SCHEMEOFTEACHINGANDEXAMINATION

AICT MODEL CURRICULUM FOR MANAGEMENT PROGRAMMASTEROFBUSINESSADMINISTRATION(MBA) ,W.E.F2018-19

ISEMESTER

Paper Code	PaperTitle (GenericCoreCourses)	TeachingHours/ week			Core /Elective	Internal Marks	External Marks	No.of Credits
		Lecture	Practical	Tutorial				
MBA101	ManagementProcess& OrganizationalBehavior	4	1	1	Core	30	70	4
MBA102	ManagerialEconomics	4	1	1	Core	30	70	4
MBA103	BusinessAnalytics for ManagerialDecisionMaking	4	1	1	Core	30	70	4
MBA104	ManagerialCommunication	4	1	1	Core	30	70	4
MBA105	LegalFrameworkforBusiness	4	1	1	Core	30	70	4
MBA106	FinancialStatementsAnalysis andReporting	4	1	1	Core	30	70	4
MBA107	BusinessEnvironment	4	1	1	Core	30	70	4
GenericElectiveCourses(Chooseanyoneoutofthreecourses)								
MBA108	Soft&EntrepreneurshipSkills	2	1	0	Elective-1	50	-	2
MBA109	PersonalityDevelopment	2	1	0	Elective-2	50	-	2
MBA110	EmotionalIntelligencefor Managers	2	1	0	Elective-3	50	-	2
TotalforFirstSemester		28 +2	7 +1	7	-	210+50	490	28+2

IISEMESTER

Paper Code	PaperTitle (GenericFunctionalCourses)	TeachingHours/ week			Core/ Elective	Internal Marks	External Marks	No.of Credits
		Lecture	Practical	Tutorial				
MBA201	MarketingManagement	4	1	1	Core	30	70	4
MBA202	HumanResource Management	4	1	1	Core	30	70	4
MBA203	FinancialManagement	4	1	1	Core	30	70	4
MBA204	OperationsManagement	4	1	1	Core	30	70	4
MBA205	Entrepreneurship&Small BusinessManagement	4	1	1	Core	30	70	4
MBA206	ManagementInformation Systems	4	1	1	Core	30	70	4
MBA207	OperationsResearch	4	1	1	Core	30	70	4
GenericElectiveCourses(Chooseanyoneoutofthreecourses)								
MBA208	MOOCSfromSWAYAM	0	0	0	Elective-1	APASSCERTIFICATE WITH 50%MARKS		2
MBA209	IndustryandCompany Analysis	2	1	0	Elective-2	50	-	2

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MBA210	MSExcel&AccountingTally	2	1	0	Elective-3	50	-	2
TotalforSecondSemester		**28 +2**	**7 +1**	**0**	-	**210+50**	**420**	**28+2**

Attheendof2nd semester,everystudentmustundergoIndustrialtrainingforSixweeksandmustpreparea projectreportandsubmitthesame10days beforethecommencementofthirdsemesterexaminations.

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III SEMESTER

PaperCode	PaperTitle Generic corecourse	TeachingHours/ week			Core /Elective	Internal Marks	External Marks	No.of Credits
		Lecture	Practical	Tutorial				
MBA301	Strategic Management	4	1	1	Core	30	70	4
MBA302	Project Management	4	1	1	Core	30	70	4
FUNCTIONALSPECIALISATIONS (Chooseany 4electivecourses outof5Specializationshaving4courses eachas showninTable-1)								
MBA303MKT–MBA306 MKT	Marketing	**4 X 4 = 16 HOURS(16L+4 P+4T)**			Electives	4X30	4X70	4X4=16
MBA303 HRM-MBA306HRM	HRM							
MBA303FIN-MBA306FIN	Finance							
MBA303 OPS-MBA306OPS	Operations							
MBA303ENT-MBA306ENT	Entrepreneurship							
MBA307	**Internship/ Project WorkReport**	**6Weeks**			-	-	100	3
GenericElectiveCourses (Chooseanytwooutoffourcourses)								
MBA308MOOCS/NCFM/IRDA/NISM/SWAYAM	Any onlinecourse related toMBA from theauthenticsources	0	0	0	Elective-1	A PASSCERTIFICATEWITH50%MARKS		2
MBA309	LifeSkills for Managers	2	1	0	Elective-2	50	-	2
MBA310	Creativity& Innovation	2	1	0	Elective-3	50	-	2
MBA311	Leadership& Change Management	2	1	0	Elective-4	50	-	2
TOTALFOR IIISEMESTER		**24+4**	**6+2**	**6**	-	**180+ 50**	**520**	**27+4**

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IV SEMESTER

PaperCode	Paper TitleGeneric core Course	TeachingHours/ week			Core /Electiv e	Internal Marks	External Marks	No.of Credits
		Lecture	Practical	Tutorial	Core	30	70	4
MBA401	International Business	4	1	1				
MBA402	E-Business	4	1	1	Core	30	70	4
ADVANCEDSPECIALISATIONS (Chooseany 4electivecourses outof5Specializationshaving4courses eachas showninTable-2)								
MBA403MKT-MBA406MKT	Marketing	**4 X 4 = 16 HOURS(16L+4 P+4T)**			Electives	4X30	4X70	4X4
MBA403HRM-MBA406HRM	HRM							
MBA403FIN-MBA406FIN	Finance							
MBA403 OPS-MBA406OPS	Operations							
MBA403ENT-MBA406ENT	Entrepreneurship							
MBA407	Comprehensive Viva-voce	-	-	-	-	-	100	3
GENERICELECTIVECOURSES(ChooseanyOneoutofThreeCourses)								
MBA408	Employability SkillsLab	2	1	0	Elective-1	50	-	2
MBA409	Selling &Negotiation SkillsLab	2	1	0	Elective-2	50	-	2
MBA410	StatisticalSoftwareApplications Lab	2	1	0	Elective-3	50	-	2
TOTALFORIVSEMESTER		**24+2**	**6+1**	**6**	**-**	**180+50**	**520**	**27+2**

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TABLE-1:ELECTIVESINFUNCTIONALSPECIALIZATIONSINIIISEMESTER

MARKETING	1. ConsumerBehavior &MarketingResearch(MBA303MKT) 2. ProductandBrandManagement(MBA304MKT) 3. IntegratedMarketingCommunications(MBA305MKT) 4. ServicesMarketing(MBA306MKT)
HRM	1. HumanResourcePlanning(MBA303HRM) 2. Performance &RewardManagement(MBA304HRM) 3. Training &Development(MBA305HRM) 4. OrganizationDevelopment&Change(MBA306HRM)
FINANCE	1. FinancialInstitutions&Markets(MBA303FIN) 2. BehavioralFinance(MBA304FIN) 3. SecurityAnalysis&PortfolioManagement(MBA305FIN) 4. FinancialEngineering(MBA306FIN)
OPERATIONS	1. ManufacturingSystemsinManagement(MBA303OPS) 2. SupplyChainManagement(MBA304OPS) 3. ServiceOperationsManagement(MBA305OPS 4. Logistics&DistributionManagement(MBA306OPS)
ENTREPRENEURSHIP	1. BusinessOpportunities inEmergingEconomies(MBA303ENT) 2. Startup&NewVentureManagement(MBA304ENT) 3. VentureCapital&Private Equity(MBA305ENT) 4. EntrepreneurialEcosysteminIndia(MBA306 ENT)

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TABLE-2:ELECTIVESINADVANCEDSPECIALIZATIONSINIVSEMESTER

MARKETING	1. StrategicMarketing(MBA403MKT) 2. Sales&DistributionManagement(MBA402MKT) 3. RetailManagement(MBA403MKT) 4. Digital&SocialMedia Marketing (MBA404 MKT)
HRM	1. HumanResourceDevelopment(MBA403HRM) 2. StrategicHRM(MBA404HRM) 3. InternationalHRM(MBA405HRM) 4. StressManagement(MBA406HRM)
FINANCE	1. FinancialServices&RiskManagement(MBA403FIN) 2. FinancialDerivatives(MBA404FIN) 3. InternationalFinancialManagement(MBA405FIN) 4. CorporateTaxation(MBA406FIN)
OPERATIONS	1. TotalQualityManagement(MBA403OPS) 2. LeanManufacturing(MBA404OPS) 3. Research&Development((MBA405OPS) 4. SupplyChainAnalytics(MBA404OPS)
ENTREPRENEURSHIP	1. FamilyBusinessManagement(MBA403ENT) 2. CorporateEntrepreneurship(MBA404ENT) 3. SocialEntrepreneurship(MBA405ENT) 4. GlobalEntrepreneurialEcosystem(MBA406ENT)

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MBA101:MANAGEMENTPROCESSANDORGANISATIONBEHAVIOR(4L+ 1P+1T)

SubjectCode:	MBA101	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

The main objective of this course is to familiarize the student with the fundamental concepts,functions, and principles of management. It is also aimed at helping the students to improve theirmanagerial skills and administrative abilities. It also gives students an understanding of theOrganizationbehaviorwitha view tomakethe organizationsfunctionaland effective.

UNIT–I

Introduction to Management: Concept, Definition and Nature of Management – Evolution ofManagement thought – Purpose, Functions, Principles, and Levels of Management – Types andRolesofManagers(Mintzberg),andskillsforManagers(Katz)–ManagementandEnvironment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices inthe wakeofGlobalization.

UNIT–II

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting,DecisionMaking:Concept,Process,RationalityinDecision:DecisionTreeAnalysis-ManagementByObjectives.Organizing:Process-FormalandInformalOrganizations–Departmentation-SpanofControl–DelegationVs Decentralization–Staffing.

UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow,Herzberg,McClelland,Porter and Lawler- Leadership: TraitApproach,Leadership Styles,Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis -ControlProcess,Pre-Requisites,andRequirementsofadequateControl-Techniquesofcontrol.

UNIT-IV

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB - Different models of OB – Understanding Individual Behavior – Perception- Concept–Process-Learning-Concept – Theories of learning - Personality–Concept-Personality traits- Theories ofPersonality-Attitudes-JohariWindow2X2matrix,TransactionalAnalysis

UNIT-V

Group dynamics – Concept, importance, types of groups, group formation, group

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development,group composition, group performance factors; Organizational conflict. Resolution of

conflicts;OrganizationalCultureanddeterminantsofOrganizationalCulture;OrganizationalChange,

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nt-ConceptofOD,Organizationaldiagnosis,ODinterventions.

CaseStudy(NotExceeding300words)

PracticalComponents:

- Studyingorganizationalstructuresofanyfivecompaniesandclassifyingthemintodifferent types of organizations and justifying why such structures are chosen by thoseorganizations.
- Identifying any five organizations and group them into different types of organizationsbasedonManagementatworkplace.
- Studying organizational group dynamics of any three companies and identify the bestmethodofmanaginggroupdynamics.
- StudyanythreecompaniesfollowingODinterventionsandIdentifyeffectivetechnique.

Note: Facultycaneither identifytheorganizations/leaders/jobsorstudentscanbeallowedtochoosethesame.

REFERENCEBOOKS:

1. HeinzWeihrich,HaroldKontz,Management:AGlobalPerspective, 10/eTMH
2. Stoner,FreemanandGilbert,Jr.Management,PearsonEducation,New Delhi.
3. Clegg,S.,Kornberger,M.,andPitsis,T.,Managingandorganisations:Anintroductiontotheoryand practice,Sage,London,2011.
4. RickyGriffin,GregoryMoorhead,OrganizationalBehavior:ManagingPeopleandOrganizations, CengageLearning,2009.
5. GraemeMartin,ManagingPeopleandOrganizationsinChangingContexts,Routledge,2006.
6. Knights,D.&Willmott,H.Introducingorganizationalbehaviorandmanagement,Thompson,London,2006.
7. Luthans.F.OrganizationalBehaviour, TMH.
8. Robbins,Management,7/e,PearsonEducation.
9. JohnF.Wilson, TheMakingofModernManagement,OxfordUniversityPress.
10. OrganizationalBehaviour,SubbaraoP,HimalayaPublishingHouse.

MBA102:MANAGERIALECONOMICS (4L +1P +1T)

SubjectCode:	MBA102	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

Bytheendofthecourse,studentswillbeabletointroducethefundamentals,toolsandtheoriesofmanagerialeconomics;toorientonmicroeconomictechniquesasadecisionmakingprocess;and

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UNIT-I

ManagerialEconomics:Definition,Nature,Scope–FunctionsandResponsibilitiesofaManagerial Economist – Law of Demand and its exceptions – Elasticity of Demand – MarketDemandEquation –Typesof Elasticity of DemandandtheirManagerialUses–DemandForecasting–MethodsofForecastingforExistingandNewProduct.

UNIT-II

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol'sModel and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants&ISOCosts–LeastCostFactorCombination–ReturnstoScale–EconomiesandDiseconomiesofScale.

UNIT-III

Cost, Profit& MarketStructures: CostConcepts – Short-run andLong-run CostCurves–Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximizationvs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures –Concept of Price – Pricing and Output Determination under Perfect Competition, MonopolisticCompetitionandMonopoly.

UNIT-IV

Indian EconomicEnvironment:Overviewof Indian Economy –RecentchangesinIndianEconomy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP,WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – MeasurementofInflation– EconomicsofRisk&Finance – MonetaryPolicy&FiscalPolicy.

UNIT-V

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function:Aggregative Demand and Supply, Consumption Function, and Investment Function – KeynesianTheory(overview).

CaseStudy(NotExceeding300 words)OrProblemfromeitherUnit-2 orUnit-3.

PracticalComponents:

- Studyofdemandelasticityforaproductwhenthereisapriceincreaseor pricedecrease.
- Demandforecasting–Miniprojectmaybegiventostudentstoassessthedemandforaproductoraserviceusinganymethod.
- Anin-depthstudyofeconomicindicatorsonthegrowthrate.
- Analysisofrecentbudget,fiscaldisciplineanddisinvestmentproposalsoftheGOI.

REFERENCEBOOKS:

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1. JoelDean,*ManagerialEconomics*,PrenticeHall.

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2. [illegible]

3. Gupta, *ManagerialEconomics*, TataMcGrawHill.

4. Gupta, *MacroEconomics, Theory&Applications*, TataMcGrawHill.

5. MehtaP.L, *ManagerialEconomics*–TextandCases, S.Chand&Co.

6. Peterson&Lewin, *ManagerialEconomics*, PrenticeHallofIndia.

7. PersonH. Craig, LewisW. ChandJainSudhirK, *ManagerialEconomics*, PearsonEducation.

MBA103:BUSINESSANALYTICSFOR MANAGERIALDECISIONMAKING(4L+1P+1T)

SubjectCode:	MBA103	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

By the end of the course, student s will be able to understand a Problem(s) in Business, exploreandanalyzetheproblem(s):makebetterdecisions,toimprovepolicymaking,todevelopstrategy and to improve day to day performance of organizations; explore data to find newpatterns and relationships (Data Mining); predict the relationship between different variables(PredictiveAnalyticsandPredictiveModeling);estimatethevaluecreatedusingbusinessanalytics to address an opportunity/Problem; and understand and use statistical techniques foranalysisofresearchdata.

UNIT-I

Introduction:Meaning,Definition andImportance of BusinessAnalytics–Analytics v/sAnalysis –Business Analytics v/s Business Intelligence and Data Mining – Applications ofAnalytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems& Opportunities through Data Analytics – Framing a Business Problem as an AnalyticalProblem – Analytical Approaches for Decision Making – Business Analytics as a CompetitiveStrategy–EffectiveCommunicationofAnalytics.

UNIT-II

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics:Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations usingCramer'sRuleandInverseMethod(Problems)– ProbabilityandCountingTechniques:Bayes' Theorem, Binomial, Poisson and Normal Distributions ***(Theory and Problems)*** –StatisticsforBusinessAnalytics:DescriptiveStatistics-

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UNIT-III

PredictiveAnalyticsTools&Techniques:ConceptofPredictiveAnalytics–LinearRegression and Logistic Regression (*Theory and Problems*) – Factor Analysis – ClusterAnalysis(*Theory)*– Econometricsand TimeSeriesForecasting(*Theoryand Problems*).

UNIT-IV

Contemporary Analytics: Financial and RiskAnalytics, HR Analytics,CustomerAnalyticsforNew ProductDevelopment,Retail Analytics,SalesforceAnalytics,Web and SocialMedia Analytics,andSupplyChainandLogistics Analytics(*Theory*).

UNIT-V

Business Research & Analytics for Decision Making: Introduction to Research and ProblemFormulation – Types of Research – Research Process and Research Design – Sampling Theory –Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation andTesting Techniques – **Non-*Parametric Tests*** (Mann-Whitney U, Chi-square test, and SpearmanR) – *Parametric Tests:*Correlation, t-testandANOVA – Data Interpretation, ReportWritingandPresentation(***TheoryandProblems***).

CaseStudy(NotExceeding 300words)

PracticalComponents:

- Students shouldidentify any three companies using data analytics,and analyze howcompaniesareusinganalyticstoprosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popularsoftware (free and open source) for data management and statistical analysis of data.Teachers shall teach students how to use the R Software to work with data using a casestudyrelatedtounit-4.
- Students should conduct a team based project, which is a unified and practical case on atopic oftheirchoice,withapproximately4-6students pergroup.
- Students are required to develop practical experience in using several different types ofonlineanalyticaltools(e.g.GoogleAnalytics,BingWebmaster ToolsandAWstats).
- Students should apply analytics tools to real-world business contexts (local areas) forimproveddecision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques fordifferent business applications and varying data conditions using free and open sourcesoftwareslike'R'and'Orange'.

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- StudentsareexpectedtowritetheresearchdesignonExploratoryandDescriptiveResearch.

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oftraining in public sector organization, Investors attitude towards Mutual funds in anyfinancialinstitutions.

- Students are asked to conduct Market survey to know the consumer perception towardsanyFMCG.

REFERENCEBOOKS:

1. Shmueli,PatelandBruce,*DataMiningforBusinessIntelligence,Concepts,TechniquesandApplications*,Wiley.
2. PowellandBaker,*ManagementScience:TheArtofModelingwithSpreadsheets*, Wiley.
3. Williams,DataMiningwithRattleandR:TheArtofExcavatingDataforKnowledgeDiscovery,Springer.
4. Ledolter,*DataMiningandBusinessAnalyticswithR*,Wiley.
5. DanielleSteinFairhurst,*UsingExcelforBusinessAnalysis:AGuidetoFinancialModellingFundamentals +website*,Wiley,2013.
6. WinstonWayneL.,*MicrosoftExcel2013:DataAnalysisandBusinessModeling*, MicrosoftPress,USA.
7. CRKothari,*ResearchMethodology*,VishwaPrakashan,2002.
8. DonaldR.Cooper&PamelasSchindler,*BusinessResearchMethods*,9/e,TMH/2007
9. NareshKMalhotra,*MarketingResearch*,5th Edition,PearsonEducation/PHI2007

MBA104:MANAGERIAL COMMUNICATION(4L+1P+1T)

SubjectCode:	MBA104	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHoursperSemester(13weeks/91days)	65	ExamHours	03

CourseObjectives

By the end of the course, student s will be able to understand communication skills and sensitizethemtotheirpotentialtobecomesuccessfulmanagers;explainthevarioustypesofcommunication in Business Organizations; to help them acquire some of the necessary skills tohandle day-to-day managerial responsibilities, such as making speeches, controlling one-to-onecommunication, enriching group activities and processes, giving effective presentations, writingletters, memos, minutes, reports and advertising, and maintaining one's poise in private and inpublic;andidentifytherole ofcommunicationconflictininterculturalrelationships.

UNIT-I

Introduction: Definition, Role, Purpose & Classification of Communication – CommunicationProcess – Characteristics of Successful Communication – Importance of Communication inBusiness Organizations – Communication barriers – Communication Structure in Organization –Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross-culturalandMulticulturalSetting.

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UNIT- II

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal CommunicationModels–IntrapersonalCommunicationModels– PrinciplesofSuccessfulOralcommunication – Barriers to Oral Communication – Types of Managerial Speeches– Principles of NonverbalCommunication–GroupCommunication:Meetings andGroupDiscussions.

UNIT-III

ManagerialWriting&BusinessCorrespondence–PurposeofWriting–ClarityinWriting– Principles of Effective Writing – The Seven Cs of Effective Written Communication – Applyingthe Three Step Writing Process – Planning and Writing Business Reports and Proposals – TheProcess of Preparing Effective Business Correspondence – The Organization and Composition ofBusinessMessages–Principles ofEffectivePresentations.

UNIT- IV

Media Management & Meeting Documentation:Press Release, Press Conference & MediaInterviews– Notice, Agenda, and Resolution & Minutes – Designing & Delivering BusinessPresentations –Advanced Visual Support for Managers – Communication and Negotiation –NegotiationProcess –NegotiationStrategies.

UNIT-V

CommunicationNetworks&EmploymentCommunication:Technology-enabledCommunication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing,Videoconferencing,BlogsandSocialMedia– ComposingApplicationMessages:WritingCVs&Resumes –Interviewskills –ListeningSkills.

CaseStudy(NotExceeding 300words)

PracticalComponents:

- Demonstratetheeffectofnoiseasabarriertocommunication.
- Makestudentsenactandanalyzethenon-verbalcues.
- Giveexercisesforclarityandconcisenessinwrittencommunication.
- Asuitablecaseistobeselectedandadministeredintheclasssticking
- Demonstratetheeffectofnoiseasabarriertocommunication.
- Makestudentsenactandanalyzethenon-verbalcues.
- Giveexercisesforclarityandconcisenessinwrittencommunication.
- Asuitablecaseistobeselectedandadministeredintheclassstickingtoalltheguidelinesofcaseadministeringandanalysis.
- DemonstratingVideo conferencing &teleconferencing intheclass.
- Conductamockmeetingofstudentsintheclassidentifyinganissueoftheirconcern.Thestuden

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tsshouldprepare notice,agenda andminutesofthemeeting.

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dtobeevaluatedbythefaculty.

REFERENCEBOOKS:

1. CourtlandLBovee,JohnV.Thill,&MukeshChaturvedi,*BusinessCommunicationToday*.NinthEdition.NewDelhi:Pearson.
2. JerryC.Wofford,EdwinA.GerloffandRobertC.Cummins,*OrganizationalCommunication –TheKeystonetoManagerialEffectiveness*, NewYork:McGraw-Hill.
3. Lesikar&Flatley.,*BasicBusinessCommunication–SkillsforEmpoweringtheInternetGeneration*.9thEdition,McGraw-Hill.
4. Monippally,MM., *BusinessCommunicationStrategies*,McGraw-Hill.
5. K.K.RamachandranLakshmi,Kartik,M.KrishnaKumar,*BusinessCommunication*,MacMillanIndiaLtd.,2007.
6. ShirleyTaylor,*CommunicationforBusiness*,PearsonEducation.
7. CourtlandLBovee,JohnV.Thill,&MukeshChaturvedi,*BusinessCommunicationToday*.NinthEdition.NewDelhi:Pearson.
8. HertaAMurphy,HerbertWHildebrandt,JanePThomas,*EffectiveBusinessCommunication*,The McGraw-HillCompany,NewDelhi.

MBA105:LEGALFRAMEWORKFORBUSINESS (4L+1P+1T)

SubjectCode:	MBA105	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

The objectives of the courses focus on instilling in students a strong sense of the legal and ethicalissuespermeatingbusiness:aidingstudents'comprehensionofthelegalandregulatoryenvironmentaswell asthe ethical considerationsandsubstantivelaws thatshapebusinesspracticesandpolicies:anddevelopingstudents'analyticalandproblemsolvingability ,aswellas theiroralandwrittenpresentationskillsstudentswillbeabletoacquireknowledgeandunderstandingofmajorcommercialandeconomiclaws.

UNIT-I

The Indian Contract Act, 1872 : Definition of a Contract and its essentials, Formation of a validContract – Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality ofobject.Dischargeof aContract.Breachof aContract&itsRemedies-SpecialContracts:Contract ofIndemnityandGuarantee.ContractofBailmentandPledge.ContractofAgency.

UNIT–II

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LLP,Partnership and a Company; LLP Agreement; Nature of LLP; Partners and Designated Partners;IncorporationDocument;IncorporationbyRegistration;RegisteredofficeofLLPandChange

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andPartners; Whistle-blowing; Contributions, Financial Disclosures, Annual return, Taxation of LLP;ConversiontoLLP;Winding up and Dissolution.

UNIT-III

The Sale of Goods Act, 1930: Contract of Sale, Conditions and Warranties, Passing of Property,Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act,1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, HolderandHolder-in-Duecourse,Negotiation,Presentment,DischargefromLiability,NotingandProtest,Presumption,CrossingofCheques,BouncingofCheques.

UNIT-IV

TheCompaniesAct,2013&AmendmentAct,2015–NatureandKindsofCompanies–CompanyFormationandProspectus–MemorandumandArticles,ShareCapitalandDebentures,Membership–Management,MeetingsandWinding-upofCompany.

UNIT-V

Cyber Laws in India; Meaning andscope of Information Technology; Objectives of IT Act,2000; Issues relating to Digital Signatures; Computer Crimes; Cyber regulations; ConsumerProtectionAct,1986:Scope;RightsofConsumers;DisputeResolution Commission – The ConsumerProtection Bill, 2018;TheCompetitionAct,2002:Scopeanditsobjectives,Functions,andSalientfeatures

CaseStudy(NotExceeding 300words)

PracticalComponents:

- MakestudentsidentifythesuccessandfailuresofcompaniesduetononcomplianceofregulatoryandlegalframeworkofIndia.
- Giveexercises for clarity and concisenesson stronglegal framework based onfour keyprinciples: simplicity,transparency,fairnessandaccountability.
- Asuitablecaseistobeselectedandadministeredintheclassticking
- Thestudentsshouldprepare casesofCSRandCorporateGovernance
- Eachstudenttogivepresentationof5minutesaboutBusiness,SocietyandGovernance(thiscanbespreadthroughoutthe semester) andto be evaluatedbythefaculty.

REFERENCESBOOKS:

1. Maheswari,S.N.,&Maheswari,S.K.,BusinessLaws,HimalayaPublishingHouse,Mumbai
2. ChandraBose,D.,BusinessLaws,PHILearningPVT Ltd.,NewDelhi

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4. AvtarSingh–PrinciplesofMercantileLaw, (EasternBookCompany, 7th Edition).

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6. Kumar,Ravinder(2016),LegalaspectsofBusiness,CengagePublishers,NewDelhi.
7. CA.C.,RamaGopal,BusinessLegislation,NewAgeInternationalPublishers,NewDelhi
8. LeeReach, BusinessLaws, OxfordUniversityPress, UK
9. SharmaJ.P.,andSunainaKanojia,BusinessLaws,AneBooksPvt.Ltd,NewDelhi.
10. Bhandari,Munish,ProfessionalApproachtoCorporateLawsandPractice,BharatLawHouse,NewDelhi

MBA106: FINANCIALSTATEMENTS ANALYSIS ANDREPORTING(4L+1P+1T)

SubjectCode:	MBA106	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

By the end of the course, students will be able to explain fundamental accounting concepts, theelementsoffinancialstatements,andbasicaccountingvocabulary;explainandusetheaccounting equation in basic financial analysis and explain how the equation is related to thefinancialstatements;explainandUsethefinancialreportingandauditingprocedures;andexplainand usevariouscostmanagementtechniques.

UNIT-I

Introduction to Financial, Cost and Management Accounting: Basic Accounting Concepts andConventions–AccountingRecordsandSystems–Journal–Ledger–TrialBalance–ConstructionofProfit&LossAccountandBalanceSheet.

UNIT- II

Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Accounting for Liabilities – Financial Statement Analysis – Construction and Analysis of FundsFlowStatement,andCashFlowStatement.

UNIT-III

AccountingforCapitalIssues:AccountingforIssue,AllotmentandForfeitureofShares,Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring andDistributingDividends.

UNIT- IV

FinancialReportingandAuditing:LegalrequirementsrelatingtoAccountingDisclosure–IFRS –Board'sReport,LegalRequirementsrelatingtoAuditing(Brief)–InternalControls,Accountingfor Cash and Ethics – ForensicAccounting,Window Dressing– SustainabilityReporting.

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UNIT-V

Cost Management: Understanding and Classifying Costs – Cost Behavior – Planning for profitand Costcontrol – CostManagementProcess – CostManagementTechniques – MarginalCosting–Cost-Volume-ProfitAnalysis –Performance Evaluation.

(Case Study/ProblemfromeitherUnit-2,3orunit-5only)

PracticalComponents:

- CollectingAnnualreportsofthecompaniesandanalyzingthefinancialstatementsusing differenttechniquesandpresentingthe sameinthe class.
- Analyzingthecompanies'cashflowstatementsandpresentingthesameintheclass.
- Exposingthestudentstousageofaccountingsoftware's(PreferablyTally)
- Identifythe sustainabilityreportofa companyandstudythe contents.
- Collectingauditreportsofthecompaniesandanalyzethemusingdifferentauditingtechniques.

REFERENCEBOOKS:

1. Anthony,RobertNandJamesReece,*AccountingPrinciples*,All IndiaTravelerBookSeller,ND.
2. Horngren,CharlesT.,*IntroductiontoManagementAccounting*,PHI,NJ.
3. MaheswariSNN, *ManagementAccountingandFinancialControl*, Mahavir BookDepot.
4. NooreCarlLandRobertK.Joedicke,*ManagerialAccounting*,SouthWesternPub.Co.
5. RoberS.KaplanandAnthonyA.Atkinson *AdvancedManagementAccounting*(PHI),NewDelhi.
6. JackL.Smith,RobertM.KeithandWilliamL.Stephens,*ManagerialAccounting*,McGrawHill.
7. BhatatoshBanarjee, *FinancialPolicyandManagementAccounting*,TheWorldPress.
8. I.M.Pandey,*ManagementAccounting*,VikasPublishingHouse.
9. Marriot,*Introductionof Accounting*,SageResponseBooks.
10. JasmineKaur,IFRS:*APracticalapproach*,McGrawHill.
11. AshishKBhattacharya,*IntroductiontoFinancialStatementAnalysis*, ElsevierIndia.
12. RamanB.S,*FinancialAccounting*, Vol. I&Vol. II, 1/e, UnitedPublishers, 2009.

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MBA107:BUSINESSENVIRONEMENT (4L+1P+ 1T)

SubjectCode:	MBA107	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives

By the end of the course, students will be able to understand the challenges and complexitiesfaced by businesses and their leaders as they endeavour to maximize returns while responsiblymanaging their duties to all stakeholders of business; understand the rationale for governmentinterventionsinmarketsystems;understandandappreciatethesocialaspectsofbusiness;developSocialResponsibilityandmaketheirownjudgmentsastotheproperbalanceofattention to multiple bottom lines; develop the skills needed to work through ethical dilemmas ina globalisedeconomicera.

UNIT-I

Introduction – Dynamic Factors of Business Environment: Economic, Socio-Cultural, Political/Legal, regulatory, and Technological Environment – Changing Role of Government – SocialResponsibilities ofBusiness.

UNIT-II

Overview of Indian Economy: Structural Dimensions of Indian Economy – Trends and Structureof Indian Economy– Public Sector in India – Private Sector in India – Small sector in India –SicknessinIndianIndustry– LegalFramework:SpecialfeaturesofTheSICA(SpecialProvisions)1985,andBIFR.

UNIT-III

PlanningandPolicies:PlanningGoalsandStrategies–EvolutionofIndustrialPolicy–Regulatory and Promotional Framework – Current State of Growth and Investment – Policy onForeign DirectInvestmentinIndianindustry–InterfacebetweenGovernmentandPublicSector –India'sCompetitivenessinthe WorldEconomy.

UNIT-IV

External Sector: Globalization Trends and Challenges –Balance of Payments Trends – India'sTrade Policy: Magnitude and Direction of Indian International Trade, Bilateral and MultilateralTrade Agreements, New EXIM Policy, Role of EXIM Bank– Exchange Rate Movements andtheirImpact– India'sExternalDebt– ExternalInfluencesonIndia'sBusinessEnvironment.

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UNIT-V

New Economic Policy Environment in India: Liberalization, Globalization, and Privatization – Industrial Policy of 1991and Recent Developments– Financial Sector Reforms – Indian BankingSector – Fiscal Sector Reforms – Economic Reforms and Social Justice – Special EconomicZones(SEZs)–EnvironmentalandsustainabilityIssuesinDevelopment–

CorporateGovernance: Elements of Governance in Organizations, Obligation to Stakeholders of Business,MajorCorporate Governance FailuresinDomesticandMNCs

CaseStudy(NotExceeding 300words)

PracticalComponents:

- Students are expected to study any five CSR initiatives by Indian organizations and submit areportforthesame.
- Agroupassignmenton"TherelationshipbetweenBusiness,GovernmentandSocietyinIndianContextandrelating the samewithrespectthemodelsstudiedinunit-1.
- Casestudies/Roleplaysrelatedethicalissuesinbusinesswithrespecttolndiancontext.

REFERENCEBOOKS:

1. DouglasE. Geer,*Business, GovernmentandSociety*,3rdEdition,PrenticeHall.
2. JohnSteinerandGeorgeSteiner,*Business,GovernmentandSociety:AManagerialPerspective*,TMH.
3. ACFernando,*BusinessEthics:AnIndianPerspective*, Pearsonpublications, 2009.
4. Boatright,*EthicsandtheconductofBusiness*, fifthedition,Pearsonpublications, 2007
5. M.Friedman,*Thesocialresponsibilityofbusinessistoincreaseitsprofits*,NewYorkTimesMagazine,Sept13,1970
6. ManualGVelasquez,*BusinessEthics: Concepts&Cases*,sixthedition,PHIpublications,2010.
7. K.Aswathappa, *EssentialsofBusinessEnvironment*, HimalyaPublishingHouse.Page14of56
8. JustinPaul,*BusinessEnvironment*, TataMcGrawHill.
9. FrancisCherunilam,*BusinessEnvironment*–TextandCases,HimalyaPublishing
10. RecentEconomicSurveyReports–GovernmentofIndia
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*,Routledge.
12. BobTricker,*CorporateGovernance:Principles,PoliciesandPractices*,OxfordUniversityPress.
13. Mathur, *CorporateGovernanceandBusinessEthics*, MacmillanIndiaLtd.

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MBA108:SOFT&ENTREPRENEURESHIPSKILLS(2L+1P+0T)

SubjectCode:	MBA108	IAMarks	50
No.ofLecture Hours/Week	02	TotalMarks	50
PracticalHours/Week	01	ExamHours	1½
TotalNumberofHours perSemester (13weeks/91days)	39		

CourseObjectives

By the end of the course, students will be able to communicate with required clarity ensuring thattheinformation communicatedisclearandaccurate: understandandapplybasiccomputerworking, basic operating system and uses internetservices to get accustomed & take benefit ofIT developments in the industry; Knowledge of entrepreneurship and identify establishment forsupporting the development of businesses/entrepreneurship; Follow and maintain procedures toachieveasafeworkingenvironmentinlinewithoccupationalhealth,safety,environmentregulations; Complytimemanagementtechniqueindaytodaywork.

UNIT-I

EffectiveCommunication:ConceptofEffectiveCommunication,ComponentsofEffectiveCommunication - Conviction, confidence & enthusiasm, Listening; Communication Process &Handlingthem:KISS(keepitshort&simple)incommunication-composingeffectivemessages; Barriers to Communication- Int. & ExtBarriers Intrinsic Motivation, Perception,Language, Fear Power of speech etc; Listening -it's importance, Good and bad listening; Non-Verbal Communication - its importance and Nuances Facial Expression, Posture, Gesture, eyecontact,Appearance(Dress Code).

DevelopmentCompetency/ProficiencyinEnglish/VernacularLanguage

UNIT-II

Self & Time Management: Self Management, Identifying one's strength and weakness, Planning& Goal setting, Managing self - emotions, ego, pride– Time Management concept, Attendance,Discipline&Punctuality,Actintimeoncommitment.

UNIT-III

MotivationTechniques&InterpersonalSkillDevelopment: MotivationtechniquebasedonNeedsandFieldSituation,Idealizing – InterpersonalSkill,ImportanceofInterpersonalSkill.

UNIT-IV

Entrepreneurship:DefinitionofEntrepreneurshipfromDifferentPerspectives,OutlinetheImportance ofEntrepreneurship,ExplaintheReasonswhyEntrepreneurshipshouldbeDevelopedinaCountry– CharacteristicsofanentrepreneurFactorsthatAffecttheDevelopmentofEntrepreneurship– SmallBusiness–CharacteristicsofSmallBusiness–Procedure forRegisteringaBusiness.

UNIT-V

StartingaNewEnterprises:MobilizeResources;ReorganizeResources;AdvantagesandDisadvantagesoftheVariousSourcesofFunds;Ecosystem;OccupationalSafety,HealthAccidentandSafetyEnvironmentEducation–BusinessEthics–SexualHarassment.

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- PracticeonOralandspokencommunicationskill&testing–voice&accent,voiceclarity,voicemodulation&intonation,wordstressetc.
- Studyofdifferentpictorialexpressionofnon-verbalcommunicationanditsanalysis
- Practice onSelfEvaluation
- Applyoneselftoataskindependentlywithselfmotivation
- Practicebygameplay&otherlearningmethodologyforachievingtargetsandgettingofrightfirsttime.

REFERENCEBOOKS:

1. SoftskillsTraining–AworkbooktodevelopskillsforemploymentbyFredrickH.Wentz
2. PersonalityDevelopmentandSoftskills, OxfordUniversityPressbyBarunK. Mitra
3. TheTimeTrap:theClassicbookonTimeManagementbyR.AlecMackenzie
4. "EffectiveGroupDiscussion:TheoryandPractice"byGloriaJ.Galanes,KatherineAdams,JohnK.Brilhart.
5. "EffectivePresentation",3rdEditionbyRosJay,AntonyJaypublishedbyPearson.
6. "EffectivePresentationSkills"(AFifty-MinuteSeriesBook)bySteveMandel.
7. EssentialsofEffectiveCommunication,LudlowandPanthon;PrenticeHallofIndia.
8. DevelopingCommunicationSkillsbyKrishnaMohanandMeeraBanerji;MacMillanIndia Ltd.

MBA109:PESONALITY DEVELOPMENT(2L+1P+0T)

SubjectCode:	MBA109	IAMarks	50
No.ofLecture Hours/Week	02	TotalMarks	50
PracticalHours/Week	01	ExamHours	1½
TotalNumberofHours perSemester (13weeks/91days)	39		

CourseObjectives:bythe end ofthe course,studentswillbeable to

- Todeveloporientationtowardsbusinessetiquettesandtheproperetiquettepracticefordifferentbusiness scenarios.
- Tolearntheetiquetterequirementsformeeting,telephone,entertaining,internetbusinessinteractionscenarios.
- Tominimizenervousnessinsocialsituations.

UNIT-I

IntroductiontoPersonality:Concept,MeaningandDefinitionofPersonality–PhysicalAppearanceand BodyLanguage– VoiceModulationand Diction– Communicationstyles.

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UNIT-II

BusinessStyleandProfessionalImage:DressCode–Guidelinesfor AppropriateBusinessAttire –Multi-culturalDressing–PersonalGroomingforSuccess– BusinessEtiquettes,MediaEtiquettes,andTableEtiquettes.

UNIT-III

ImpressionManagement:ImpressionFormation–Tactics–SelfpresentationalMotive–Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful PersuasionStrategies.

UNIT-IV

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis ofTransactions–Causes ofConflicts –ConflictsResolutionandManagement.

UNIT-V

Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stressManagement Techniques – Time as a Resource – Individual Time Management Styles – BetterTime ManagementTechniques.

REFERENCEBOOKS:

1. MitraBarun, *PersonalityDevelopmentandSoftSkills*, OxfordUniversityPress.
2. E.H.McGrath,*BasicManagerialSkillsforall*,PrenticeHall.

MBA110: EMOTIONALINTELLIGENCEFOR MANAGERS(2L+1P+0T)

SubjectCode:	MBA110	IAMarks	50
No.ofLecture Hours/Week	02	TotalMarks	50
PracticalHours/Week	01	ExamHours	1½
TotalNumberofHours perSemester (13weeks/91days)	39		

Course Objectives: This course will enable the students to become aware of the sources ofemotions and learn how to deal with human emotions. Making use of Enneagram typology, thecourse willfocus onthemanagerialcompetenciesandtheiremotionalimpacts.

UNIT-I

Introduction:EmotionsandtheTripartiteBrain–EmotionsandEnneagram–RoleofEmotions – Emotions and Attitudes – Fundamentals of Emotional Intelligence – Emotional IntelligenceModelsandTheories–ManagingEmotions.

UNIT-II

EmotionalIntelligenceatWork:IntrapersonalandinterpersonalEmotionalIntelligence– EmotionalIntelligenceandPersonality–ImportanceofEmotionalIntelligenceatWork–Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence atWork.

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ExecutiveEmotionalIntelligence:ExecutiveEmotionalQuotient–EmotionalCompetenceFramework–Emotional Transformation–MeasuringEmotionalIntelligence–BenefitsofEmotionalIntelligence.

UNIT-IV

Managerial Effectiveness:UnderstandingOrganizational Goals –Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations – ExpectationsfromPracticingManagers

UNIT-V

Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations – Roleof EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – TeamWork–Productivity–Efficiency–QualityofService.

REFERENCEBOOKS:

1. TheBrainandEmotionalIntelligence:New InsightsbyDanielGoleman
2. DalipSingh,EmotionalIntelligenceatWork:AProfessionalGuide,ResponseBooks,NewDelhi.
3. DanielGoleman,WorkingwithEmotionalIntelligence,Bloomesbury.
4. Goleman,EmotionalIntelligence:WhyItCanMatterMoreThanIQ,AcademicInternetPublishers, 2006.
5. DanielGoleman,Leadership:ThePowerofEmotionalIntelligence;SelectedWritings.
6. HendrieWeisenger,Emotionalintelligenceat work–Theuntappededgeforsuccess,Wiley-India .
7. StevenJ.Stein, EmotionalIntelligenceforDummies,WileyPublishers.

WEBSITES

- http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm
- http://www.dirjournal.com/guides/emotional-intelligence/
- http://eqi.org/
- http://www.emotionalintelligencecourse.com/eq-blog/
- http://www.byronstock.com/emotional-intelligence-blog/
- http://completeintelligence.com/blog/just-what-is-emotional-intelligence/

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MBA201:MARKETINGMANAGEMENT (4L +1P+ 1T)

SubjectCode:	MBA201	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives: Theobjectiveof thiscourseistointroducestudents totheconcepts,analyses,andactivitiesthatcomprisemarketingmanagement,andtoprovidepracticeina ssessingandsolvingmarketingproblems.Thecourseisalsoafoundationforadvancedelectivesinmarket ingaswellasotherbusiness/socialscience disciplines.

UNIT-I

Introduction: Basicmarketing concepts– Understanding Customers – Company OrientationtowardsMarketing–TransactionVsRelationshipMarketing– AnalyzingMarketsandCustomers – Integrated Marketing Concept –Defining and Delivering Customer Value andSatisfaction – Value Chain – Marketing Environment: Macro and Micro Components and theirImpact on Marketing Decisions – Marketing Research and Information – Adapting Marketing toNew Liberalized Economy – Digitalization and Customization – Changing Marketing Practices:e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, GreenMarketing,EmotionalMarketing,GuerrillaMarketing.

UNIT-II

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – MarketingMix – Product Decisions: Concept of a Product, and Classification of Products – Product MixandLineDecisions–ProductLifeCycle–StrategicImplications– NewProductDevelopmentandConsumerAdoptionProcess– PriceSetting:Objectives,FactorsandMethods,PriceAdaptingPolicies,andInitiating andResponding toPriceChanges.

UNIT-III

MarketingCommunication:Concept,Definition,andImportance–MarketingCommunication Mix – Promotion Decisions – Integrated Marketing Communication – IMCPlanningProcess– IntegratedCommunicationsStrategy–RecenttrendsinMarketingcommunications.

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UNIT-IV

MarketingChannelSystem–FunctionsandFlows–ChannelDesign–Channelmanagement –Selection,Training,Motivation,andEvaluationofChannelMembers– Channeldynamics:VMS,HMS,andMMS– DistributionStrategy–MarketLogisticsDecisions.

UNIT-V

Marketing Organization and Control: Types of Marketing Organization Structures, and FactorsAffectingMarketingOrganization– ControlofMarketingEfforts:AnnualPlanControl,Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – CustomerRelationshipMarketing–CustomerAttractingandRetainingCustomers–Consumerism–ConsumerRights andMarketers'Responsibilities.

CaseStudy(NotExceeding 300words)

PracticalComponents:

- Analyzedifferentneedsandwantsofconsumersinyourlocalityorregion
- Analyzetheprevalentmarketingenvironmentinyourlocalityorregion.
- AnalyzeProductLifeCycleoffewProductslikeconsumerdurables(ex.,Electronicgoods,Computers,etc.).
- AnalyzePackagingstrategiesusedbyFMCGcompanies
- AnalyzeMarketingstrategies/planningusedbyautomobilecosmeticandFMCGcompanies

REFERENCEBOOKS:

PhilipKotler, KevinLaneKeller,AbrahamKoshy&MithileswarJha,*MarketingManagement–ASouthAsianPerspective*,PearsonEducation.

Agarwal, P.K.,*MarketingManagement–AnIndianperspective*,PragatiPrakashamKazmiSHH,*MarketingManagementTextandCases*, Excel.

PhilipKotlerandArmstrong.G.,*MARKETING*,PrenticeHallofIndia,12th Edition.RamaswamyV.S.&NamaKumari,S.,*MarketingManagement–PlanningandControl,*Macmillan.

Jayachandran.S.,*MarketingManagement*,ExcelBooks.

MichaleJ.Etzel,BroceJ.Walker,WilliamJ.Stanton, *Marketing*,TataMcGrawHill.WilliamJStanton,*FundamentalsofMarketing*,McGraw-Hill.

Palmer – *Introduction to Marketing*, Oxford University Press.Zinkota&Kotabe,*MarketingManagement*,PrenticeHallofIndia.

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MBA202: HUMANRESOURCEMANAGEMENT(4L+ 1P+ 1T)

SubjectCode:	MBA202	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

CourseObjectives:bythe endofthe course,studentswillbeable to

- TodevelopameaningfulunderstandingofHRMtheory,functionsandpractices;
- ToapplyHRMconceptsandskillsacrossvarioustypesoforganizations.

UNIT-I

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives andFunctionsofHRM–Policies,ProceduresandProgrammes,andPracticesofHRM–Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HRmanager–Models ofHRM –HRMina ChangingEnvironment.

UNIT-II

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, FactorsAffecting HR Planning – Demand Forecasting and Process of HR Planning – Problems andLimitationsofHRP–

Recruitment:Definition,Objectives,Subsystems,FactorsAffectingRecruitmentPolicy,CentralizedandDecentralizedRecruitment,RecruitmentOrganisation,Recruitment Sources, Recruitment Techniques, Recruitment Process,and Recent Trends inRecruitmentPractices–Selection:Meaning,Definition,Importance,TypesofSelection,EssentialsofSelectionProcedure,and ProcessofSelection–Placement,Induction,andSocialization.

UNIT-III

DevelopmentandPerformanceManagement:ObjectivesofTraining,TrainingNeedAssessment,DesigningandAdministeringTrainingProgramme,ExecutiveDevelopmentProgrammes,EvaluationofTrainingandDevelopmentProgrammes–

Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers andDifferentMethodsofAppraisal,UsesofPerformanceAppraisal,Limitations,ProblemsofPerformanceappraisal,andPostAppraisalFeedback.

UNIT-IV

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning andDevelopment – Compensation Management: Definition, Need for Sound salary Administration,Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management,JobEvaluation–EmployeeWelfareMeasures.

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UNIT-V

Maintaining:HRMApproachtoEmployee–QualityofWorkLife(QWL):Meaning,Conditions,SpecificIssuesinQWL,StrategiesforImprovement ofQWL–Retirement,Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era,Mergers andAcquisitions,Outplacement,OutsourcingHRFunctions,andEmployeeLeasing–HRMChangesinManagementControlSystems:HRIS,HRMAccounting,andHRAudit–International HRM: Perspectives and Challenges– Grievance and Disciplinary Procedure – HRResearch.

CaseStudy(NotExceeding 300words)

PracticalComponents:

- Giveacaseandaskthestudentstopreparetherecruitmentadvertisementforanewspaper.
- Exposestudentsto standard selectiontestsfollowedin varioussectors.
- Exploringtraininganddevelopmentpractices.
- Exploringperformanceappraisalpractices invarioussectors.
- Exploringemployeeseparationpractices.
- Giveajobanalysiscaseandaskthestudentstopreparejobdescriptionandjobspecification.
- Askthestudentstopreparéanappointmentletterforthepostofofficemanagerofacompanyk nowntoyou.

REFERENCEBOOKS:

1. Monappa,A.,andSaiyaddin.M.,*PersonnelManagement*,TataMcGrawHill.
2. De Cenzoand Robbins,Stephen,P.,*Personnel/Human Resource Management*,PrenticeHallofIndia.
3. Dessler, *Human Resource Management*, Pearson Education.4.Singh.N.K.,*HumanResourcesManagement*,ExcelB ooks.
5. SubbaRao,P.,*HumanResourceManagementandIndustrialRelations*,HimalayaPublishingHous e.
6. Aswathappa.K., *HumanResourceandPersonnelManagement*,TataMcGrawHill.7.V.S.P.Rao,*HumanRes ources Management*,ExcelBooks.
8. Pattanyak,*HumanResourceManagement*,PrenticeHallofIndia.
9. FlippoE.E.,*PersonnelManagement*,McgrawHill.
10. MemoriaC.B.,*PersonnelManagement*,HimalayaPublishers.
11. Ivancvcevich,*HumanResourcesManagement*,McGrawHill.

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MBA203: FINANCIALMANAGEMENT(4L+ 1P+ 1T)

SubjectCode:	MBA203	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

Course Objectives: The purpose of the course ismanifold:(1) togive understanding andperspective on financial management function in the company and in its relation to domestic andinternationaleconomy,(2)toprovideillustrationonfinancialmanagementpracticesandpolicies, processes, techniques and strategies that are used in the financial management, (3) todevelopknowledgeonthetypeandcharacteristicsofproblemsandthepossibilityoftheoccurrence of financial management problems, and to increase the ability to handle the problemsthrough reliable approach and problem solving strategy development, (4) to develop planningskillandmonitoringskillinfinancialmanagementfunctionseffectively,sothestudentsbeablet o applythe appropriatemanagementstrategytofacethe companychallenges.

UNIT-I

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals– Changing Roleof Finance Managers –Time value formoney – PresentValue –Risk and Return – ProfitmaximizationVs.WealthMaximization–FinancialDecisions–
FinancialPlanningandForecasting:Meaning,Objectives,ProcessofFinancial
PlanningandFinancialForecasting**(TheoryandProblems).**

UNIT-II

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (**Theory andProblems**).

UNIT-III

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – CapitalStructure theories: Traditional, NI, NOI and MM Theories – ***Capital Budgeting***: Nature, Scope,Significance, and Risks in Capital Budgeting –Techniques of Capital Budgeting: Traditional andDCFtechniques–RiskAnalysisinCapitalBudgeting.(**Theory andProblems**)

UNIT-IV

Working Capital Management: Meaning, Significance, Types of Working capital, Determinantsofworkingcapital,andMethodsofMeasuringworkingCapitalRequirements– Operatingcycle

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ofProfits: Dividend PolicyandDividendTheories.(**Theory and Problems**).

UNIT-V

FinancialAnalysis:Typesofratios.Classificationandanalysisthroughratios.AdvantagesandLimitationsofratioanalysis(**TheoryandProblems**).

CaseStudy(NotExceeding 300 words)orProblem

Practicalcomponents:

- Studentsareexpectedtostudy anyfivecompanies'financialreportsandsubmitareportontheirfinancialplanningandfinancialforecast.
- A group assignment on "capital structure of any three big domestic companies and any threeMNCswithrespectthemodels studiedinunit-3.
- Casestudiesondividendpoliciesofvariouscompanieswithrespectto Indiancontext.

REFERENCESBOOKS:

1. JamesCVanHorne&JohnM.WachowiczJr,*FundamentalsofFinancialManagement*, PrenticeHallofIndia, NewDelhi.
2. ArthurKeown,JohnMartin,WilliamPetty&DavidScottJr,*FinancialManagement:PrinciplesandApplications*,Prentice HallofIndia,NewDelhi.
3. Brealey,RichardandMyersStewart.C.,*PrinciplesofCorporateFinance*,McGrawHill,NewDelhi.
4. BrighamFEugeneandHoustonFJoel,*FundamentalsofFinancialManagement*,InternationalStudents Edition.
5. HamptonJJohn,*FinancialDecisionMaking:Concepts,ProblemsandCases*,PrenticeHallofIndia,NewDelhi.
6. Weston,JFandBrigham, E. F.,*EssentialsofManagerialFinance*, PearsonEducation.
7. JamesC.VanHorne,*FinancialManagementandPolicy*,PrenticeHallofIndia.
8. ChandraBoseD.,*FundamentalsofFinancialManagement*,PrenticeHallofIndia.
9. KhanMYandJainP.K.,*FinancialManagement:TextandProblems*,TataMcGrawHill.
10. PandeyI M.,*FinancialManagement*,VikasPublishingHousePvt.Ltd.
11. Pandey&Bhat,*CasesinFinancial Management*,TataMcGraw Hill.
12. PrasannaChandra,*FinancialManagement –TheoryandPractice*,TataMcGrawHill.

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MBA 204:OPERATIONSMANAGEMENT(4L+1P+ 1T)

SubjectCode:	MBA204	IAMarks	30
No.ofLecture Hours/Week	04	EndExamMarks	70
PracticalHours/Week	01	TotalMarks	100
TotalNumberofHours perSemester (13weeks/91days)	65	ExamHours	03

Course Objectives: To understand the strategic role of operations management in creating andenhancing a firm's competitive advantages;understand key concepts and issues of OM in bothmanufacturingandserviceorganizations;understandtheinterdependenceoftheoperationsfunction with the other key functional areas of a firm; andapply analytical skills and problem-solvingtools totheanalysis oftheoperations problems

UNIT-I

Production and Operations Management -An Overview :Operations as a Function -ProductionSystems-Facilitieslocation -LayoutDesign-ProductandProcessDesign -MaterialsHandling

- ValueAnalysis- OperationsStrategy–WorldClassManufacturing.

UNIT-II

Operations Planning and Control: Forecasting as a planning tool. Forecasting types and methods.Mass and Batch Production Planning - Production Planning and Control techniques -CapacityPlanning–OptimalProductionStrategies:Scheduling–AssignmentandSequencingofOperations-Work Design: Method Studyand Work Measurement-WorkSampling.

UNIT-III

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives -Equipment life cycle – Managing of Work Environment – Waste Management - Automation —TechnologyManagement.

UNIT-IV

MaterialsManagement:AnOverviewofMaterialsManagement-MaterialRequirementsPlanning-PurchaseManagement-StoresManagement-InventoryPlanningandControlSystems-Just-in-Time Systems –PerpetualInventoryControlSystem.

UNIT-V

QualityManagement:Acceptance Sampling-StatisticalQualityControl-ISO-9000Standards–-Economicsof Quality Assurance– Improvementof Operations: Quality Circles-Six SigmaandKanbanSystem-TotalQualityManagement.

CaseStudy(Not Exceeding 300words)orProblemREFERENCE BOOKS:

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1. Chary,S.N.ProductionandOperationsManagement.NewDelhi,TMH,NewDelhi.
2. ElwoodS.Buffa,RakeshK.Sarin,ModernProductionandOperationsManagement,JohnWiley, NewYork.

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