

# Course Curriculum

for

# Master of Business Administration (MBA)

(Faculty of Management)

MBA Semester I, II (2024-25)

MBA Semester III, IV (2025-26)



**MAHARAJA GANGA SINGH UNIVERSITY**

**BIKANER - RAJASTHAN**

## **Program Outcomes (POs)**

**On successfully completing the program the student will be able to:**

1. Communicate effectively in a variety of formats
2. Identify the key issues facing a business or business subdivision
3. Utilize qualitative and quantitative methods to investigate and solve critical business problems
4. Integrate tools and concepts from multiple functional areas (i.e., finance, marketing, operations, etc.) to solve business problems
5. Evaluate and integrate ethical considerations when making business decisions
6. Incorporate diversity and multicultural perspectives when making business decisions

## **Program Specific Outcomes (PSOs):**

1. Acquire the managerial professional attributes and be capable of decision making by applying the knowledge of management discipline.
2. Ability to adapt to dynamic changes in an environment with an understanding of societal and ecological issues relevant to professional managerial practice through life-long learning.
3. Excellent adaptability to function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.
4. Develop ability to develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem
5. Set up business enterprise and manage diversified growth of entrepreneurship.

## **Program Structure:**

Master of Business Administration (MBA) Program is a Two year full time course divided into four semesters. For the award of degree, a student will be required to complete the credits as per the University norms.

### **SEMESTER-I**

Sr. No.	Subject Code	Subject	L	T	P	Credit	Evaluation Scheme				
							Internal Assessment			ESE	Subject Total
							CT	TA	Total		
<b>Core Courses</b>											
1	MBA-101	Accounting for Managerial Decisions	3	1	-	4	20	10	30	70	100
2	MBA-102	Marketing Management	3	1	-	4	20	10	30	70	100
3	MBA-103	Management Practices and Organizational Behaviour	3	1	-	4	20	10	30	70	100
4	MBA-104	Business Environment	3	1	-	4	20	10	30	70	100
5	MBA-105	Human Resource Management	3	1	-	4	20	10	30	70	100
<b>Foundation Courses</b>											
6	MBA-106	Computer Applications in Business	2	-	2	3	20	10	30	70	100

#### **Legend:-**

L	Lecture
T	Tutorial
P	Practical
CT	Class Test
TA	Teachers Assessment
ESE	End Semester Examination

## SEMESTER-II

Sr. No.	Subject Code	Subject	L	T	P	Credit	Evaluation Scheme				
							Internal Assessment			ESE	Subject Total
							CT	TA	Total		
<b>Professional Core Courses</b>											
1	MBA-201	Business Statistics	3	1	-	4	20	10	30	70	100
2	MBA-202	Financial Management	3	1	-	4	20	10	30	70	100
3	MBA-203	Business Research Methods	3	1	-	4	20	10	30	70	100
4	MBA-204	Managerial Economics	3	1	-	4	20	10	30	70	100
5	MBA-205	Production & Operations Management	3	1	-	4	20	10	30	70	100
<b>Foundation Courses</b>											
6	MBA-206	Communication Skills	2	-	2	3	20	10	30	70	100

**Legend :-**

L	Lecture
T	Tutorial
P	Practical
CT	Class Test
TA	Teachers Assessment
ESE	End Semester Examination

### SEMESTER- III

Sr. No.	Subject Code	Subject	L	T	P	Credit	Evaluation Scheme					
							Internal Assessment			ESE	Subject Total	
							CT	TA	Total			
<b>Professional Core Courses</b>												
1	MBA-301	Strategic Management	3	1	-	4	20	10	30	70	100	
2	MBA-302	Business Law	3	1	-	4	20	10	30	70	100	
3	MBA-303	* On the Job Training/Summer Training	-	-	6	3					100	
4	Specialization (Major I)		3	1	-	4	20	10	30	70	100	
5	Specialization (Major II)		3	1	-	4	20	10	30	70	100	
<b>Elective Core Courses</b>												
6	Specialization (Minor)		3	1	-	4	20	10	30	70	100	
<b>Open Elective</b>												
7	Open Elective **		3	1	-	4	20	10	30	70	100	

**Legend:**

L	Lecture
T	Tutorial
P	Practical
CT	Class Test
TA	Teachers Assessment
ESE	End Semester Examination
**OE	Open Elective

### Professional Core Courses: Major Specialization (I&II) Semester-III

Sr. No.	Subject Code	Major	Specialization	Subject Title
1.	MBA-311	Major I	Finance	Indian Financial System
2.	MBA-312	Major II		Security Analysis and Portfolio Management
3.	MBA-321	Major I	Marketing	Advertising and Sales Management
4.	MBA-322	Major II		Consumer Behavior
5.	MBA-331	Major I	Human Resource Management (HRM)	Management of Industrial Relations
6.	MBA-332	Major II		Labor Legislation
7.	MBA-341	Major I	Information Technology	Relational Database Management System
8.	MBA-342	Major II		E-commerce and IT enabled Services

### Elective Core Courses: Minor Semester-III

Sr. No.	Subject Code	Minor	Specialization	Subject Title
1.	MBA-313	Minor	Finance	Banking Management
2.	MBA-323	Minor	Marketing	Rural Marketing
3.	MBA-333	Minor	Human Resource Management (HRM)	Industrial/Organizational Psychology
4.	MBA-343	Minor	Information Technology	System Analysis & Design & Software Engineering

### Open Elective (Additional): Semester-III

**\*\*Note: -Open Elective** shall be optional for the students in which he/she can opt any one of the Open Elective course. Each course shall be of 4 additional credit as under.

Sr. No.	Subject Code	Additional	Subject Title
1.	MBA-361	Insurance	Insurance & Risk Management
2.	MBA-362	Tourism	Tourism Management
3.	MBA-363	Security Market	Regulation of Security Market

\* **Note:** Every student is required to undergo On the Job/ Summer Training after 2nd Semester examination to be evaluated in Semester-III as mentioned in respective curriculum as under.

Sr. No	Contents	Marks
<b>Component – I (Internal)</b>		
1	Summer Training Report, Presentation and Seminar	40
<b>Component – II (External)</b>		
2	Summer Training Report Evaluation & Viva-voce	60

**SEMESTER-IV**

Sr. No	Subject Code	Subject	L	T	P	Credit	Evaluation Scheme					
							Internal Assessment			ESE	Subject Total	
							CT	TA	Total			
<b>Professional Core Courses</b>												
1	MBA-401	Entrepreneurship	3	1	-	4	20	10	30	70	100	
2	MBA-402	* Project Training	-	-	6	3					100	
3	MBA-403	Logistics & Supply Chain Management	3	1	-	4	20	10	30	70	100	
4	Specialization (Major I)		3	1	-	4	20	10	30	70	100	
5	Specialization (Major II)		3	1	-	4	20	10	30	70	100	
<b>Elective Core Courses</b>												
6	Specialization (Minor)		3	1	-	4	20	10	30	70	100	
<b>** Open Elective(Additional)</b>												
7	Open Elective		3	1	-	4	20	10	30	70	100	

**Legend :**

L	Lecture
T	Tutorial
P	Practical
CT	Class Test
TA	Teachers Assessment
ESE	End Semester Examination
**OE	Open Elective



### Professional Core Courses: Major Specialization (I&II) Semester-IV

Sr. No.	Subject Code	Major	Specialization	Subject Title
1.	MBA-314	Major I	Finance	Strategic Financial Management
2.	MBA-315	Major II		International Finance
3.	MBA-324	Major I	Marketing	Marketing of Services
4.	MBA-325	Major II		Digital Marketing
5.	MBA-334	Major I	Human Resource Management (HRM)	Cross Cultural Management
6.	MBA-335	Major II		Team Building & Leadership
7.	MBA-344	Major I	Information Technology	Data Communication & Networks
8.	MBA-345	Major II		Enterprise Resource Planning (ERP)

### Elective Core Courses: Minor Semester-IV

Sr. No.	Subject Code	Minor	Specialization	Subject Title
1.	MBA-316	Minor	Finance	Management of Financial Services
2.	MBA-326	Minor	Marketing	Retail Management
3.	MBA-336	Minor	Human Resource Management (HRM)	Personal Growth, Training & Development
4.	MBA-346	Minor	Information Technology	Internet & Web Technology

### **Open Elective (Additional): Semester-IV**

**\*\*Note: -Open Elective** shall be optional for the students in which he/she can opt any one of the Open Elective course. Each course in Semester IV shall be of 4 additional credit as under:

<b>Sr. No.</b>	<b>Subject Code</b>	<b>Additional</b>	<b>Subject Title</b>
<b>1.</b>	MBA-364	Insurance	Marketing & Public Relations in Insurance
<b>2.</b>	MBA-365	Tourism	Travel Agency & Tour Operations Business
<b>3.</b>	MBA-366	Security Market	Corporate Governance & Investor Protection

**\*Note:** Each student will have to choose research project based on his/her major specialization in consultation with his/her allotted supervisor. Assessment and Evaluation of Project Training shall be as under:-

<b>Sr. No</b>	<b>Contents</b>	<b>Marks</b>
<b>Component – I (Internal)</b>		
1	Project Report, Presentation and Seminar	40
<b>Component – II (External)</b>		
2	Project Training Report Evaluation & Viva-voce	60

## **Testing and Evaluation**

There will be Internal Assessment for 30 marks and Final Semester-End Examination (external) will be for 70 marks in each course/paper.

### **Evaluation**

#### **Internal Assessment:**

- a. Midterm Examination: 3 Class Tests of 10 Marks each to be conducted by the Department. Best marks obtained in two such tests for every course to be counted.
- b. Teachers Assessment of 10 Marks will be based on Students' Participation in curricular, extra-curricular activities, class participation etc.

**External Assessment:** 70 Marks

### **Semester End Examination Paper Pattern**

There shall be three Sections:

- Section A: 10 questions of 2 marks each. All questions will be compulsory. Minimum Two questions must be set from each Unit.
- Section B: 3 out of 5 questions of 10 marks each have to be attempted in 250 words. Minimum one question to be set from each Unit.
- Section C: A Case Study/Applied question from any of the Unit of 20 marks. Applied Question to be attempted in maximum 500 words.

Unless specifically mentioned for a particular course, the above Scheme of Internal and External Evaluation shall remain constant.

The duration of External examination shall be 3 hours.

On the basis of total marks (Internal and External) obtained, the student shall be awarded SGPA and CGPA under the formula specified for CBCS.

### **Rules of Passing and Promotion**

A candidate admitted to the MBA Program shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Maharaja Ganga Singh University, Bikaner.

To qualify for the MBA Program, the candidate must earn the prescribed number of credits as contained in the Course structure / syllabus in force for the particular session.

The pass marks in each course / paper shall be 40%. Every candidate will have to pass separately in Internal and External (Semester End) Assessment.

There shall be no supplementary examination for I and II Semesters. However, there shall be

supplementary examination for III and IV Semesters after declaration of the results of IV Semester. Students failing in courses of III and IV semesters may appear in supplementary examination(s) or subsequent main examination(s).

Where a candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the Internal Assessment / class tests, semester reports and/or assignments shall be carried forward to the subsequent examination.

### **I - Semester Course & Examination**

After appearing at the Examination of I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I Semester Examination:

- (i) **Passed**, i.e., those who have passed in examinations of all courses of the Semester.
- (ii) **Promoted**, i.e., those who have not passed in examinations of all the courses of the Semester.

#### **Promotion to Second Semester:**

All students who have put in the minimum percentage of attendance in I Semester and filled up the examination form in time shall be promoted to the II-Semester.

### **II-Semester Course & Examination**

After declaration of results of the I and II-Semesters, a candidate can be put in the following categories:

- (i) **Passed:** A candidate who has passed in examinations of all the courses of the I and II-Semesters.
- (ii) **Promoted:** A student, who has not passed in all the courses of either I or II Semester or both, shall be promoted to the III-Semester if he/she has earned 50% or more credits in the examinations of I and II-Semesters taken together. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester.
- (iii) **Failed:** A candidate who has passed in less than 50% of prescribed courses (i.e. earned less than 50% credits) in the examinations of I and II-Semesters taken together shall be treated as failed.

Note: There shall be no supplementary examination for the courses of I and II Semesters.

#### **Promotion to the III-Semester:**

- (i) A candidate who comes under the category 'Passed or Promoted' is eligible to be promoted to the III-Semester, if otherwise eligible.

- (ii) Failed candidates shall not be promoted to the III-Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either ‘Passed’ or ‘Promoted’ as explained above after passing the failed courses in the subsequent available examination(s).

### Promotion to the IV-Semester:

All students who have put in the minimum percentage of attendance in III Semester and filled in the examination form in time shall be promoted to the IV Semester.

### Declaration of Results after IV-Semester

(Based on the results of the I, II, III and IV-Semester Examination)

After declaration of results of III and IV-Semesters, a candidate can be put in the following two categories:

- (i) **Passed:** A candidate who has passed in all the courses of I, II, III and IV Semesters and obtained at least CGPA of 5.0.
- (ii) **Failed:** All those students who have not “Passed” shall be categorized as “Failed”.

Such Failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for III and IV Semesters after declaration of results of IV Semester. Students failing in courses of III and IV Semesters may appear in the supplementary examination or subsequent main examination(s).

### Assessment - The Grading System

Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab / Practical, or Seminar, or Project, etc., based on the % of marks obtained (in Continuous Internal Evaluation + Semester End Examination, both taken together), and a corresponding Letter Grade shall be given.

As a measure of the student’s performance, a 10-point Absolute Grading System using the following Letter Grades and corresponding percentage of marks shall be followed:

% of Marks Secured in a Subject/Course/ Paper (Class Intervals)	Letter Grade	Grade Points
90% and above ( $\geq 90\%$ , $\leq 100\%$ )	O (Outstanding)	10
Below 90% but not less than 80% ( $\geq 80\%$ , $< 90\%$ )	A <sup>+</sup> (Excellent)	9
Below 80% but not less than 70% ( $\geq 70\%$ , $< 80\%$ )	A (Very Good)	8
Below 70% but not less than 60% ( $\geq 60\%$ , $< 70\%$ )	B <sup>+</sup> (Good)	7
Below 60% but not less than 50% ( $\geq 50\%$ , $< 60\%$ )	B (Above Average)	6

Below 50% but not less than 40% ( $\geq 40\%$ , $<50\%$ )	C (Average)	5
Below 40% ( $< 40\%$ )	F (FAIL)	0
Absent	Ab	0

A student obtaining F Grade in any Subject is deemed to have ‘failed’ and is required to reappear in the particular course / paper, as and when conducted. In such cases, his/her Internal Assessment Marks in the respective course / paper will remain as obtained earlier.

If a student has not appeared for an examination, ‘Ab’ Grade will be allocated to him/her for the particular course/paper and shall be considered ‘failed’ and he/she will be required to reappear in the particular course / paper, as and when conducted. In such cases also, his/her Internal Assessment Marks in the respective course / paper will remain as obtained earlier.

A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.

A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him/her in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... for a Course**

**The Semester Grade Point Average (SGPA)** is calculated by dividing the Sum of Credit Points ( $\sum CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places.

SGPA for each Semester is thus computed as:

$$\left\{ \sum_{i=1}^N C_i G_i \right\} / \left\{ \sum_{i=1}^N C_i \right\}$$

Where ‘i’ is the Subject indicator index (taking into account all Subjects/course/paper in a Semester), ‘N’ is the no. of Subjects ‘Registered’ for the Semester (as specifically required and listed under the Course Structure of MBA),  $C_i$  is the no. of Credits allotted to the  $i^{\text{th}}$  Subject/course/paper, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $i^{\text{th}}$  Subject/course/paper.

**The Cumulative Grade Point Average (CGPA)** is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in All registered Courses in All Semesters, and the Total Number of Credits registered in All the Semesters. CGPA is rounded off to two decimal places.

CGPA is computed as:

$$\left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\}$$

Where 'M' is the Total number of Subjects/course/paper (as specifically required and listed under the Course Structure of MBA) from the 1<sup>st</sup> Semester onwards upto and inclusive of the 4<sup>th</sup> Semester, 'j' is the Subject indicator index (taking into account all Subjects from 1<sup>st</sup> to 4<sup>th</sup> Semester), C<sub>j</sub> is the number of Credits allotted to the j<sup>th</sup> Subject, and G<sub>j</sub> represents the Grade Points (GP) corresponding to the Letter Grade awarded for that j<sup>th</sup> Subject.

### **Award of Class**

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he/she shall be placed in one of the following three classes based on the CGPA:

<b>Class Awarded</b>	<b>CGPA</b>
First Division with Distinction	$\geq 7.75$
First Division	$6.75 \leq \text{CGPA} < 7.75$
Second Division	$6.00 \leq \text{CGPA} < 6.75$
Pass	$5.00 \leq \text{CGPA} < 6.00$

***SEMESTER-I***



## **MBA-101: ACCOUNTING FOR MANAGERIAL DECISIONS**

**Objective:** The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

**Course Outcomes:** The successful completion of this course shall enable the learner:  
Demonstrate the role of accounting in business in economic world. Explain the principles of accounting and book keeping. Apply accounting rules in determining financial results and preparation of financial statement. Develop and practice the maintenance of accounting books and conceptualize the concepts of Social and Human Resource Accounting.

### **UNIT-I**

**Accounting and its functions:** Concepts and Conventions in Accounting .Accounting Cycle. Double Entry System. Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Subsidiary Books, Cash Book, Trial Balance;

**Preparation of Final Accounts:** Manufacturing Account, Trading Account; Profit& Loss Account; Balance Sheet.

### **UNIT-II**

**Management Accounting:** Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.

**Ratio Analysis:** Meaning, Interpretation, Significance, Limitations of Ratio Analysis; Classification of Ratio.

### **UNIT-III**

**Fund Flow Analysis:** Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement.

**Cash Flow Analysis:** Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Preparation of Cash Flow Statement (as per AS-3);

## UNIT-IV

**Price Level Accounting:** Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages.

**Social Accounting:** Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

**Human Resource Accounting:** Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

### Suggested Readings:

1. Horngren, Datar, Foster, Rajan, Iitner (2011). Cost Accounting- A Managerial Emphasis, 13th Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) Management Accounting, Edition 5. Tata Mc Graw Hill.
3. Maheshwari, S.N (2009). Accounting for Management, 2<sup>nd</sup> Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). Accounting Theory and Practice, Financial Times / Pearson.
5. Horngren, Sunden and Ostratton(2010): Introduction to Management Accounting, Prentice Hall.
6. Hilton(2009): Managerial Accounting, McGraw Hill.
7. Bhattachaiya :K. andDearden J.(2011) : Accounting for Management, Text and cases, New Delhi,Vikas Publishers.

## **MBA-102: MARKETING MANAGEMENT**

**Objective:** To understand the nature, tasks and the environment under which marketing operates. To study the theory, principles and practical aspects of various marketing functions. To learn to take marketing decisions. To examine the relevance of Pricing and distribution in product mix. To develop an understanding of the various promotion mix used.

**Course Outcomes:** The successful completion of this course shall enable the learner:

To apply the basic concepts of marketing and Marketing environment. Identify core concepts of marketing and the role of marketing in business and society. Expose to the global nature of marketing and explore appropriate measures to operate effectively in international settings. Able to develop marketing strategies based on product, price, place and promotion objectives

### **UNIT-I**

**Nature and scope of Marketing:** Corporate orientations towards the market place. The marketing environment and Environment scanning .

Marketing Information System and Marketing Research, Understanding consumer and Industrial markets.

### **UNIT-II**

**Market Segmentation:** Targeting and Positioning.

**Product decisions** – product mix, product life cycle, new product development, Branding and packaging decisions. Pricing methods and strategies.

### **UNIT-III**

**Promotion decisions** – promotion mix, advertising, sales promotion, publicity and personal selling. Vertical marketing – Implementation and systems.

**Distribution Decisions:** Patterns of channels and types of intermediaries, channel design decisions, Channel conflict, types and functions of wholesalers and retailers, Emerging trends in retailing.

## UNIT-IV

**Direct Marketing:** Meaning, Benefits and growth of direct marketing, Forms of direct marketing, Multi level marketing, Meaning, need and importance of multilevel marketing, Advantages, Criticism of multilevel marketing, Ethical issues in direct & multilevel marketing.

**Organizing and Implementing:** Marketing in the organization, Evaluation and control of marketing efforts New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

### Suggested Readings:-

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2011). Marketing Management: A SouthAsian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management,TataMcGrawHill, New Delhi
3. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York,McGrawHill, 1991.
4. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, PrenticeHall ofIndia, 1997.
5. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation andControl.New Delhi, Prentice Hall of India, 1994.
6. Ramaswamy, V S and Namakumari, S. Marketing Management :Planning,Control. NewDelhi, Prentice Hall of India, 1994.
7. Ramaswamy, V.S. and Namakumari, S. Marketing Management :Planning,Control. NewDelhi, MacMillan, 1990.

## **MBA-103: MANAGEMENT PRACTICES AND ORGANISATIONAL BEHAVIOUR**

**Objective:** The objective of the paper is to make student aware with basic management concepts and behavioral process in the Organization. To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective. To obtain frameworks and tools to effectively analyze and approach various Organizational situations. To reflect upon your own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness

**Course Outcomes:** The successful completion of this course shall enable the learner:

Explain the Importance & Role of Management in the Organizations. Evaluate the different aspects related to Decision Making and Controlling Process. Describe the different theories related to Individual behavior in the Organization. Analyze Group Behavioral influence in the Organization. Evaluate the process and climate effects in Organization Behavior.

### **UNIT-I**

**Introduction of OB:** Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour.

**Perception and Attribution:** Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

**Personality:** Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

### **UNIT-II**

**Learning:** Concept and Theories of Learning.

**Conflict:** Concept, Sources, Types, Process

**Group Dynamics:** Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups

**Motivation:** Theories of Motivation, **Leadership:** Styles of leadership

## UNIT-III

**Management:** Concept, Nature, Importance; Management : Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations,

### **Introduction to Functions of Management:**

**Planning:** Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning.

**Organizing:** Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.

## UNIT-IV

**Staffing:** Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal  
**Directing:** Concept, Direction and Supervision, Job Enrichment & Morale Building

**Controlling:** Concept, Process, Types of Control.

### **Suggested Reading:**

1. Robbins, S.P., Judge, T.A., Sanghi, S (2010). Organizational Behaviour, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, Prentice-Hall of India
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
4. Koontz Harold &Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2009)
5. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts andApplications (Pearson Education, 6th Ed).
6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12thEdition 2008)

## **MBA-104: BUSINESS ENVIRONMENT**

**Objective:** The objective of the subject is to provide the insight to the students about the changes that are taking place in the Business Environment, the effect of these changes on business and the demand placed on managers regarding national and global business environment.

**Course Outcomes:** The successful completion of this course shall enable the learner:

To be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis. They would also be acquainted about development of various policies and acts applicable to business in India. Students would describe and discuss Corporate Social Responsibility and also discuss various factors traversing businesses around the world.

### **UNIT-I**

**Environmental Scanning:** Different Aspects of Business Environment.

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Micro and Macro Environment.

### **UNIT-II**

**Economic Policy:** Monetary and Fiscal Policies in India, India's Trade Policy, Aspects of Economic Reforms: Liberalization; Privatization; Globalization and its Implications for India. EXIM Policy; FEMA(Foreign Exchange Management Act).

### **UNIT-III**

**Social Responsibility of Business:** Concept, rationale, dimensions models of social responsibility and barriers of social responsibility, Ethics and social responsibility of management.

The Environment Protection Act, 1986.

### **UNIT-IV**

**International Economic Environment:** Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India; Devaluation of Rupee.

### **Suggested Readings:**

1. Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
2. S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya PublishingHouse Pvt.Ltd.
3. R,uddarDatt& K.P.M. Sundaram(2010) : Indian Economy, S.Chand& Co.
4. Mungekar,Nachana&ManoharRao(2011) : Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
5. G.Rama Krishna & A.G. Moss V.Suguna(2009): Economic Reforms in India- Retrospectand Prospect,Himalaya Publishing House Pvt. Ltd.
6. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya PublishingHouse Pvt. Ltd.
7. Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd



## **MBA-105: HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design. Competency to recruit, train, and appraise the performance of employees. Rational design of compensation and salary administration. Ability to handle employee issues and evaluate the new trends in HRM

### **UNIT-I**

**Introduction to Human Resource Management:** Growing Importance and functions of Human Resource management Important Environmental Influences on HRM.

**Personnel Management:** Meaning, Approaches to Personnel Management, Challenges to Personnel Management, Responsibilities of a Personnel Managers, Demographic, Societal and Workforce Trends. Personnel Management and Professionalization.

### **UNIT-II**

**Human Resource Planning:** Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, Factors affecting HRP, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP.

Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

**Training:** Meaning, Importance, Methods of Training, Evaluating Training Effectiveness Methods for developing managers, Managerial Development.

### **UNIT-III**

**Performance Appraisal and Compensation Management:** Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

**Managing Compensation:** Employee Remuneration: Concept, Objectives, Factors Influencing Employee Remuneration, Remuneration methods, Challenges of remuneration; Job Evaluation:

Meaning, Process and Methods of Job Evaluation; Incentives: Concept, Importance and Types.  
Fringe Benefits – Meaning, Types and administration of Benefits.

#### **UNIT-IV**

**Maintenance, Disciplining the Employees:** Maintenance and disciplining the employees. Discipline meaning and importance. Employees' grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment, Various workplace safety and health issues and management of these issues.

**Introduction to IHRM:** Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM; IHRM trends, issues and challenges .

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

1. Snell et al (2010). Human Resource Management, Cengage Learning(India Edition).
2. Dessler et al (2008). Human Resource Management, Pearson Education.
3. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Practice, Kogan Page
4. Lepak, D. & Gowan M. (2009). Human Resource Management, Pearson Education.
5. Edwin B. Flippo :- Principles of Personnel Management
6. Robert L. Mathis and John H. Personnel Human Resource Management (4th ed.)
7. David A. De Cenzo and Stephen P. Robbins Personnel Human Resource Management

## **MBA-106: COMPUTER APPLICATIONS IN BUSINESS**

**Objective:** This course offers a good understanding of basics of Information Technology. It is basically concerned with developing an appreciation of different software and hardware system available in the industry among the students.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Work effectively with a range of current, standard, Office Productivity software applications. Evaluate, select and use office productivity software appropriate to a given situation. Operate a variety of advanced spreadsheet, operating system and word processing functions. Solve a range of problems using office productivity applications, and adapt quickly to new software releases and the ever-changing world wide web.

### **UNIT-I**

**Introduction to Computers:** Classification, Components of Computer System, Introduction to High level and low level languages.

**Computer Hardware:** CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies.

**Software:** Application Software and System Software, Applications Basic concepts of operating systems, Artificial Intelligence Flow charts and data flow diagrams

### **UNIT-II**

**Networking concepts:** Internet and intranet, sending and reading e-mails. Practical on Internet using emails, Use of search engines Fundamentals of website design End User Computing using MS-Office: Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

### **UNIT-III**

**Spreadsheets and their uses in business:** Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel. Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations

**Functional and Enterprise Systems:** Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

## UNIT-IV

**Computer Networks and Internet:** Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network, E-Mail, search engines and protocols; FTP, HTTP, Telnet, Lynx.

**The Internet, Intranet and Extranets:** Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets

### **Suggested Readings:**

1. ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter (2009). Introduction to information technology, 2<sup>nd</sup> Edition, John Wiley and Sons.
3. Joseph A. Brady and Ellen F Monk (2007). Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
4. Saini A. K. and Pradeep Kumar (2007). Computer Applications in Management, Anmol Publications.
5. Deepak Bharihoke, (2009). Fundamentals of Information Technology, 3<sup>rd</sup> Edition, Excel Books.
6. V.Raja Raman,(2009). Fundamentals of Computers,PHI,New Delhi
7. Leon & Leon :Introduction to Computers,Vikas Publishing house,New Delhi

***SEMESTER-II***

## **MBA-201: BUSINESS STATISTICS**

**Objective:** The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis. Critically evaluate the underlying assumptions of analysis tools. Understand and critically discuss the issues surrounding sampling and significance. Solve a range of problems using the techniques covered. Conduct basic statistical analysis of data.

### **UNIT-I**

**Classification of data and construction of Frequency Distribution:** Graphic Presentation of Data, Meaning & Types.

**Introduction of Descriptive Statistics:** Measures of Central Tendency; Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

**Index Numbers:** Definition and Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

### **UNIT-II**

**Theory of Probability:** Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its mathematical expectation.

**Theoretical Distributions:** Binomial, Poisson and Normal Distribution.

### **UNIT-III**

**Statistical Inference:** Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

**Testing of Hypothesis:** Large Sample Tests, Small Sample Test (t Test-single sample mean and difference of means tests; F test-Variance Ratio test; Z test-single proportion, difference of proportions single sample mean and Difference of Means; (chi square) test-Independence of Attributes, Goodness of Fit and Test of Homogeneity.

### **UNIT-IV**

**Correlation Analysis:** Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

**Regression Analysis:** Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of

Determination and Interpretation of Coefficients.

**Time Series Analysis:** Components, Measurement of Trend by Least Squares Method, Straight Line and Importance of Time Series.

**Suggested Readings:**

1. Richard Levin and DS Rubin (2011) Statistics for Management, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2012) Business Statistics, 16th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th ed. Macmillan.
4. J. K. Sharma: Business Statistics, Pearson Publication, New Delhi.
5. Amir D Aczel & Sounderpandian (2010): Complete Business Statistics, Tata McGraw Hill Publishing Company Ltd.
6. Levin & Kapoor (2009) : Statistics For Management, Prentice Hall
7. U.K. Srivastava, Shenoy & Sharma(2009): Quantitative Techniques for Management, New Age International, New Delhi.
8. P.N. Arora& S. Arora(2011): Statistics for Management, S. Chand &Co., New Delhi.

## **MBA-202: FINANCIAL MANAGEMENT**

**Objective:** The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques. It will provide the learner with an in-depth understanding of the link between company decision-making and the operation of capital markets. Ensure the learner understands and appreciates the strong linkages between finance and globalization.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Describe the financial environment within which organizations must operate. Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances. Assess the factors affecting investment decisions and opportunities presented to an organization. Analyze a company's performance and make appropriate recommendations.

### **UNIT-I**

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Limitations.

**Sources of Finance:** Types- Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

**Cost of Capital:** Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

### **UNIT-II**

**Capital Structure:** Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis.

**Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

**Management of Working Capital:** Meaning of WC; Need of WC Management; Determinants of WC, Operating Cycle.

### **UNIT-III**

**Cash Management:** Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-Term and Long-Term Cash Forecasting.



**Receivable Management:** Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.

**Inventory Management:** Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.

#### **UNIT-IV**

**Capital Budgeting:** Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit -Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

**Dividend Decisions:** Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model.

#### **Suggested Readings:**

1. Khan, M. Y. and Jain P. K. (2011). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009). Financial Management – Principles & Practice, 13<sup>th</sup> Edition, Sultan Chand & Sons.
3. Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7<sup>th</sup> Edition, Tata McGraw Hill.
4. Bhalla. V. K.(2009). Financial Management and Policy: Text and Cases, 9<sup>th</sup> Edition, Anmol Publications Pvt. Ltd.
5. I.M. Pandey (2010): Financial Management, Vikas Publishing House
6. James C. Van(2009): Financial Management, Pearson Education Home Policy Asia
7. Brealy and Myres: Principles of Corporate Finance, Tata McGraw Hill

## **MBA-203: BUSINESS RESEARCH METHODS**

**Objective:** The object Research Methodology of the course contents is to make the learner aware of the basic concepts of Research Methodology and prepare them for conducting research project. It will help to develop understanding of the basic framework of research process and develop an understanding of various research designs and techniques. Learner will identify various sources of information for literature review and data collection and define and develop a possible research interest area to be taken forward in their business research projects later in the second year of study.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand advanced design, methodologies and analysis in business research methods, including key terms, classifications and systematic applications to the research data and design of a research project. Generate ideas and identify core business problem and distil into a research problem based on the scope and objectives of the study, and/or relate the problem with major theory, concepts and constructs. Evident, analyze, and support the association of variables attributed in the conceptual model with theory and outcomes using primary tools and other approaches that may be employed to interpret the results.

### **UNIT-I**

**Introduction to Research:** Definition, Scope, significance Limitations, and Types. Definition and Applications of Business Research; Types of Research , Objectives of Research

**Research Process:** Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem, literature review.

### **UNIT-II**

**Research Designs:** Exploratory, Descriptive and Experimental Research Design.

**Data Collection:** Secondary Data, Primary Data and Methods of Collection. Scaling Techniques, Attitude Measurement Techniques; Motivational Research Techniques.

### **UNIT-III**

**Sample Design:** Sampling, Concepts, Principles; Types of Sampling – Probability, Non-Probability, Mixed Sampling Designs, Sample Size Determination.

**Statistical technique:** Selecting an Appropriate Statistical technique; Field Work and Tabulation, coding, Editing. Interpretation of Data and Report Writing.

#### **UNIT-IV**

**Hypothesis:** Functions, Characteristics, Types of Hypotheses, Testing of Hypothesis, Constructing the Hypothesis .

**Techniques for Data Analysis** –ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods.

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

- 1) Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
- 2) Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
- 3) Robert Stine and D Foster (2010) Statistics for Business, 1st edition, Pearson Education.
- 4) Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education.
- 5) C.R.Kothari (2014) ,Research Methodology
- 6) S.L.Gupta ,Marketing Research, Excel Books.
- 7) Luck,David J and Ronald S.Rubir (2009). Marketing Research ,Prentice Hall India Ltd.

## **MBA-204: MANAGERIAL ECONOMICS**

**Objective:** To develop students critical thinking skills and analytical abilities in resolving business problems by employing various tools and techniques of economics. To make students understand the rigors of various economic models and their applications in business decisions. To make students understand how economic variables are interpreted, analyzed through the use of various tools and techniques

**Course Outcomes:** The successful completion of this course shall enable the learner:

Apply economic principles to management decisions. Understand the Role of Managerial Economics in Decision Making. Analyze economic information and develop the solution of micro and macro-economic problems. Concretize economic problems to be analyzed and understand how theoretical framework and actual empirical conditions are connected.

### **UNIT-I**

**Introduction to Managerial Economics:** Nature, Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making. Distinction between Micro and Macroeconomics.

### **UNIT-II**

**Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand.

**Elasticity of Demand:** Concept, Types, Measurement and importance.

**Demand Forecasting:** Sources of Data-Expert Opinions, Surveys and Market Experiments;  
**Time Series Analysis-**Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.

### **UNIT-III**

**Production Function:** Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions.

**Cost concepts and Analysis:** Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

**Revenue Curves:** Concept and Types.

**Pricing in various markets:** Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

## UNIT-IV

**National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

**Inflation:** Meaning, Types, Theories, Causes, Effects and Control.

Balance of Payments Monetary and Fiscal Policies, Investment Multiplier, Credit Multiplier.

### **Suggested Readings:**

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2009). Managerial Economics: Analysis, Problems, Cases, 8th Edition, John Wiley & Sons.
2. Atmanand (2009). Managerial Economics, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). Managerial Economics, 9th edition, McGraw Hill Co.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). Managerial Economics, 1st edition, Pearson Education.
5. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons.
6. Managerial Economics Analysis: Problem Cases, 8th Edition, Truett & Truett, Wiley
7. R.L. Varshney & K. L. Maheshwari (2009). Managerial Economics, S. Chand & Sons, New Delhi

## **MBA-205: PRODUCTION AND OPERATIONS MANAGEMENT**

**Objective:** To understand the basic concepts and theories of the production management. To comprehend the operations management situations with greater confidence. To anticipate issues in production and operations processes they may face during their careers. To expand individual knowledge of operations management principles and practices. To apply operations management concepts and their influence on business decisions.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the role of operations management in achieving organizational competitiveness. Appreciate the concepts of lean production and maintenance management in operations. Comprehend key decision areas of operations and analyze data for effective decision making in operations management.

### **UNIT-I**

**Operations Management:** Concepts, Functions.

**Product Design & Development:** Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

**Process Selection:** Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

### **UNIT-II**

**Facility Location:** importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout: Objectives, Advantages, Basic Types of Layouts.

**Capacity Planning:** Concepts, Factors Affective Capacity, Planning, Capacity Planning Decisions.

**Production Planning & Control (PPC):** Concepts, Objectives, Functions

**Work Study:** Productivity, Method Study, Work Measurement.

### **UNIT-III**

**Materials Management:** Concepts, Objectives.

**Introduction to modern Productivity techniques:** Just in time, Kanban System, Total quality Management & six sigma.

**Functions Purchasing Management:** Objectives, Functions, Methods, Procedure.

## UNIT-IV

**Stores Management:** Types of Stores; Functions

**Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

**Maintenance Management:** Concepts; Objectives; Functions; Types of Maintenance.

### Suggested Readings:

- 1) Mahadevan B. (2010). Production Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
- 2) Chase, R.B, et. Al (2010). Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi
- 3) Stevenson W. J (2009). Operations Management, 9th Edition, Tata McGraw Hill, New Delhi
- 4) Nair (2009) . Production & Operation Management, Tata McGraw Hill
- 5) Adam & Ebert(2009). Production & Operation Management, Prentice Hall India
- 6) Krajewski & Ritzman: Operations Management, Pearson Education Asia
- 7) SN Chary: Production & Operations Management, Tata McGraw Hill

## **MBA-206: COMMUNICATION SKILLS**

**Objective:** The course is aimed at equipping the students with the necessary techniques and skills of Communication to inform others inspire them and enlist their activity in the performance of their jobs. To understand the importance of effective communication in business Effective Communication in Business

**Course Outcomes:** The successful completion of this course shall enable the learner:

Develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization. Understand and practice different techniques of communication. Familiarize with different types of Communication.

### **UNIT-I**

**Introduction of Communication:** Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

**Employment Communication:** Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

### **UNIT-II**

**Oral Communication:** What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

**Written Communication:** Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### **UNIT-III**

**Business letters:** Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports.



**Case method of Learning:** Understanding the case method of learning, different types of cases, overcoming the difficulties of the case Method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches .

#### **UNIT-IV**

**Presentation Skills:** What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid.

**Group Communication:** Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

#### **Suggested Readings:**

1. Lesikar et al (2011). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2011). Business Communication Today, Pearson.
3. M. K. Sehgal & V. Khetrapal(2010) - Business Communication (Excel Books).
4. Rajendra Pal(2009) - Business Communication (Sultan Chand & Sons Publication).
5. P.D. Chaturvedi( 2009). Business Communication (Pearson Education, 2<sup>nd</sup> Edition)
6. Lesikar RV & Pettit Jr. JD .Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10<sup>th</sup> Edition).
7. TaylerShinley(2011) . Communication for Business (Pearson Education, 4th Edition).

# SEMESTER-III

## **MBA-301: STRATEGIC MANAGEMENT**

**Objective:** To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. To help students develop skills for applying these concepts to the solution of business problems. To help students master the analytical tools of strategic management

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the basic concepts and principles of strategic management analyze the internal and external environment of business. Apply understanding for the theories, concepts and tools that support strategic management in organizations. Develop and prepare organizational strategies that will be effective for the current business environment. Enhanced ability to identify strategic issues and design appropriate courses of action.

### **UNIT-I**

**Understanding strategy and Strategic Management:** Strategic management process. Strategic decision making ,Levels of strategy. Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement.

**External environment analysis:** Strategically relevant components of external environment. Industry analysis – Porter’s five forces model, Strategic group mapping, industry, key success factors .External Factor Evaluation matrix.

Environmental scanning techniques: ETOP and SWOT analysis etc.

### **UNIT-II**

**Internal environment analysis:** Resource based view of an organization, Value chain analysis, Competitive advantage and Core competency. Internal Factor Evaluation Matrix.

**Business level Strategies:** Porter’s framework of competitive strategies: Cost leadership, Differentiation and Focused strategies. Corporate level strategies: Growth strategies – horizontal and vertical integration; strategic out sourcing, related and un-related diversification, international entry options, harvesting and retrenchment strategies.

### UNIT-III

**Portfolio Strategies:** BCG Model, GE Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.

**Growth of the Firm:** Internal Development, Mergers & Acquisitions, and Strategic Alliances. Restructuring Strategies regarding growth of firm.

**Corporate Restructuring:** Types, Synergy, Location and Timing tactics.

### UNIT-IV

**Strategy Implementation:** Strategy-structure fit, developing and modifying organizational structure. Leadership and organization culture

**Strategy Evaluation and Control:** Nature of strategy evaluation, Strategy evaluation framework, the balanced Score Card, Benchmarking.

#### **Suggested Readings:**

1. Lasserre, Philippe (2009). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight (2011). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.
5. Azhar Kazmi (2009). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi
6. Jauch & Glueck(2009) : Business Policy and Strategic Management.
7. Thompson LA. And Stickland A.J.: Strategic Management - Concept and cases.

## **MBA-302: BUSINESS LAWS**

**Objective:** To provide an overview of important laws that have a bearing on the conduct of business in India. To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms. To understand various modes of dispute resolution in business transactions.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understanding basic laws affecting the operations of business enterprises. To create awareness of the legal framework within which the business function. To create awareness in respect of rules and regulations affecting various managerial functions. Identify fundamental legal principal behind contractual Agreements.

### **UNIT-I**

**Contract Act, 1872:** Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

### **UNIT-II**

**Partnership Act, 1932:** Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

**Sales of Good Act, 1930:** Meaning and its essentials, Cavet emptor.

### **UNIT-III**

**Negotiable Instrument Act, 1881:** Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques.

**Companies Act, 1956:** Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of Company.

### **UNIT-IV**

**Consumer Protection Act, 1956:** Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. **The Information Technology Act, 2000.**

**Suggested Readings -**

1. Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
2. Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3<sup>rd</sup> ed. Himalaya Publishing House.
3. Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
4. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
5. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
6. All acts pertaining to Business Law provided by Indian Governance.

## **MBA-303: ON THE JOB TRAINING/ SUMMER TRAINING**

### **Summer Training Report (STR)**

The student has to undergo a mandatory On the Job Training after Second Semester in any industry/organization for the period of 4-6 weeks to get industrial/corporate exposure. The student will submit his/her Hand Witten Summer Training Report (STR) (in duplicate) within a period of one month in the Department. The student is required to submit the required copies of the report along with the certificate issued by the concerned industry/organization showing satisfactory completion of his/her training. The period of submission for the STR shall be counted from the last date of completion of his/her On the Job Training. The assessment and evaluation of this STR shall be as under:-

<b>Sr. No</b>	<b>Contents</b>	<b>Marks</b>
<b>Component – I (Internal)</b>		
1	Summer Training Report, Presentation and Seminar	40
<b>Component – II (External)</b>		
2	Summer Training Report Evaluation & Viva-voce	60

**MBA-III SEMETER**  
**ELECTIVES**



## **MBA-311: INDIAN FINANCIAL SYSTEM**

### **Objectives**

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India. Course gives overview of financial system to students such as flow of funds in financial system, and economic development.

**Course Outcomes:** The successful completion of this course shall enable the learner:

To analyze the relevant structure and financial market processes and their factors, and make successful financial decisions at an individual as well as company level. Be able to analyze different credit instruments and ownership instruments. Be conversant with the banking recent developments in the sector. Acquire practical skills while considering the qualitative and quantitative aspects of a proposal to take the correct decision for better portfolio building.

### **UNIT-I**

**Regulatory Bodies in Indian Financial System:** Reserve Bank of India: Organization, Management and Objectives of RBI, Credit Creation & Credit Control, Monetary Policy

**Security Exchange Board of India:** Organization, Management, Functions and Objectives of SEBI, Regulations & Guidelines of Security Market.

Insurance Regulatory and Development Authority: Duties, Powers and Functions of IRDA.

### **UNIT-II**

**Planning of Financial Institutions;** Financial Goals; Role of Development Banks in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC.

**Mutual Funds in India :** Structure, Types, Advantages, Regulations and Supervision of Mutual Funds.

### **UNIT-III**

**Introduction to Financial Markets:** Money Market: Structure of Indian Money Market, Functions and Types.

**Capital Market:** Structure of Indian Capital Market, Functions, Reforms in Capital Market  
Types of Capital Market: Primary and Secondary Market.

**Foreign Exchange Market:** Introduction, Exchange Rate Management, Forex Market

#### **UNIT-IV**

**Online Financial Services:** E-Banking, Plastic Money, Stock Exchange Operations: E trading and Demat Services

**Venture Capital:** Meaning, Functions, Its role as a source of finance.

**Merchant Banking and Credit Rating Agencies:** Role and its Concept.

#### **Suggested Readings:**

1. Bhole, L.M. (2009). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2007). Indian Financial System- Markets, Institutions and Services”, 2nd edition, Pearson Education.
3. M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
4. Hull. John C. (2009). Management and Financial Institutions”, 2nd Edition, Prentice Hall.
5. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
6. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.

## **MBA- 312: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objective:** The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management. To provide broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Interpret the investment environment and assess the procedural issues of the security markets. Choose from a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis. Discuss and explore the relational and exploratory methods and influences considered by technical analysts. Organize the various instruments and their regulatory systems on the portfolio analysis.

### **UNIT-I**

**Introduction to Investment Management:** Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues

**Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Relationship between Risk and Return.

Introduction to Indian Stock Market :BSE,NSE

### **UNIT-II**

**Fundamental Analysis:** Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis.

Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.

**Technical Analysis:** Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

### UNIT-III

**Portfolio Theory:** Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio.

**Portfolio Analysis:** Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Interactive Risk through Covariance, Sharpe's Model.

### UNIT-IV

**Portfolio Selection:** Concept of Portfolio Selection, Efficient Frontier and Portfolio Selection, Role of Beta and its concept, Capital Market Theory, CAPM, SML Arbitrage Pricing Theory.

**Portfolio Revision:** Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

#### Suggested Readings:

1. Chandra. Prasanna.(2011). Investment Analysis and Portfolio Management, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). Security Analysis and Investment Management, 6<sup>th</sup> Edition, Pearson Education.
3. Rustagi. R. P. (2009). Investment Analysis and Portfolio Management, 2<sup>nd</sup> Edition, Sultan Chand & Sons.
4. Bhalla, V.K. (2012). Investment Management: Security Analysis and Portfolio Management, 17<sup>th</sup> Edition, S.Chand & Sons.
5. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8<sup>th</sup> Edition, Cengage Learning.

## **MBA-313: BANKING MANAGEMENT**

**Objective:** This course aims at enabling the students to understand and to contribute to the strategic operational policies and practices of commercial bank management in a competitive environment.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the basic concepts of banking and functions of banking. Examine the banking scenario in India. To understand the procedures relating to banking operations. Understand the peculiarities of a bank and factors that shape the banking industry.

### **UNIT-I**

Introduction – Scheduled and non-scheduled banks – Origin & Development - Evolution and growth of banking system in India – Present Structure - Recommendations of Narasimham Committee –Challenges before Indian commercial banks – Opportunities for Indian commercial banks – Strengths and weaknesses of Indian commercial banks – Banking sector reforms.

Liquidity – Purpose – Sources – Measurement – Liquidity / profitability problem – Theories of liquidity management – Priorities in the employment of bank funds – Problem of resource allocation in Indian commercial banks.

### **UNIT-II**

Capital Adequacy in Banks - Functions of capital funds in commercial banks – Capital adequacy – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian commercial banks.

Credit Management - Cardinal principles of sound bank lending – Formulating loan policy – Factors influencing loan policy – Contents of loan policy – Evaluating credit applicant – Loan supervision.

### **UNIT-III**

Investment Management - Nature and significance of investment management in commercial banks – Fundamental principles of security investment by commercial bank – Management of security investment – Reviewing investment portfolio – Organisation of investment function.

Asset Liability Management and Non-Performing Assets - Concept of ALM – Objectives – Functions – Process – Measurement and Management of Risks Concept of NPAs, NPAs in

Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms.

#### **UNIT-IV**

Concept of bank marketing - Formulating and implementing marketing strategies for a commercial bank.

Relationship banking- Concept, Distinguishing features, Utility, Fundamentals of relationship banking, Process of developing relationship with customers, Formulating relationship banking strategy

#### **Suggested Readings:**

1. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
2. M. Y. Khan, Indian Financial System, Tata McGraw Hill.
3. Bharati Pathak, Indian Financial System,
4. Gerald Hatler, Bank Investments and Funds Management, Macmillan
5. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
6. Dudley Lockett, Money and Banking, MacGraw Hill.
7. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead", Response Books.

## **MBA-321: ADVERTISING AND SALES MANAGEMENT**

**Objectives:** To make the students understand the basics of Advertising and Promotion required by them in their career and to comprehend skills and knowledge needed to manage sales force function so as to gain competitive advantage.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Demonstrate an understanding of the overall role advertising plays in the business world. Demonstrate an understanding of advertising strategies and budgets. Identify and understand the various advertising media. Discuss how advertisers evaluate the effectiveness of their advertising programs. Understand the basic concepts and techniques of selling and their applications to managerial decision makings in the field. Describe and formulate strategies of motivating Sales Force to effectively manage company's sales operations.

### **UNIT-I**

**Introduction to Advertising:** Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives

**Behavioral Dynamics:** The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning

**Advertising and Product Life Cycle:** Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising.

### **UNIT-II**

#### **Managing an Advertising Program**

Message Structure – Appeals, Copy, Layout. Advertising Media – Media Planning, Media Selection and Scheduling Measuring Advertising Effectiveness – Pre-testing and Post-testing copy

**Advertising Budget** – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;

Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping.

### UNIT-III

**Sales Management-** Nature and Scope of Sales Management, Personal Selling Objectives Sales Force Organization – Nature and Types;

**Sales Force Recruitment** – Process and Sources; • Sales Force Selection Process

### UNIT-IV

**Managing Sales Training Programs** – Need and Objectives;

**Motivating Sales Personnel** – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas International Global Advertising

#### **Suggested Readings:**

1. Belch, George E. and Belch, Michael A.(2011). “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J.(2009) “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management. 5th Edition Pearson Education, New Delhi
4. Rosenbloom, Bert (2007) Marketing Channels: A Management View, 7th Edition ,Cengage Learning, New Delhi.
5. Jobber , David and Lancaster, Geoffery (2009), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
6. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2011), Sales Management:, Pearson Education, New Delhi



## **MBA-322: Consumer Behaviour**

**Objectives:** The basic objective of this course is to develop an understanding about the consumer decision – making process and its applications in marketing function of firms. To acquaint students with Consumer Behavior concepts and applications. To enable students to demonstrate the ability to analyze the complexities of buying behavior and use the same to formulate successful strategies. To create an understanding of the group influences and consumer behavior in cultural and contextual environment.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Identify the major influences in consumer behaviour. Distinguish between different consumer behaviour influences and their relationships. Establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognize social and ethical implications of marketing actions on consumer behaviour.

### **UNIT-I**

**Introduction to Consumer Behavior:** Consumer Behavior: Scope, importance and interdisciplinary nature.

Consumer Research Process: Qualitative and Quantitative research Evolution of Consumer Behavior: Introduction to Consumer Decision Making Models: Howard-Sheth, Engel Kollat-Blackwell and Nicosia Models of consumer decision-making.

### **UNIT-II**

**Individual Determinants of Consumer Behavior:** Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk Consumer Learning: Behavioural and Cognitive Learning Theories

**Consumer Attitude:** Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications

### **UNIT-III**

**External Influences on Consumer Behaviour Culture:** Values and Norms, Characteristics and Effect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour

**Group Dynamics and Reference Groups:** Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle. Social Class: Categories, Measurement and Applications of Social Class.

### **UNIT-IV**

**Consumer Decision Making Process:** Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy.

**Diffusion of innovations:** Diffusion Process, Adoption Process, Researching Consumer Behavior; Online Consumer Behavior, Profile of Consumer Innovator.

#### **Suggested Readings:**

- 1) Schiffman L.G. and Kanuk L.L. (2011), Consumer Behaviour, 9<sup>th</sup> Edition, Pearson Education, New Delhi.
- 2) Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2009) Consumer Behaviour-Building Marketing Strategy. Tata McGraw Hill, New Delhi.
- 3) Solomon, Michael R. (2012), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
- 4) Assel Henry, (2009), Consumer Behaviour, Cengage Learning, New Delhi.
- 5) Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
- 6) Loudon, David L. and Della Bitta, J. (2008) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.

## **MBA-323: RURAL MARKETING**

**Objectives:** The course aims at creating an understanding of the unique challenges of rural and marketing to enable students to apply the concepts and methods of marketing management to rural markets and cause related marketing.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Explore the various aspects of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area. Acquaint the students with the appropriate concepts and techniques in the area of rural marketing. Apply adaptations to the rural marketing mix to meet the needs of rural consumers. Understand the concept of rural structure and role of warehousing.

### **UNIT-I**

**Rural Markets in India:** Nature, Scope, characteristics and the potential of rural markets in India, Rural Marketing and its Concepts.

**Rural Markets in India:** Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing.

### **UNIT-II**

**Marketing of consumer durables and non-durable goods and services in the rural markets:** with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India.

**Rural Marketing Strategies:** Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Role of IT in Rural Marketing (e- Chaupals etc.)

### **UNIT-III**

**Organization and functions of Agricultural marketing in India.** Classification of agricultural products with particular reference to seasonality and perish ability.

**Rural Marketing structure and performance:** Processing facilities for different agricultural products.

## UNIT-IV

**Foundation of Social Marketing:** Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation.

**Role of Warehousing:** Role of central and state governments. Institutions and organizations in agricultural marketing. Nature, scope and role of co-operative marketing in India.

### Suggested Reading:

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing,Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006),“Rural Marketing – Text and Cases”, Pearson Education, New Delhi.Reference Books
4. Balram, Dogra and Ghuman, Kharminster. (2008) Rural Marketing, Tata McGraw Hill, NewDelhi,
5. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
6. Kotler, P. Roberto, N. Lee, N. (2002) “Social Marketing: Strategies for Changing Public Behavior”,2<sup>nd</sup>Edition, Sage Publications
7. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan PublishersIndiaLtd.,NewDelhi.

## **MBA -331: MANAGEMENT OF INDUSTRIAL RELATIONS**

**Objectives:** To familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts. To prepares students to handle legal aspects of Labour Management Relations which enable them to handle Industrial conflicts in an effective way.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Develop understanding of constitutional provisions and industrial relations legislation relating to Labour. Gain practical understanding about functioning of various labour institutions. Understand labour problems and welfare oriented remedial measures. Gain knowledge about various processes, institutions and current systems of Industrial relations outside the country.

### **UNIT-I**

**Industrial Relations:** Concept, Theories and Evolution. The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, **Changes in Employment Practices:** System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages  
The Trade unions Act, 1926 {with amendments}

### **UNIT-II**

**Labour Problems:** Concept of Labour Problems in India, Discipline & Misconduct, Grievance Handling

**Industrial Bodies:** Tripartite and bipartite bodies, Anatomy of Industrial disputes. Conciliation, arbitration and adjudication.

### **UNIT-III**

**Collective Bargaining:** Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining in detail.

**Impact of Collective Bargaining:** Impact of CB in detail and workers participation in management on IR.

## UNIT-IV

**Industrial Relations** : UK & USA, Japan & Russia

**International Labor Organization (ILO):** Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions. The industrial Disputes Act, 1947 {with amendments}

### **Suggested Reading:**

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- 3) Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
- 4) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
- 5) Blain Pane, International Encyclopedia of Industrial Relations.
- 6) Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).
- 7) C.N.Patil Collective Bargaining University Press .
- 8) S.C.Srivastava Industrial Relation & Labour Laws.
- 9) Report of National Commission on Labour, 1969 .
- 10) Clark Kler Labour & Management in Industrial society .

## **MBA-332: LABOUR LEGISLATIONS**

**Objectives:** To acquaint the students with Legal provisions of Labour Laws in India. To develop implementation skills of various Industrial and labour laws. To develop skills for practical implications of legislations in industrial settings.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Learn labour laws and their implementation in Industries. Gain understanding about legal provisions of various labour legislations prevailing in India. Differentiate between each law and its applicability.

### **UNIT-I**

**Evolution of Industrial workers:** Meaning, its various phases, Need for Labour Legislation in India

**The concept of Labour welfare:** definition, Scope and Objectives, welfare work and social work. Main recommendations of second National Labour Commission, The Trade Union Act. 1926.

### **UNIT-II**

Payment of Wages Act, 1936. The Minimum Wages Act, 1948, Contract Labour Act 1970.

### **UNIT-III**

The Maternity Benefits Act, 1961. The Payment of Bonus Act, 1965, The Employees Provident Fund and Miscellaneous Provisions act 1952.

### **UNIT-IV**

The Workmen Compensation Act, 1923, Adjustment processes and Voluntary Retirement schemes, The ESI Act 1948, The Factories Act, 1948.

### **Suggested Reading:-**

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
- 3) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- 4) Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
- 5) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
- 6) Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India



## **MBA-333: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY**

**Objective:** The objective of the course is to acquaint the students about the Psychology of the executives in the organization and then to use it to enhance the productivity.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Acquire a thorough and clear understanding of the principles of industrial psychology, have an in-depth understanding of work-family conflict and provide innovative ideas to maintain work-life balance at the workplace. Identify diverse human relations problems in the workplace and learn how to deal with them efficiently.

### **UNIT-I**

**Introduction to Industrial Psychology:** Meaning, Concept, Nature, Scope & Importance, Problems of industrial psychology; Psychological testing: Utility, Reliability, and Validity. Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology.

**Personnel Tests-** Purposes & Uses of Tests for Placement, Promotion etc. Validity of Tests, types of Tests and their efficiency, Tests on the basis of intelligence personality and interests, limitation of psychological tests.

### **UNIT-II**

**Human Engineering:** Introduction, Time Study, Motion study, work study, Hawthorne Study  
**Fatigue :** Nature, environmental condition, effecting Fatigue, fatigue reduction, monotony, boredom

**Accident Prevention :** Introduction, causes of accidents, Industrial safety programmes

### **UNIT-III**

**Organizational Stress:** Causes and effects, coping with stress

**Motivation at work:** Fundamentals, Financial & Non-Financial aspects;

**Attitudes:** Introduction, components, Methods of measuring attitudes.

**Psychological and Social Issues:** Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

## UNIT-IV

**Job Satisfaction:** factors influencing job satisfaction. How to increase job satisfaction

**Personnel Counselling:** Objectives, types of Counselling , steps & Techniques of counseling.

**Group dynamics:** Formal & informal groups, group think and group shift.

### **Suggested Reading:**

- 1) Agunis, H. (2011), Industrial Psychology , Second Edition. Pearson Education, New Delhi
- 2) Kohli, A.S. & Deb, T. (2010). Organizational Psychology. Oxford University Press, New Delhi.
- 3) Willard Harrell T. (2009). Industrial Psychology: (Oxford IBH Publishing Co.)
- 4) Edger Schein (2009). Organizational Psychology PHI, New Delhi
- 5) Industrial Psychology; E.J. McCormic and Iigen, PHI, New Delhi
- 6) Industrial Psychology :M.L.Blum, J.C.Nayur (CBS Publishers)

## **MBA-341: RELATIONAL DATA BASE MANAGEMENT SYSTEM**

**Objective:** The main objective of this course is to enable students to the fundamental concepts of database analysis and design. To recognize the importance of database analysis and design in the implementation of any Database application and to understand the process of drawing the ER-Diagrams. To present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a database.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Describe the fundamental elements of relational database management systems. Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL. Familiarize with basic database storage structures and access techniques: file and page organizations, indexing methods.

### **UNIT-I**

**Overview of DBMS:** Basic DBMS terminology, data independence, data Abstraction, Architecture of DBMS.

**Distributed Databases:** structure of distributed databases, design of distributed databases, Introduction to - data mining, data warehousing.

### **UNIT-II**

**Introduction to Data models:** Entity relationship model, hierarchical model, relational model,

**Object Oriented databases:** object relational database, comparison of OOD & ORD, comparison of network, hierarchical and relational models.

### **UNIT-III**

**Structure of Relational model:** Basic Structure of Relational Data base, Data base Scheme, Query language, storage organizations for relations.

**Relational algebra:** Fundamental operations, relational calculus, functional dependencies, multivalued dependencies, and normalization.

## **UNIT-IV**

**Relational query language:** SQL, database integrity, security, concurrency basics, recovery basics, client/ server architecture.

**Introduction to SQL, DDL, DML:** Working with common database objects, Pitfalls in Relational Database Design, Decomposition.

### **Suggested Reading:**

- 1) Silberschatz, A, Korth H and Sudarshan S (2012), Database System Concepts, Sixth Edition, McGraw-Hill.
- 2) Elmsari R. and Navathe S. (2009). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi.
- 3) Koch, G. & Loney, K. (2009). Oracle 9i The complete reference. Tata McGraw-Hill.
- 4) Bipin C. Desai (2005). Introduction to Database Management System. Galgotia Publication.
- 5) Singh Shio Kumar (2009), Database Systems: Concepts, Design and Applications, First edition, Pearson Education.
- 6) Rob. Peter (2010). Data base system concepts, first edition, Cengage Learning.

## **MBA-342: E-Commerce & IT Enabled Services**

**Objective:** To understand mechanism of business transactions through electronic media. To learn different modes of E-Commerce like Electronic data interchange. Impart the students with higher level knowledge and understanding of contemporary trends in e-commerce and business finance.

**Course Outcomes:** The successful completion of this course shall enable the learner:

An ability to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems. An ability to effectively integrate IT-based solutions into the user environment. Understand the framework and anatomy of ecommerce applications. Application of tools and services to the development of E-Commerce applications.

### **UNIT-I**

**Internet Basics:** What Special about Internet. Definition of E – Commerce, Comparison with Traditional Commerce, Framework of Electronic Commerce, The Anatomy of E-Com Applications, Plastic/ E –Money Market, Global Information Distribution Networks.

**Web Based Tools for Electronic Commerce:** Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

### **UNIT-II**

**Domain Name System:** Meaning, Need, Importance for e- business

**Mobile commerce** –Wireless Protocol, WAP, Mobile Computing Applications, Blue tooth. E-Business models, E-Business security.

**Electronic Data Interchange-** EDI Applications in Business

### **UNIT-III**

**IT Act and Enabled Services :** Laws Related to IT Security, Data Communication etc, IT Enabled Services - Call Centre, BPO, Tele-Marketing,

**Electronic Payment System:** Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

## UNIT-IV.

**Web security** – Firewall, Transaction security, Secured Socket layout, Security Threats, Network security. Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

**e-Business Applications & Strategies:** Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models.

### **Suggested Books:**

- 1) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2012): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 2) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
- 3) Dave Chaffey (2011). E-Business and E-Commerce Management- Strategy, Implementation and Practice, 3rd Edition, Pearson Education.
- 4) Bharat Bhaskar (2009). Electronic Commerce- Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill
- 5) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 6) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.

## **MBA-343: SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING**

**Objective:** The objective of this course is to provide adequate understanding of systems concept, system analysis, and systems design, which would help them in having efficient and workable information system for management. To learn software process models and understand software requirements for protection from out of system interference.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the life cycle of a systems development project. Illustrate methods for structured system analysis and design. Outline the control measures for performance and security of information system. Summarize the applications of system analysis and design in e-commerce. Ability to apply software engineering principles and techniques.

### **UNIT-I**

**Systems Concept:** Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Design

**System Development Life Cycle:** Meaning, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

### **UNIT-II**

**Systems Planning and Investigation:** Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification

**Determining the User's Information Requirements:** Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

### **UNIT-III**

**Tools of Structured Analysis:** Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary

**Process Modeling:** Structured English, Decision Tree & Decision Table, Architectural Design, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

## UNIT-IV

**Software Architecture:** Architectural View Model, Framework, Development, Erosion and Software Architecture Recovery.

**Basics of Information Security:** Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection, Risk Management, Disaster Recovery Plan, Cryptography and authentication.

### **Suggested Readings:**

- 1) Tanenbaum, A. S. (2009). Computer Networks. Pearson Education
- 2) David A Stamper (2011).System analysis. Addison Wesley.
- 3) Burke Richard J (2011).System Analysis & Design: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
- 4) Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
- 5) Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.).



**Open Electives**  
**(Additional): Sem III**

## **MBA-361: INSURANCE & RISK MANAGEMENT**

**Objective:** The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance. Explain insurable and non-insurable risks. Analyse the role of risk management and insurance in economic development and as a social security tool. Evaluate the managerial functions of risk management and its process and also the working of insurance evaluate the insurance contract as a risk management tool.

### **UNIT-I**

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development.

Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

### **UNIT-II**

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective.

### **UNIT-III**

Nature, importance, purpose, functions, classification, limitations and production process of insurance.

Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

### **UNIT-IV**

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; e-insurance policy; Insurance Repositories

**Suggested Reading:**

1. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. Arunajatesan S. & T. R. Viswanathan, Risk Management and Insurance, (2009) Macmillan Publishers Ltd.
3. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.
4. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
5. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
6. Vaughan E.T. & T. Vaughan (2015) Fundamentals of Risk Management and Insurance.
7. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons

## **MBA-362: TOURISM MANAGEMENT**

**Objective:** This course introduces students the meaning and basic understanding of tourism. It will provide understanding of the fundamentals of Tourism and its concepts.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Develop Managerial skills required for the Tourism Industry. Analyse Factors influencing tourist motivation. Analyze the issues and prescribe tourism policies and plans to the chosen region. Estimate the Impacts of Tourism. Discuss Tourism Management practices across the world

### **UNIT-I**

Introduction to Tourism: Themes, concepts and issues – Defining Tourism-Tourism System – Leiper’s Model -Globalization and production and consumption of tourism -The evolution and development of tourism- The origins of modern tourism-understanding tourism demand-The elements of tourism demand-Measuring Tourism Demand-Tourism Statistics- Objectives, Types and Methods. Tourism -Measuring demand: problems and challenges- Current Trends in domestic and global

### **UNIT-II**

Definition-Basic motivations of tourism – Categories of Tourist motivation - Other elements of motivation for tourism -Motivation and decision making in tourism-The tourist as Consumer-Tourist Motives-Theoretical and conceptual approaches to tourist Motivation-Tourist Roles-Factors influencing tourist Motivation-Nationality and national Identity-Tourism and work-social class and Income-Tourist motivation and segmentation.

Common Features of Tourist Destinations – Components of Destination Amalgam The determinants of tourism supply-The influence of global transnational companies-The tourism supply chain-The management of tourism supply-planning and managing the tourist experience.

### **UNIT-III**

Tourism planning process-key factors which interact to shape the tourist experience-The Role of Public sector in Tourism-Tourism Policy-The public policy- framework for tourism-Marketing Tourism and NTO-National Tourist Organizations, Functions of Tourism Organizations –Role of international multinational, state and local tourism organizations in formulating tourism policies - National Tourism Policy of India.

Economic Impacts-Positive and negative economic impacts-Measuring the economic impacts of Tourism- The tourism satellite account-Social and cultural impacts-The nature of socio-cultural impacts-factors influencing socio-cultural impacts. The demonstration effect-The socio-cultural effects of tourism-Framework for measuring socio-cultural impacts.

## UNIT-IV

Tourism and local communities-planning and management issues-Environmental impacts of tourism-The nature and scope of the environmental impacts-of tourism-Tourism destination development and environmental impacts-Positive and negative environmental impacts of tourism. Urban tourism-Rural Tourism- Coastal and Resort Tourism-Tourism in the less developed world-Tourist health and safety- Managing tourist health and safety issues-global challenges for tourism-The future of tourism-- Future tourism perspectives – Demographic – Political – Technological changes- Changing Business

### **Suggested Readings:**

1. Anand, M.M. Tourism and Hotel Industry in India, prentice Hall New Delhi, 1976
2. Page J Stephen and Connell Joanne, (2020) . Tourism : a Modern Synthesis, Routledge.
3. Cooper, C., Fletcher, J., Fyall, J., Gilbert, D., & Wanhill, S. (2017). Tourism: Principles and practice. Pearson Publications
4. Bhatia, A.K., Tourism development(2012): Principles, practices and Philosophies, Sterling Publisher, New Delhi
5. McIntosh, Robert, W. Goldner, Charles, Tourism principles , practices and Philosophies, John Wiley and sons Inc. New York, 1990 (9th edition)
6. Mill, Robert Christie and Alastair M. Morrison, The Tourism System, Englewood Cliffs, N.J., Prentice Hall, 1985
7. Negi, J.M.S., Tourism and Travel-Concepts and principles, Gitanjali Publishing House, New Delhi, 1990
8. Robinson, H.A., Geography of Tourism, Mc Donald and Evans, London, 1976

## **MBA-363: REGULATION OF SECURITIES MARKET**

**Objective:** This course introduces students the meaning and basic understanding of Security Market in India. It aims to develop an understanding of the basic regulations and control mechanism of the security market in India.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Explain the concepts of the Indian securities market and its environment. Understand the modus operandi of Stock market and regulatory framework of SEBI. Analyze the need and concepts of capital market. Develop understanding of various policies and regulations governing the markets.

### **UNIT-I**

**Marketing of Securities:** Overview of Indian Securities Market, Nature of Savings & Investment, growth of Indian Security Market. Recent trends of Security Market.

**Capital Market:** Need of capital Market, Functions of Capital Market, Primary Market and Secondary Market, Securities Market and Economic Growth.

Stock Exchanges in India: Types. Factors affecting Investments decision of an Indian Investor

### **UNIT-II**

**Need for Regulating Securities Markets in India:** Protection to retail investor, Scams in Security Market, Various Committees Report , Reforms in Security Market after Scams

**Resource Mobilization in International Capital Market:** ADR,GDR,IDR, FCCB, Pricing of IPO's & possible economic offences.

### **UNIT-III**

**Legislations Governing the Securities Markets:** Companies Act 1956, Securities contractsRegulation Act, Insurance Act (IRDA), RBI,SEBI Act

**Depositors in India:** Meaning, Need & Importance, Demat Vs Remat, Growth of NSDL &CDSL in India. Process of Depositories in India.

### **UNIT-IV**

**Insider Trading:** Meaning, Concept, Provisions Relating to Insider Trading in Companies Act, 2013. Various scams regarding Insider Trading In India.

**SEBI (Prohibition of Insider Trading) Regulation, 1992:** Prohibition on Dealing Communicating or Counseling on Matters Relating to Insider Trading

**SUGGESTED READINGS:**

- 1) Chandra. Prasanna.(2009). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
- 2) Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.
- 3) M.Y. Khan(2012) . Indian Financial Systems; Tata McGraw Hill, 4/12, Asaf Ali Road, New Delhi – 110 002.
- 4) S. Suryanarayanan & : SEBI – Law, Practice & Procedure; Commercial Law Publishers (India) V. Varadarajan Pvt. Ltd., 151, Rajindra Market, Opp. Tis Hazari Court, Delhi – 110054
- 5) Mamta Bhargava : Compliances and Procedures under SEBI Law; Shreeji Publishers, 8/ 294, Sunder Vihar, New Delhi – 110 087

# SEMESTER-IV



## **MBA-401: ENTREPRENEURSHIP**

**Objective:** The objective of the paper is to provide students with the knowledge, skills and motivation to encourage entrepreneurial success and oriented them towards different ways of realizing opportunities.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand entrepreneurship concept as a whole. Explain the role and importance of International Entrepreneurship and required support. Apply various concepts to an understanding of new business creation and growth. Develop an entrepreneurial mind-set by learning key skills.

### **UNIT-I**

**Entrepreneurship:** Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, stages in entrepreneurial process.

**Entrepreneurial Growth:** Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneur; Manager Vs. Entrepreneur.

### **UNIT-II**

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical.  
**Project Planning:** Evaluation, Monitoring and Control segmentation. Creative Problem Solving.

### **UNIT-III**

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.

**Institutional support for new ventures:** Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

## UNIT-IV

**Family and Non-Family Entrepreneur:** Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

### **Suggested Readings:**

1. Kuratko, D.F. & Hodgetts, R.M. ( 2011). Entrepreneurship: Theory, Process and Practice.Thomson Press
2. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises.Pearson.
3. Bridge Setal (2009). Understanding Enterprise: Entrepreneurship and Small Business(Palgrave,
4. Holt (2009) . Entrepreneurship : New Venture Creation, Prentice-Hall
5. Hunger J D and Wheelen T L (2009). Strategic Management ,Addison-Wesley
6. Dollinger M J (2009). Entrepreneurship ,Prentice-Hall

## **MBA-402: Project Training**

### **Project Training Report (PTR):**

The course titled “Project Training Report (PTR)” has 3 credits. The purpose of including project in MBA Programme is to provide students an opportunity to investigate a management problem in a scientific manner. Topics selected, should be appropriate enough to justify as an MBA project according to specialization one has opted. The project should be genuine and original in nature.

Each student shall be allotted supervisor (Internal) keeping in view, his/her specialization for completion of his/her assigned project. All the students will submit their hand written Project Training Report (in Duplicate) at least one month before start of Term End Semester Examination to the Department. The assessment and evaluation of this project report shall be as under: -

<b>Sr. No</b>	<b>Contents</b>	<b>Marks</b>
<b>Component – I (Internal)</b>		
1	Project Report, Presentation and Seminar	40
<b>Component – II (External)</b>		
2	Project Training Report Evaluation & Viva-voce	60

## **MBA-403: LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**Objectives:** To describe the increasing significance of logistics and its impact on both costs and service in business. To incorporate and learn the critical elements of logistics and supply-chain management processes. To develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process. To incorporate a meaningful focus on role and importance of inventory management and learning recent issues.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Ability to analyze, structure and discuss situations to identify problems in the field of LSCM and evaluate their complexity. Ability to select and apply suitable methodologies and strategies to design a solution for an LSCM problem. Ability to evaluate different tools of inventory management and select the solution to be implemented.

### **UNIT-I**

**Introduction:** Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples. The Architecture of Physical distribution network in a Global Operation Approach,

**International Distribution Management:** Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.

### **UNIT-II**

**Logistics Management:** Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

**Purchasing & Vendor Management:** Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

### UNIT-III

**Inventory Management:** Concept, various costs associated with inventory,. Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

**Tools in Inventory Management:** Various EOQ models, buffer stock (tradeoff between stock out/working capital cost), lead time reduction, re-order point / re-order level fixation, exercises – numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

### UNIT-IV

**Recent Issues in SCM :** Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

**Performance Measurement and Evaluation in Global Logistics:** Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration.

### SUGGESTED READINGS:

1. Rushton, A., Croucher, P. and Peter Baker, (2006). Handbook of Logistics and Distribution Management, 3<sup>rd</sup> Edition, Kogan Page Pub..
2. Christopher Martin. (2005). Logistics & Supply Chain Management Creating Value-adding Networks, 3rd Edition, Pearson Education.
3. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4<sup>th</sup> Edition, Pearson Education.
4. Ballou, R. H. (2004). Business Logistic Management, 5<sup>th</sup> Edition, Prentice Hall, New Delhi.
5. Bowersox, D. J., David, J & Cooper (2010). Supply Chain Logistics Management, McGraw Hill
6. Agarwal D.K.(2009) - A Text Book of Logistics and Supply chain management (Macmillan, 3<sup>rd</sup> Ed.).

**MBA SEMETER-IV**  
**ELECTIVES**

## **MBA-314: STRATEGIC FINANCIAL MANAGEMENT**

**Objectives:** This course will help the students to expand their understanding in applying core financial management concepts and techniques for strategic decision making. It covers basic concepts of finance, risk analysis, investment decision analysis, strategic aspects to - cost management, mergers, acquisitions and corporate restructuring; ethical considerations and the concept, need and implication of corporate governance.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Able to identify and evaluate risk associated with various sources of finance, their costs including CAPM and other models. Assess potential investment decisions and strategies, understand strategic aspects to cost management. In-depth understanding of corporate valuation techniques, analysis of corporate growth and restructuring through mergers, acquisitions and other means and understand ethical considerations and corporate governance and their implications for organizations.

### **UNIT-I**

**Financial Policy and Strategic Planning:** Components of financial strategy; Objectives and goals; Strategic planning process. Interrelation of Financial Decisions, EBIT-EPS Analysis

**Dividend Decisions:** Meaning, Types of Dividend Decisions, Relevance Model and Irrelevance Model. Theories: Gordon and Walter Approach.

### **UNIT-II**

**Capital Expenditure Decision under Conditions of Risk and Uncertainty:** Meaning, Capital Budgeting process, Types of Risk. Concept of Time value of Money. **Techniques of investment decision-** risk adjusted discount rate, statistical method, sensitivity analysis and simulation method. Decision Tree Analysis.

### **UNIT-III**

**Financial analysis and Planning:** Forecasting Financial Statements, Cross sectional analysis of financial statement information. Forecasting Financial Statements

**Financial Models:** Types of Financial Models, Corporate governance and financial architecture. Corporate Valuation and Value Based Management.

## UNIT-IV

**Expansion and Financial Restructuring:** Mergers and amalgamations – Corporate structuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger.

**Legal procedure for merger:** Process for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

### **Suggested Readings:**

- 1) Khan, M. Y. and Jain P. K. (2012). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
- 2) Maheshwari, S.N.(2010)., Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons..
- 3) Van Horne, James, C (2009). Principles of Financial Management, Pearson.
- 4) Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
- 5) Van Horn, JC(2010), Financial Management and Policy, Prentice Hall, New Delhi
- 6) PG Godbole(2010), Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi



## **MBA-315: INTERNATIONAL FINANCE**

**Objective:** The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

**Course Outcomes:** The successful completion of this course shall enable the learner:

To have a fair understanding of the International financial tactics including the international trade, international investment scenario and various kinds of exposures. Aware of the different kinds of foreign exchange management techniques including hedging, currency arbitrage, etc. To be in a position to manage multinational working capital in an efficiently and effectively. Understand and manage the risks that MNCs have to deal with.

### **UNIT-I**

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank. Different development banks like ADB, BRICS Development Bank and EBRD etc.

### **UNIT-II**

Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency.

Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

### UNIT-III

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure-Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds..

### UNIT-IV

International Investment Management: International Portfolio Investment-Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optimal International Asset Allocation. International project appraisal-IRR and APV methods; Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational-International Cash Management, Accounts Receivables Management, Inventory Management.

#### **Suggested Readings:**

- 1) Apte, P.G (2011). International Financial Management (Tata Mcgraw–Hill).
- 2) Sharan (2010) International Financial Management (Prentice–Hall)
- 3) Shapiro – Multinational Financial Management (Prentice–Hall)
- 4) Bhalla, V.K.(2009) : Financial Management and Policy, 2<sup>nd</sup> ed., New Delhi,Anmol.
- 5) Maurice D. Levi; “International Finance” 5ed. Routledge, Taylor & Francis Group
- 6) Eun Cheol S. and Resnick, Bruce G. “International Finance Management”, 7th ed, McGraw Hill

## **MBA-316: MANAGEMENT OF FINANCIAL SERVICES**

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

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the role and function of the financial system in reference to the macro economy. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. Understand, Evaluate and create strategies to promote financial products and services. Identify various concepts including Net Banking, Plastic Money etc.

### **UNIT-I**

**Financial Services:** Meaning, Structure and their importance. Securities Trading - Online Vs Offline Trading, Demat and Remat .

**Depository in India:** Introduction, Concept, depository participants, functioning of depository systems, benefits, depository systems in India, SEBI regulation.

### **UNIT-II**

**Mutual funds and AMCs:** concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units.

**Insurance Services:** Introduction, Principles of insurance, Types of Insurance. Traditional and ULIPs.

**Credit rating:** the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating.

### **UNIT-III**

**Leasing:** concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

**Merchant Banking:** Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers. Venture capital: concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

## UNIT-IV

**Net Banking :** Meaning , E Banking pros and cons. Mobile Banking

**Plastic Money:** Concept and different forms of plastic money - credit and debit cards, pros and cons.

**Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

### **Suggested Readings:**

1. Bhole, L.M. (2012). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2009). Indian Financial System- Markets, Institutions and Services”, 3<sup>rd</sup> edition, Pearson Education.
3. M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
4. Hull. John C. (2009). Management and Financial Institutions”, 2nd Edition, Prentice Hall.
5. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
6. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.

## **MBA-324: MARKETING OF SERVICES**

**Objectives:** This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the basic concepts of Service Marketing, Identify the major elements needed to improve the marketing of services and distinguish different service types and draw implications for marketing strategy development. Appraise the nature and development of a services marketing strategy. Develop and justify alternative marketing approaches that can be used by service managers.

### **UNIT-I**

**Introduction:** Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing,

**Service Marketing System:** Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services.

### **UNIT-II**

**Services Marketing Mix:** Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

**Physical Evidence:** Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

### **UNIT-III**

**Delivering and performing service:** through Employees, Intermediaries and Customer Participation. Managing Demand and Capacity, Waiting Line Strategies Integrated Services Marketing Communications and Services marketing triangle. Employee and Customer Role in Service Delivery.

## UNIT-IV

**Services in Global Perspective:** International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

**Marketing Applications in Select Service Industries:** Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

### **Suggested Readings:**

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Lovelock C. H., Wirtz, J. and Chaterjee, J. (2010). Service Marketing: People, Technology, Strategy, 6th Edition, Pearson Education, New Delhi.

## **MBA-325: DIGITAL MARKETING**

**Objectives:** The objective of this course is to help students to acquire the basic conceptual knowledge of Digital Marketing and to impart skills for use of technology in marketing.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Have an insight of the Internet in India, Search Engine Optimization, and Search Advertising. Develop idea on Display Advertising, Web Analytics, and Consumers Online. Analyze Social Media Marketing and Examine Social Media Analytics. Evaluate Social Media Marketing and Social Media Analytics. Design Internet Marketing Strategy and Content Marketing, Privacy Concerns and Cyber Security.

### **UNIT-I**

The adoption of Internet in India; Search Engine Optimization: Search Engine Marketing, Search Engine Optimization, Measuring SEO success, Mapping the SEO Journey. Search Advertising: Online Advertising Payment Models, Search Advertising (Desktop), Search Advertising for Mobile Devices, Planning and Executing a Search Advertising Campaign, Strategic Implications of Advertising on the Search Network.

### **UNIT-II**

The adoption of Internet in India; Search Engine Optimization: Search Engine Marketing, Search Engine Optimization, Measuring SEO success, Mapping the SEO Journey. Search Advertising: Online Advertising Payment Models, Search Advertising (Desktop), Search Advertising for Mobile Devices, Planning and Executing a Search Advertising Campaign, Strategic Implications of Advertising on the Search Network. Social Media Marketing: Social Media, Social Media Marketing, Social Media Marketing strategy, Adopting Social Media in Organizations, Paid-owned-earned Media, Social CRM.

### **UNIT-III**

Social Media Analytics – Structured Data; Social Media Analytics: Unstructured Data. Mobile Marketing: Mobile Internet in India, Mobile Marketing, Mobile Marketing strategy, Forms of Mobile Marketing, Mobile Advertising, M-Commerce. E-Mail Marketing: Email Marketing in India, E-mail Marketing Concept and Strategy, Executing Email Marketing.

## UNIT-IV

Internet Marketing Strategy and Content Marketing: Internet Marketing Strategy, Content Marketing, Content Marketing in India.

Internet of Things: Privacy Concerns and Cyber Security, Changing Profiles of Internet users in India, Rise of SMEs, Content in Indian Languages, Holistic Approach to Internet Based Businesses.

Recent Trends in Digital Marketing.

### **Suggested Readings:**

1. Singh Bhagwan, Internet Based Marketing: Trends, Issues & Challenges for Digital Marketing & Web Based Advertising, (2014), 1st Edition, Anamika Publishers & Distributers, New Delhi
2. Dave Chaffey, Fiona Ellis Chadwick, Kevin Johnston & Richard Mayer(2009), Internet Marketing: Strategy, Implementation and Practice, 3<sup>rd</sup> Edition, Pearson Education
3. Ramaswamy V.S. & Namakumari S.(2009), Marketing Management: Global Perspective Indian Context, 4<sup>th</sup> Edition, Macmillan Publishers India Ltd., New Delhi.
4. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of
5. Marketing: A South Asian Perspective, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
6. .Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing: South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.
7. Bose Biplab S.(2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.



## **MBA 326: RETAIL MANAGEMENT**

**Objectives:** The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to learn more about retailing and retail consulting, the course is designed to foster the development of the students creative and critical thinking.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Clarify the concept and related terms in retailing. Comprehend the ways retailers use marketing tools and techniques to interact with their customers. Understand various formats of retail in the industry. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in the global economy.

### **UNIT-I**

**Overview of Retailing Environment and Management:** Retailing, Definition and Concept, Functions of Retailing.

Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

**The Customer and Retail Business:** Knowing your Customers, Focusing on the Consumer, Mapping Out Society.

### **UNIT-II**

**Situational Analysis:** Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Targeting Customers and Gathering Information, Promotional Strategies used in retailing.

**Choosing a Store Location:** Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising.

### **UNIT-III**

**Managing Retail Business:** Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services.

**Merchandise Management :** Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying.

## UNIT-IV

**Delivering the Product:** Retail Information Systems, Management Retail Pricing, Development and Implementing Plans, People in Retailing.

**International Retailing:** Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture.

### Suggested Readings:

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rd Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2011) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2009) Managing Retailing, 1st Edition, Oxford University Press
5. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6<sup>th</sup> Edition, Tata McGraw Hill.

## **MBA-334: CROSS-CULTURAL MANAGEMENT**

**Objective:** The objective of the course is to acquaint the students with Cross Cultural Management approaches, challenges and strategies and enrich them with concept of quality of work life.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Appreciate the critical role of culture in international business and the importance of managing cultural differences. Understand the different models of culture used in international management that will help to critically analyze the role of national culture on management practices. Analyze the interacting spheres of culture. Understand the influence of culture on different functions of management. Gain an appreciation of different national cultures and the diversity in work life.

### **UNIT-I**

**Culture:** Culture and its importance, features and dimensions of culture, Cultural diversity, Cross cultural differences and implications

**Cultural Dimension Models:** Hofstede Model, Globe Model, Kluckhohn and Strodtbeck's Value Orientation Model; Implications of these models in International Business.

### **UNIT-II**

**Cross Cultural management:** cross cultural Decision-making, cross-cultural strategy, Cross Cultural Communication, Cross Cultural teams and Leadership, cross cultural negotiation, Ethics in cross cultural Business.

**Intercultural communication competence:** Meaning, Components of Intercultural competence, Factors affecting Intercultural Communication competence, Tools for Improving it.

### **UNIT-III**

**International Human Resource Management (IHRM):** Dimensions, features and need of IHRM, managing diversity in IHRM, International Recruitment and Selection, International Training, Expatriate problem, Repatriation.

**International Association for Human Resource Management (IHRIM):** Meaning, its Role, Futuristic Vision.

## UNIT-IV

**Diversity at Work:** Managing diversity: Causes of diversity, diversity with special reference to handicapped, women and aging people, culture diversity advantages and problems, intra company cultural difference, reasons for culture and behavioural differences.

Culture in India, Japan, China and US

### **Suggested readings:**

1. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
2. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
3. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
4. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
5. International Dimensions of Human Resource Mgt. , Doweing , P.J. – End Edition Words Worth
6. Cross cultural management- text and cases, Dipak Kumar Bhattacharyya, PHI

## **MBA-335: TEAM BUILDING & LEADERSHIP**

**Objective:** To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations. To develop an understanding of the interpersonal processes and group dynamics. To provide a theoretical understanding of leadership practices in organizations. To provide an understanding of factors influencing teamwork and team leadership. To evaluate the role of leadership in the development of an institution.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Explain how global leadership skills contribute to leadership effectiveness. Understand the leader's role in team-based organizations. Explain the potential contribution of outdoor training to the development of team leadership. Explain the basics of leadership during a crisis. Explain how evidenced based leadership can contribute to contingency and situational leadership.

### **UNIT-I**

**Leadership** – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Follower, Assessing Leadership & Measuring Its effects.

**Focus on the Leader** – Power and Influence; Leadership Traits; Leadership Behavior; Contingency Theories of Leadership; Leadership and Change.

### **UNIT-II**

**Groups, Teams and Their Leadership, Groups** : Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.  
Dynamics of Cross-Cultural leadership.

**Interpersonal Competence & Team Effectiveness:** Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

### **UNIT-III**

**Workgroup Vs. Teams:** Transforming groups to teams, types of teams, stages of team building and its behavioral dynamics, role of interpersonal competence in team building, team size, role and diversity of team members

**Communication and Creativity:** Communication Process; Communication Effectiveness & Feedback, Delphi technique, Fostering Team Creativity, nominal group technique, brain storming process.

#### **UNIT-IV**

**Leadership for teams** – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Building High Performance Teams, rewarding team players, resource management for teams, collaborations in teams, interventions to build collaboration in organization, social loafing, synergy in teams, self-managed teams.

**Role of Leaders in Teams:** Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators.

#### **Suggested Readings :**

1. Robbins, S. P. (2009). Organizational Behavior. Pearson Education.
2. Luthans, F. (2007). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2009). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS,India.
5. McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realitiesfor the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
6. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd.,Singapore.

## **MBA-336: PERSONAL GROWTH, TRAINING & DEVELOPMENT**

**Objective:** To provide an insight into what motivates adults to learn and the most appropriate methodologies to impart training. To learn how design a training module and execute it. To understand various strategies used by organizations to measure performance & reward for the same. Comprehend the tools and techniques of Succession Planning.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Identify and plan appropriate training solutions to individual or group performance gaps. Understand by what method to conduct training needs analyses, identify gaps, and design. Training processes to address those gaps. Design meaningful training and development processes using adult learning principles and evaluating them. Ascertain how Career Development of employees in an organization is taken care of.

### **UNIT-I**

**Personality:** Meaning & Concept Personality theories, Sick Personalities and Healthy Personalities.

**Training:** Concept, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme, problems in training, Resistance in Training.

### **UNIT-II**

**Training Need Assessment:** Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis.

### **UNIT-III**

**Development:** Designing development programme, theories of career development, Career Paths, Transitions and Plateaus. Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of Training and development.

**Evaluation of Development:** Criteria, Problem and Steps involved in Evaluation. Emerging issues in Training and Development in India

## UNIT-IV

**Managerial Succession Planning:** Dual – Laddering for Career Development, Counseling for Employee Development, Issues in Career Management, Relevance of Ethics in Career Development.

**Employee Development, Career Management :** Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development. Models of Career Development, Challenges in Career Management.

### **Suggestion Readings:**

1. Goldstein, I.L. & Ford, J.K. (2010). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2009). Effective Training: Systems, Strategies and Practices, Pearson.
3. Raymond Noe, A. (2009). Employees Training and Development, McGraw Hill Publication.
4. O'Connor, Browner & Delaney (2008). Training for Organizations, Thompson Learning Press (now Cengage Learning)
5. Friedman & Schustack (2009) - Personality: Classic Theories and Modern Research (Pearson)
6. Ben Ball, Personal and Professional development: Assessing your career, Hyderabad University's Press 2005.



## **MBA 344: DATA COMMUNICATION & NETWORK**

**Objective:** To understand networking communication. To understand various types of transmission media, network devices; and parameters of evaluation of performance for each media and device. To understand the concept of flow control, error control and LAN protocols; to explain the design of, and algorithms used in, the physical, data link layers. To understand the working principles of LAN. To understand the functions performed by a Network Management System and to analyze connection establishment and congestion control with respect to TCP Protocol.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Understand the basics of data communication, networking, internet and their importance. Understand and contrast the concept of Signals, OSI & TCP/IP reference models and discuss the functionalities of each layer Analyze the services and features of various protocol layers in data networks. Differentiate wired and wireless computer networks

### **UNIT-I**

**Fundamentals of Communication System:** Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data.

**Types of signals:** AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

### **UNIT-II**

**Workstation;** Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

**Networks and accessories:** LAN, MAN, WAN; LAN topologies: Hub; Bridges; Switches; Routers; Gateways, Cell Relay; Frame Relay; ISDN; B-ISDN.

### **UNIT-III**

**OSI Model:** Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network.

**Network Operating systems:** Unix; Linux; Windows.

## **UNIT-IV**

**Wireless Communication:** Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Wireless TCP& UDP, WAP, WML

### **SUGGESTED READINGS:**

1. Jerry, Fitz Gerald and Alan, Dennis (2002). Business Data Communications & Networking. John Wiley & Sons.
2. Dye M.A., McDonald R. and Ruff W.A.(2008), Network Fundamentals, CCNA Exploration Companion Guide, Second Edition, Pearson Education, Delhi
3. David A Stamper (2003). Business Data Communications. Addison Wesley.
4. Burke Richard J (2008). Network Management: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
5. Stallings, W. (2007). Data and Computer Communications, Eighth Edition, Pearson Education.

## **MBA-345: ENTERPRISE RESOURCE PLANNING**

**Objective:** To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology. To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach. To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth. To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Make basic use of Enterprise software, and its role in integrating business functions. Analyze the strategic options for ERP identification and adoption. Design the ERP implementation strategies. Create reengineered business processes for successful ERP implementation.

### **UNIT-I**

**Enterprise Resource Planning:** Evolution of ERP, Definition, Elements, need for system Integration, ERP products and Market, Opportunities and problems in ERP, selection and implementation.

**Enterprise Perspective:** An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP

### **UNIT-II**

**Business Process Reengineering:-** Conceptual foundation of Business Process Re-engineering, Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign, Man Management for BPR implementation.

**Communication in ERP Systems:** OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.

### **UNIT-III**

**ERP Modules /Functionality:** Functional modules of ERP system, Sales order processing, MRP:Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules.

Integration of ERP with net technologies: Internet in ERP

## UNIT-IV

**Implementation Issues:** Pre-implementation and implementation and post implementation issues, financial justification of ERP, Project management, Performance measurement.

**Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India.

### BOOKS RECOMMENDED:

- 1) Alexis, Leon (2<sup>nd</sup> Edition, 2008). Enterprise Resource Planning, Tata McGraw Hill.
- 2) Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). Building the Customer Centric Enterprise, 1st Edition, John Wiley & Sons.
- 3) Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson Education.
- 4) Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning.

## **MBA-346: INTERNET AND WEB TECHNOLOGY**

**Objective:** To describe Internet hardware components and their interaction, including server and client computers, hubs, switches and routers. To compare different guided and unguided media used to transmit Internet communications. To describe network types, topologies and structural arrangements. To describe the organization and access of files, including directories and URLs.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Analyze a web page and identify its elements and attributes. Create web pages using X HTML and Cascading Style Sheets. Build dynamic web pages using JavaScript (Client-side programming). Create XML documents and Schema.

### **UNIT-I**

Introduction to the Internet and the World Wide Web, Web Pages; Hyper Text Transfer Protocol (HTTP); File Transfer Protocol (FTP) Domain Names; URL; Website, Web browser, Web Servers; Web Hosting.HTML.

### **UNIT-II**

Introduction, Objectives, Introduction to Universal Resource Identifier (URI), History of HTML, Structure of HTML Basic Tags of HTML, Planning for designing Web pages, Model and structure for a Website, Developing Websites, Tag; Creating Links: Link to other HTML documents and same HTML documents. List, Tables: Creating Tables, Frames, Forms.

### **UNIT-III**

Java Script: Introduction to Scripting, JavaScript: Control Statements, JavaScript: Functions, JavaScript: Arrays JavaScript: Objects, CSS, External Style Sheets, Internal Style Sheets, Inline Style, The class selector, div & span tag.

### **UNIT-IV**

DOM HTML DOM, XML: Introduction; Features of XML, Dynamic HTML (DHTML), DHTML form, XML DOM. CGI/PERL, Introduction to CGI, Testing & Debugging Perl CGI Script.

## **Suggested Readings:**

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2011): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
2. Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
3. Deitel & Deitel, Goldberg (2009). Internet & World Wide Web, Fourth edition. Pearson.
4. Tauber, “Mastering Front Page 2000” BPB.
5. James Jaworski, “Making Java Script and JSCRIPT”, BPB Publications

**Open Electives**  
**(Additional) Sem IV**

## **MBA-364: MARKETING AND PUBLIC RELATIONS IN INSURANCE**

**Objectives:** Marketing is the function which provides the bread and butter for the insurance industry. This course is designed to give the student an idea about some of the principles and concepts in marketing as it applies to the business of insurance.

**Course Outcomes:** The successful completion of this course shall enable the learner:

Co-ordinate and contribute to the planning of Marketing activities for Insurance products. Understand the importance of Quality Gaps and Relationship Marketing. Understand role of intermediaries and strategies for Insurance Marketing. Analyze the Rural Insurance Market in India and have an understanding on various ethical issues related to Insurance Marketing.

### **UNIT-I**

**Introduction to Insurance:** What is insurance , how it works , importance of insurance industry – history of insurance.

**Introduction to Marketing:** Consumer Focus, who is a Consumer, what is a Market, Marketing and Selling, Market Segmentation, Marketing Mix, Market Research, Marketing Strategies – Marketing Programmes and Activities, Product Life Cycle, Positioning, Branding.

### **UNIT-II**

**Quality in Services:** Why Quality , What is Quality , Satisfaction vs Expectations , Levels of Quality, Costs of Quality, Elements of Quality , Quality Gaps , Responsibility for Quality , Monitoring Customer Needs and Expectations , Tools for Quality Control , Handling Complaints in Insurance.

**Relationship Marketing:** Marketing Management Process. Customer Relationship Management.

### **UNIT-III**

**Strategies for Insurance Marketing:** Product and its Differentiation, Product Development, Flexible options, Product Image, Product Obsolescence, Boston Matrix, Pricing, Customer Service, Market Research, Distribution and Distribution Channels, Direct Marketing, Promotion, PR and Publicity, Merchandising, Personal Selling, People.

**Role of Intermediaries:** Insurance Agents, Bancassurance, Direct Marketing, Promotion, Merchandising, Reward Systems, Empowering.



## UNIT-IV

**Rural Insurance:** Profile of Rural Sector, Role of marketing techniques in Rural India.  
**Consumerism and Ethics:** Marketing and Consumerism – Dimensions of Social Responsibility, Business Ethics.

### **Suggested Books:**

1. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.
3. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
4. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
5. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons

## **MBA-365: TRAVEL AGENCY & TOUR OPERATIONS BUSINESS**

**Objective:** The course gives the desired exposure to the prevalent procedures and processing style in aspects of tourism, travel and tour management.

**Course Outcomes:** The successful completion of this course shall enable the learner:

To manage tour and travel related procedures. Validate the essential skills required in the administration and management of tour operations as a business. Evaluate the duties and responsibilities of travel agencies staff and managers. Acquire knowledge about the various international travel regulations. Identify the functions performed by a travel agent. Understand the role of Government and other bodies in Tour Management.

### **UNIT-I**

**Travel agency and tour operator:** meaning, concept, Types and importance. Historical growth and development of travel agency and tour operation business. Linkages and interrogations in travel agency & tour operation business.

**Entrepreneurship in travel operation:** Role of Entrepreneurship in Travel Operations and Career in travel agency and tour operation business. The future role of Travel Intermediaries.

### **UNIT-II**

**Organization structure and Functions:** Organizational structure of travel agency and tour-operator-main operational and managerial staff of major travel agencies/tour operators. Ownership structure-MNCS, Franchise, collaborative and others.

**Travel agency:** Role of Travel agency, Responsibilities, Legal and Ethical Issues in Travel agency, HR planning and job analysis of major positions.

### **UNIT-III**

**Setting up of travel agency and tour operation and their approval:** Travel agency & Tour operation Business-Setting procedure and process

**Regulatory Bodies:** Ministry of Tourism, Govt. of India and IATA approval for travel agency and tour operator. Ownership structure and revenue sources of travel agency and tour operation. Financial incentives available for travel agency and tour operator in India.

## UNIT-IV

**Understanding the role of Govt. and other Organizations in travel Trade:** Role and contribution of Department of Tourism, Government of India, ITDC and State Govt. Tourism corporations in travel agency and tour operation business. Travel Trade Association and Organizations-role of contribution of WTO, IATA, TAAI and IATO.

Present business Trends and Future prospects of travel agency and tour operation business.

### **Suggested Readings:**

1. Gee, Chuck and y. Makens, (2010) Professional Travel Agency Management, Prentice Hall, New York.
2. Mohinder Chand, (2007), Travel Agency Management: An Introductory Text, Anmol publication Pvt. Ltd. New Delhi.
3. Foster, D.L.(2010) The Business of Travel Agency Operations and Administration, McGraw Hill, Singapore.
4. Frenmount P.,(2009), How to open and run a Money Making Travel Agency, Johan Wiley and Sons, New York..
5. Gregory A.,(2007), The Travel Agent: Dealer in dreams,, Prentice Hall, London.
6. Yole P.,(2007), The Business of Tour Operations, Pitman, Landon.

## **MBA-366: CORPORATE GOVERNANCE & INVESTOR PROTECTION**

**Objective:** To understand state the broad objectives of corporate governance. To outline the requisites of good governance. To identify steps taken to ensure good corporate governance. To explain the requirements of Corporate Governance Code and role of agencies like SEBI. To identify the provision made in various acts for investors' protection and the role of SEBI in this regard.

**Course Outcomes:** The successful completion of this course shall enable the learner:

State the broad objectives of corporate governance. Emphasize on accountability as the key to good governance. Outline the requisites of good governance. Identify steps taken to ensure good corporate governance and investor protection. Explain the requirements of Corporate Governance Code relevant investor protection provisions of agencies like SEBI.

### **UNIT-I**

**Corporate Governance:** Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control,

**Corporate Governance Mechanism:** Anglo-American Model, German, Indian Model, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

### **UNIT-II**

**Role Player:** Role of Board of Directors and Board Structure in Corporate World, Role of the Non-executive Director, Role of Auditors in Corporate Governance.

**Regulatory Bodies:** SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, Report, Cadbury Committee.

### **UNIT-III**

**Investor Protection:** Introduction ,Investors' Rights and Responsibilities, Investor Protection Fund, Whom to Approach for Complaint Against Stock Brokers/Depository, Types of Grievances and Dealing Authority.

**Legal Framework:** Investor Protection in India, Investors Education and Protection Fund, SEBI (Investor Protection and Education Fund) Regulations, 2009

## UNIT-IV

**Financial Education by SEBI:** Role of SEBI In Financial Education, Various programs arranged by SEBI, Initiatives Taken So Far on Financial Literacy in India

**Investor Grievance:** Meaning, Role, Investor Grievance Redressal Mechanism at SEBI Investor Grievances Cell, Various provisions and penalty.

### **Suggested Books:**

- 1) Weiss, Joseph W (2012). Business Ethics: Concepts & Cases, Cengage Learning.
- 2) Colin Fisher and Alan Lovell (2009). Business ethics & Corporate Governance : Individual, Corporate and International Perspectives, Prentice Hall.
- 3) Hartman, Laura P. and Joe Des Jardins (2009). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
- 4) Fischer. and Jordon (2011). Security Analysis and Investment Management, 6<sup>th</sup> Edition, Pearson Education.
- 5) Rustagi. R. P. (2009). Investment Analysis and Portfolio Management, 2<sup>nd</sup> Edition, Sultan Chand & Sons.
- 6) Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17<sup>th</sup> Edition, S. Chand & Sons.
- 7) Shashi K Gupta(2012) : Financial Institutions and Markets ; Kalyani Publishers, Daryaganj, New Delhi