining Applications for CRM", Tata McGraw Hill Publications, New Delhi.

**M.B.A. Semester IV**  
**Specialization: Marketing Management**  
**Course Title: Agricultural Marketing**  
**Course Code No. – 406 (D) (3) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Unit 1 : Basic Concepts of Agricultural Marketing**

Definition of market and agricultural marketing, historical development, approaches, classification of markets, types of marketing functions and services, futures trading, marketing channels, marketing institutions - rule of the games - formal/informal, agricultural marketing system - then and now, market integration, contract farming, marketing development and planning, modern infrastructural facilities, cooperative/ group marketing systems, value addition and, agro-processing, post harvest technology, marketed and marketable surplus, marketing costs and margins, marketing efficiency and input marketing.

**Unit 2 : Agricultural Marketing Organizational Management:**

Structure and Model of Agri-Marketing Organizations with functions, market planning, management of agri- marketing personnel, role of leadership, motivation and human relations in improving organizational efficiency, various communication methods, effective co-ordination of various marketing functions, management of finance, man-power and hygienic conditions in the markets and food supply chain management..

**Unit 3 : Legal Framework of Agricultural Marketing:**

A.P (G & M) Act, PFA, MFPO, FPO, Weights and Measures, Packaged Commodity Rules; ISO-9000, Consumer Protection Act, Storage and Warehousing Act,. Comparative study of State Agricultural Produce Market Acts, Market regulation, Model Act, Land Acquisition, Public Premises Eviction Act, unauthorized occupation, Forward Contracts Act, Grading and Standardization, formulation and enforcement of grade standards, grading under Agmark and at Producer's level, modernisation of grading at farm/mandi level, Model Act and reforms suggested.

**Unit 4 : Key. Agricultural Marketing Organizations:**

Role, Functions and Schemes of NAFED, NCDC, CCI, JCI, IIP,CFTRI, MPEDA, APEDA, NHB, Directorate of Economics & Statistics, DMI, NIAM, BIS, CWC, SWC, Commodity Boards, Export Inspection Council, State Cooperative Marketing Federations, Forward Markets Commission.

**Unit 5 : Market Information.**

Role, importance and concepts of market intelligence, agricultural price terminology, administered prices including support prices, methodology of data collection, critical review of market intelligence and news service, role of IT and tele- communication, on line market information service, electronic auctions, commodity information system, e-chaupal model, dissemination of market intelligence through various media, importance and limitations of statistics, market information schemes, index numbers and cost of living, cyber trading/e-commerce, market Information Service (AGMARKNET) and infrastructure development schemes launched by DMI.

**Unit 6 : Marketing Extension:**

Role and importance of extension service, challenging role of market extension in global agri-trade, role of leadership in market extension, improving the communication skills of the extension personnel, role of effective coordination in marketing extension, role of communication, role of IT and newspaper and radio talks, art of public speaking, marketing information service, role of information, publicity and propaganda, advantages of direct marketing, pledge finance, forward marketing, role of private sector in extension.

**Unit 7 : Survey and Research in Agricultural Marketing:**

Importance, techniques and methodology of survey, drafting of questionnaire and schedule, testing of schedule, sources of primary and secondary data, opinion survey, statistical methods of sampling, sampling errors, mean, mode, median, correlation and regression, time series analysis, index numbers, median, correlation and regression, time series analysis, index numbers, documentation of reference material, guidelines of drafting of reports, estimation of marketable/marketed surplus & post harvest losses, price behavior, cost and margin studies, economics of storage, surveys for market development projects, evaluation and feasibility studies.

#### **Unit 8 : Exim of Agricultural Commodities:**

Overview of export and Imports, WTO, AAO, export procedures and documentation, export credit, codex, standards, HACCP, sanitary and phyto-sanitary measures, tariff and non tariff barriers to trade, AEZs, Food Parks, Export promotion schemes.

#### **Suggested Readings:**

1. Krishnamacharyulu, C & Ramakrishan, L. 2002. Rural Marketing. Pearson Edu.
2. Ramaswamy, V. S & Nanakumari, S. 2006. Marketing Management. 3rd Ed. MacMillan Publ.
3. Singh, A. K & Pandey, S. 2005. Rural Marketing. New Age.
4. Singh, Sukhpal. 2004. Rural Marketing. Vikas Publ. House.
5. Beri, G. C. Marketing Management, Tata McGraw Hill Publishing Company Ltd, New Delhi.
6. David, W. Cravens. 1996. Marketing management.
7. Sheth, Mittal and Thomson. Customer Behaviour- A Managerial Perspective.
8. Acharya, S. S. and Agarwal, N.L.. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH. 2.
9. Kohls, R. L & Uhl, J. N. 2005. Marketing of Agricultural Products. 9th Ed. Prentice Hall

**M.B.A. Semester IV**  
**Specialization: Marketing Management**  
**Course Title: International Marketing**  
**Course Code No. – 406 (D) (4) (Elective- I)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:** students learn the basics of international marketing as well as the procedure to become international marketing firm, to face the challenges to become international firm from domestic firm.

**Unit – 1**

Introduction to International Marketing, Meaning, Definition, Scope, Major Decisions in International Marketing, Framework of International Marketing: Scope of International Marketing, International Marketing v/s Domestic Marketing, Difficulties in International Marketing, Advantages or importance of International Marketing, International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.

**Unit – 2**

Product Policy, International Product Life Cycle, Export Pricing, International Marketing Decision: Marketing Decision, Market Selection Decision, Market Entry Decision, Market Entry Strategies, Marketing Mix Decision,

**Unit – 3**

International Marketing Research: Marketing Information System, Marketing Research, Methodology for Marketing Research, International Research Strategy, Desk Research and Filed Research, Market Oriented Information, International Marketing Intelligence, Competitive Intelligence.

**Unit – 4**

India's Foreign Trade: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries, Export Promotion in India – Export Assistance – Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Export and Import Documentation Project Exports – Joint Ventures - Marine Insurance and Overseas Different Modes of Payment and Letters of Credit.

**Unit – 5**

World Trade and India - Globalization and Role of Multinational Enterprises (MNEs)  
- Overview of Export, Import Policy of India, Basic Objectives, Role and Functions of Export Promotion Councils.

**Outcome:** Students learn the strategies of marketing to sustain in the international market, documentation of international marketing and trends of FDI in India, importance of product policy and world trade and India.

**Suggested Readings:**

1. Black, D., Harris, E. and Baack, D., (2012), “ International Marketing”, Sage Publications Pvt. Ltd., New Delhi
2. Cateora, P., Graham, J. and Salwan, P., (2008), “ International Marketing”,( 13th Edition), Tata McGraw-Hill Education Pvt. Ltd., New Delhi.
3. Czinkota, M. and Ronkainen, I., (2007), “International Marketing”, (8<sup>th</sup> Edition), South Western.
4. Onkvisit, S. and Shaw, J., (2009), “International Marketing: Analysis and Strategy”,( 3rd Edition), PHI Learning Pvt. Ltd, New Delhi
5. Paul, J. and Aserkar, R., (2008), Export Management, Oxford University Press, New Delhi.

**Semester – IV**

**Elective – II**

**Inter Specialization**

**Students can select other specialization modules as elective II**

<b>Sr.No.</b>	<b>Specialization</b>	<b>Course Code</b>	<b>Title</b>
1	Disaster Management	407 (Elective-II)	Industrial Safety Management
2	International Banking & Finance Management	407B (Elective-II)	Insurance
3	Human Resource Development	407C (Elective-II)	Compensation Management
4	Marketing Management	407D (Elective-II)	Services Marketing



**M.B.A. Semester IV**  
**Specialization: Disaster Management**  
**Course Title: Industrial Safety Management**  
**Course Code No. – 407 (A) (Elective – II)**

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**Total Credits: 04**

**Total Hours: 60**

### **Objectives**

- To teach students Industrial safety rules and regulations
- To train students on safety investigation, monitoring and Audit

### **Unit 1 Introduction**

Need for safety, Safety legislation: Acts and rules, Factory Act 1948, Workman's Compensation Act, 1943, Employees State Insurance Act, 1948, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels, Safety Management

### **Unit 2 Training for Safety**

Importance of training-identification of training needs-training methods – programmes, seminars, conferences, competitions – method of promoting safe practice - motivation – communication - role of government agencies and private consulting agencies in safety training – Safety awareness, Employee Participation, awards, celebrations, safety posters, safety displays, safety pledge, safety incentive scheme, safety campaign – Domestic

### **Unit 3 Accident Investigation and Reporting**

Concept of an accident, reportable and non reportable accidents, reporting to statutory authorities – principles of accident prevention – accident investigation and analysis – records for accidents, departmental accident reports, documentation of accidents – unsafe act and condition –supervisory role – role of safety committee –cost of accident.

### **Unit 4 Safety Performance Monitoring and Audit**

Topic 1: Safety Performance Monitoring- ANSI (Z16.1) Recommended practices for compiling and measuring work injury experience-permanent total disabilities, permanent partial disabilities, temporary total disabilities - Calculation of accident indices, frequency rate, severity rate, frequency severity incidence, incident rate, accident rate, safety "t" score, safety activity rate – problems.

Topic 2 Safety Audit-Components of safety audit, types of audit, audit methodology, non conformity reporting (NCR), audit checklist and report – review of inspection, remarks by government agencies, consultants, experts – perusal of accident and safety records, formats – implementation of audit indication - liaison with departments to ensure co-ordination – check list – identification of unsafe acts of workers and unsafe conditions in the shop floor

### **Outcome:**

This Unit will help students in reducing industrial accidents and building safer environment

### **Suggested readings:**

- Heinrich H.W. ,(1980),Industrial Accident Prevention ,McGraw-Hill Company, New York.
- Krishnan N.V. ,(1997),Safety Management in Industry, Jaico Publishing House, Mumbai.
- Dan Petersen,(1981),Techniques of Safety Management, McGraw-Hill Company, Tokyo.
- Blake R.B.(1973), Industrial Safety” Prentice Hall, Inc., New Jersey.
- Slote.L.,Handbook of Occupational Safety and Health, John Willey and Sons, New York

**M.B.A. Semester IV**  
**Specialization: International Finance and Banking**  
**Course Title: Insurance**  
**Course Code No. – 407 (B) (Elective-II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objective:** To impart knowledge in life and non-life insurance to students and improve the ability to evaluate the alternative for the purpose of decision making.

**Unit 1 Risks and Its Management**

Concept of Risk, Risk V/s Uncertainty, Types of Risk, Objectives and Importance of Risk Management, Methods of Handling Risk

**Unit 2 Introduction to Insurance**

Definition and Basic terms in Insurance, Evolution of Insurance, Nature & Importance of Insurance, Principles of insurance, Insurance Contract, Role of Insurance, Types of Insurance

**Unit 3 Life Insurance**

History of Life Insurance, Features of Life Insurance Contract, Classification of Policies, Annuities, Selection and Measurement of Risk, Calculation of Premium, Surrender Value and Paid up Value of Policy Role and Performance of LIC, Public and Private Insurance Companies

**Unit 4 General Insurance**

Introduction and Role of General Insurance, Fire insurance: Principles and its Types, Marine insurance, Motor insurance, Personal accident insurance, Property, Social Insurance, Miscellaneous Insurance - Rural Insurance, Burglary Insurance, Catastrophe Insurance, Liability Insurance , Claims settlement, Insurance Companies in India.

**Unit 5 Regulation of Insurance Business and IRDA**

Regulation of Insurance, Objectives of Regulation, Legal Framework of Insurance Business, Insurance Act 1938, Insurance Regulatory and Development Authority Act, 1999

**Outcome:** Student will be able to get sufficient knowledge of insurance market and decide about selection of insurance policy.

**Suggested Readings:**

- Insurance principles & practice – M.N.Mishra,S.B.Mishra (S.chand Publication) 17th Edition
- Life Insurance in India- H.Sadhak (Response Books) 1st Edition
- Insurance in India- P.S.Palande,R.S.Shah, M.L.Lunawat ( Response Books) 6th Edition
- Insurance Law Manual with IRDA circulars & notifications( Taxmann publications pvt ltd) 9th Edition
- P. K. Gupta - Legal aspects of insurance –Himalaya Publishing House
- Insurance Law and Regulations. Vol I and II published by ICFAI, Hyderabad

**M.B.A. Semester IV**  
**Specialization: Human Resource Development**  
**Course Title: Compensation Management**  
**Course Code No. – 407 (C) (Elective-II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

1. To understand the basic concept of Compensation
2. To study the different applications of Compensation management

**Unit 1 - Compensation Management – Concepts and Components-Job Evaluation- Wage and Salary Administration -Factors affecting Wage and Salary Levels- Incentives-bonus -Benefits - Rewards. Expectancy Theory, Equity Theory, Agency Theory**

**Unit 2 - Compensation systems & Performance management: performance linked remuneration system, performance linked career planning & promotion policy.**

**Unit 3 - Talent Management & Compensation Management**

Talent Management Philosophy, Identify relationship between global marketplace and managing talent, how Compensation management is linked to talent management

**Unit 4 –Employee retention and Compensation Management**

Strategies of employee retention, linkage of Employee retention to Compensation Management, how coaching works in a business organization,

**Unit 5- Calculation and Compensation Management**

Current Rules of Income Tax Calculations of Salaries, Exemption in Income Tax & the rational, Fringe Benefits Tax and its Implication for the Employers and Employees. Calculations of - Income Tax of Salaries; Provident Fund, Gratuity; Bonus. (Note: Simple Problems on Income Tax Calculations to be taught.)

**Suggested readings:**

1. Performance Management, Herman Aguinis, Pearson Education, 2007.
2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill, New York, NY. Current Edition
3. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books
4. 360 degree feedback & assessment & development Centers, Volume I, II and III, TV Rao ,Et all, Excel Books
5. Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.
6. P. Subba Rao, Personnel and Human Resource Management – Text and cases; (2000) – Himalaya Publishing House [ISBN 8174937773](#)
7. Montana, Patrick J; Charnov, Bruce H, Management - 4th edition; (2008) - Barron's Educational Series, Inc. [ISBN 978-0-7641-3931-4](#)

**M.B.A. Semester IV**  
**Specialization: Marketing Management**  
**Course Title: Services Marketing**  
**Course Code No. – 407 (D) (Elective- II)**

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**Total Credits: 04**

**Total Hours: 60**

**Objectives:**

Students obtain the importance of services marketing and reasons of opting services marketing, marketing mix of services marketing, TQM in services marketing.

**Unit 1**

Introduction to Services, concept of services, characteristics of service, classification of service, Understanding services market, products and customers, Marketing Services, Reason for growth of the services sector, types of services, customer expectation of services - need for services marketing.

**Unit 2**

Marketing mix in services marketing - the seven Ps product decision - Pricing strategies and tactics - Promotion of service and placing - distribution methods for services - additional dimensions in services marketing - people, physical evidence and process.

**Unit 3**

Management of services marketing, Educating customers, marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

**Unit 4**

Delivering quality service - process of delivering quality service - TQM in services marketing - Six sigma techniques in delivering quality service - quality gaps - customer expectation versus perceived service gap - factors and techniques to resolve this gap - Quality standards - process and technological requirements to implement quality standards in services marketing.

**Unit 5**

Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services, public utility services and educational services.

**Outcome:**

Students will able to identify the gap in the market where will be the necessity of services marketing and how create needs and create an opportunities for services marketing by opting the skills of services marketing.

**Suggested Readings:**

1. Rampal M. K and Gupta S. L, (2009), “Services Marketing, Concept, Application and Cases”, Galgotia Publication Company, New Delhi.
2. Adrhian Payne, (2001), “The Essence of Marketing”, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Christopher Lovelock, (2001), “Services Marketing”, (4<sup>th</sup> Edition), Pearson Education Asia Pvt. Ltd., New Delhi.
4. Helen Woodroffe, (1997), “Services Marketing”, Macmillan India Pvt. Ltd., New Delhi.
5. S.M.Jha, ( 2112 ), “Services Marketing”, Himalaya Publishing House Pvt. Ltd., Mumbai.
6. Valare A Zeithmial & Mary JoBitner, (2000), “Services Marketing”, Tata McGraw Hill Publishing Company, New Delhi.