

The Officer on Special Duty (Judicial)  
Governor's Secretariat  
Raj Bhawan, Patna

August 06, 2018

Subject: Regarding Implementation of Choice Based Credit System (CBCS) Curriculum for MBA Programme during the Session: 2018-2020.

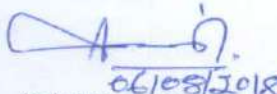
Sir,

With reference to your letter No. B.S.U. (Regulation)-20/2018-2015/GS(1) dated 30/07/2018 on the subject-matter under reference a meeting of the Panel of Experts in Management was held on Monday, August 06, 2018 to finalise the Syllabus of Master of Business Administration (MBA) Programme under the Choice Based Credit System (CBCS) Curriculum.

We are enclosing the complete syllabus of MBA Programme under the CBCS Curriculum for doing the needful.

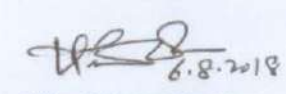
With kind regards,

Yours faithfully,

  
(Ashok Kumar Singh)  
Convener  
Patna University  
Patna

  
(Jyoti Shekhar)  
Member  
Patna University  
Patna

  
(Ashim Lal Chakraborty)  
Member  
Patna University  
Patna

  
(Vijay Bahadur Singh)  
Member  
L.N.M.I of Management  
Patna

Encl.: As stated above.

**Description of Papers for MBA in the Faculty of Commerce under CBCS for  
Session: 2018-2020**

Semester	Course/ Paper Code	Nature of Course/ Paper	Core/Elective	Marks	Credit	Marks of CIA	Marks of ESE	Passing Criterion	Qualifying Criterion	
<b>SEMESTER I</b>										
SEMESTER I	MB- 101	Principles and Practices of Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 102	Managerial Economics	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 103	Statistical Methods for Decision-Making	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 104	Accounting and Financial Analysis	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 105	Marketing Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 106	Human Resource Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
<b>SEMESTER II</b>										
SEMESTER II	MB- 201	Organisational Behaviour	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 202	Business Research Methods	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 203	Operations Research	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 204	Management Accounting and Control	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 205	Financial Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 206	Project Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
<b>SEMESTER III</b>										
SEMESTER III	MB- 301	Strategic Management	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 302	Legal Aspects of Business	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 303	Project Study	Core	100	8			45%	Marks decide class/ CGPA	
	MB- 304	Summer Internship	Core	100	8			45%	Marks decide class/ CGPA	
	<b>FINANCE</b>									
	MB-FC-01	Security Analysis and Portfolio Management	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB-FC-02	Corporate Tax Planning and Management	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	<b>HUMAN RESOURCE MANAGEMENT</b>									
	MB-HC-01	Labour and Employment Laws in India	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB-HC-02	Industrial Relations	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	<b>MARKETING</b>									
	MB-MC-01	Consumer Behaviour	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB-MC-02	Services Marketing	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	<b>SEMESTER IV</b>									
SEMESTER IV	MB- 401	Corporate Governance and Business Ethics	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 402	Computer Application and Management Information System	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA	
	MB- 403	Comprehensive Viva-Voce	Core	100			100	45%	Marks decide class/ CGPA	

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MB 404	Business Communication	Core	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
<b>FINANCE</b>								
MB-FC-41	Banking and Financial Services	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
MB-FC-44	Financial Derivatives	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
<b>HUMAN RESOURCE MANAGEMENT</b>								
MB-HC-41	Management of Change	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
MB-HC-44	Group Dynamics	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
<b>MARKETING</b>								
MB-MC-41	Sales and Distribution Management	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA
MB-MC-45	Strategic Marketing	Core Elective	100	4	30	70	45% in CIA 45% in ESE	Marks decide class/ CGPA

Total Credits = 100  
 1 Credit = 10hours  
 Semester-I = 24 Credits = 240 hours  
 Semester-II = 24 Credits = 240 hours  
 Semester-III = 32 Credits = 240 hours  
 Semester-I = 20 Credits = 200 hours

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MB 101

Principles and Practice of Management

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**Course Structure:**

Unit I - **Introduction:** Concept and Goals, Introduction to Management Discipline and Activity, Managerial Roles and Skills.

Unit II - **Management Thought and Thinkers:** Classical Organization Theory (Henry Fayol), Neo-Classical Theory (Human Relations Movement and Hawthorne Experiments, Behavioural Theory).

Unit III – **Decision-Making :** Phases, Steps of Decision Making; Conditions of Certainty, Risk and Uncertainty; Barriers to Decision-Making.

Unit IV – **Management Process (A): Planning** (Its nature and Scope; Steps; Principles; Types of Plans);  
**Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Coordination; Formal and Informal Organizations).

Unit V - **Management Process (B): Communication** (Its importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical and horizontal).  
**Controlling** (Its Meaning, Steps, Importance, Sources, Designing the Control Process, Effectiveness of Control Systems).

**Reference:**

1. James F. Stoner, et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Wehrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R. N. Singh: Management Thought & Thinkers, S.C. & Co., Delhi
4. S. K. Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi
6. D. R. Prasad, V. S. Prasad & P. Satyanarayana: Administrative Thinkers, Sterling Pub. Delhi
7. Principles of Management: George R. Terry & S.G. Franklin, AITBS, Delhi
8. Essentials of Management: Joseph L. Massie, PHI, New Delhi

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**Course Objective:****Total Periods: 40 (4 Credits)**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**Course Structure:**

- Unit I- **Nature and Scope of Managerial Economics:** Micro-Economics and Macro-Economics, Managerial Economics and its relevance in business decisions, Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Equi-Marginal Principle.
- Unit II- **Demand Analysis and Demand Forecasting:** Types of Demand and their Characteristics, Utility Analysis, Cardinal Utility and Ordinal Utility, Elasticity of Demand and its measurement, Price Elasticity, Income Elasticity, Cross Elasticity and Advertising Elasticity, Techniques of Demand Forecasting.
- Unit III- **Indifference Curve Analysis:** Concept and Properties of Indifference Curves, Income Effect, Substitution Effect and Price Effect.
- Unit IV- **Cost Analysis:** Concept of Cost and Cost Classification, Accounting Cost and Economic Cost, Law of Variable proportions – Increasing Decreasing and Constant Returns, Cost output relationship in the short-run, Cost output relationship in the Long-run, Economies of Scale.  
**Profit Analysis and Profit Forecasting:** Concept of Profit, Accounting, Profit and Economic Profit, Theories of Profit, Dynamic Theory of Profit, Risk and Uncertainty-Bearing Theory of Profit, Innovation Theory of Profit.
- Unit V- **Recent Economic Issues and Developments:**

**REFERENCE:**

1. Thomas & Maurice: Managerial Economics-Concepts and Applications, Irwin Professional Publication
2. Haynes, Mote & Paul: Managerial Economics, McGraw Hill Publication
3. Dean Joel: Managerial Economics, Prentice-Hall
4. Gupta G.S.: Managerial Economics, Tata McGraw Hill Publication
5. Koutsoyiannis A: Modern Microeconomics, Macmillan,
6. Diwedi D. N.: Managerial Economics, Pearson Education India
7. Petersen, Lewis and Jain: Managerial Economics, Pearson Education India
8. Salvatore Domonik: Principles of Microeconomics, Prentice-Hall
9. Varshney & Maheshwari: Managerial Economic, Sultan Chand & Sons
10. Stonier & Hague: A Text Book of Economic Theory, Pearson
11. Mankiw: Economics-Principles and Application, Cengage Learning.
12. Slowman & Sutcliffe: Economics for Business, Pearson Education

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision-making.

**Course Structure:**

- Unit I- **Statistics: An Overview**-Importance for learning statistics for Managers, Types of Statistical Method.
- Unit II- **Fundamentals of Probability:** Concept of Probability, Definition of probability, counting rules for determining the number of outcomes, The Bayes' Theorem.  
**Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson.
- Unit III- **Measure of Central Tendency:** Objectives of averaging, Requisites of measure of central tendency, Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean, quartiles, deciles and percentiles, Relationship between mean, median and mode.
- Unit IV- **Measure of Dispersion:** Significance of measuring dispersion (variation), Classification of measure of Dispersion, Variance and standard deviation, Coefficient of variation, Skewness, Moments and kurtosis; Measures of Skewness.
- Unit V- **Test of Significance and its Designing:** Null Hypothesis and Level of significance.  
**Tests of Variables and Proportions:** 'T' test in small samples. Application of  $\chi^2$  test, Testing of coefficients of Correlation, Analysis of Variance.

**REFERENCE:**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Pearson Education India
4. Levin R I & Rubin D. S. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar: Business Statistics using Excel , Oxford University Press
6. Sharma J. K.: Business Statistics, Pearson, New Delhi
7. Beri: Statistics for Management, TMH, New Delhi
8. Gupta S. P. & Gupta M.P. : Business Statistics, S. Chand & Sons, New Delhi.

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MB 104

Accounting and Financial Analysis

**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**Course Structure:**

- Unit I- **Financial Accounting:** Definition, Nature and Scope of Accounting, Accounting Principles, Difference between accounting concepts and conventions, Indian Accounting Standards, Difference between traditional and modern accounting.
- Unit II- **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals, Posting Transactions into Ledger, Preparations of Trial Balance, Capital and Revenue, Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet, Adjustment Entries.
- Unit III- **Analysis of Financial Statement:** Financial Statements - Meaning, Nature and Limitations. **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- Unit IV- **Valuation of Assets:** Valuation of Shares - Need and Methods. Valuation of Goodwill – Need and Methods, Valuation of Inventory - Need and Methods, First in First out (FIFO), Last in First out (LIFO).
- Unit V- **Current Issues:** Forensic Accounting, Money Laundering, Financial intelligence.

**REFERENCE:**

1. H. G. Guthman: Financial Statements Analysis, PHI
2. Myer: Financial Statements Analysis PHI
3. Robert Anthony & Reece: Management Accounting – Text & Cases, Richard D. Irwin,
4. Morton Backer: Modern Accounting Theory, PHI
5. Roy, A. Foulke: Financial Statement Analysis, McGraw-Hill
6. Shukla & Grewal: Advanced Accounts, S. Chand & Company Limited
7. Mukherjee & Roy: Studies in Accounting Theory, World Press Pvt. Ltd, Calcutta
8. Jain & Narang: Advanced Accountancy, Kalyani Publishers
9. Khan & Jain: Management Accounting, Tata McGraw- Hill Education
10. Bhandari & Kulshrestha: Essays in Accounting, Sahitya Bhawan
11. Roy G.D.: A Survey of Accounting Ideas, Alpha Pub. Concern
12. Sehgal A., Sehgal D.: Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden: John: Accounting for Management, Vikas Pub House

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**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

**Course Structure:**

- Unit I- **Conceptual Framework of Marketing:** Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution.
- Unit II- **Core concepts of marketing:** Customer Satisfaction, Customer Delight, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Selling versus marketing, Holistic Marketing Orientation & Customer Value, Adapting marketing to new liberalised economy – Digitalisation, Customisation, Changing marketing practices.
- Unit III- **Market Analysis and Selection:** Nature, Process and Contents of Marketing Plan - Marketing environment – Macro and Micro components and their impact on marketing decisions, Buyer Behaviour, 5 steps Buyer decision process, Bases for market segmentation of consumer goods, industrial goods and services Niche & Local Marketing Target Markets, differentiation strategies, Concept of positioning – Value Proposition and USP, Marketing Information System.
- Unit IV- **Marketing Mix: Product Decision:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process.  
**Price Decision-** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies.  
**Place Decision-** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Selection, Training, Motivation and evaluation of channel members;  
**Promotion Decision-** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
- Unit V- **Emerging Concepts in Marketing Management:**

**REFERENCE:**

1. Philip Kotler : Marketing Management, Pearson Education/PHI.
2. Stanton. Fundamentals of Marketing, McGraw Hill
3. Rajan Saxena : Marketing Management, Tata McGraw Hill.
4. Philip Kotler and Gary Armstrong: Principles of Marketing 12<sup>th</sup> Edition, Pearson Education, PHI
5. Ramasamy & Namakumari : Marketing Management, Macmillan India.
6. S. Jayachandran : Marketing Management, Tata McGraw Hill
7. Rampal and Gupta: Case and Simulations in Marketing, Gogotia, Delhi
8. Etzel Walker: Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi
9. McCarthy E.J: Basic Marketing: A managerial approach, Irwin, New York.
10. Bovee and John Thill : Marketing, McGraw-Hill
11. Kotler, Lilien & Moorthy : Marketing Models, Prentice-Hall of India
12. H.Kaushal : Case Study Solutions Marketing, Macmillan Publishers India Ltd.
13. William D. Perreault Jr : Basic Marketing, McGraw-Hill Companies, Inc

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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of HRM in a comprehensive way.

**Course Structure:**

- Unit I- **Human resource management:** Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, Relevance of Study of HRM, Personnel Management Vs. Human Resource Management, Challenges of HRM, HRM Environment; Strategic HRM.
- Unit II- **Human Resource Planning:** Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process.  
**Job Analysis And Design-** Meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- Unit III- **Human Resource Acquisition:**  
**Recruitment;** Meaning, definition, importance, factors governing recruitment, recruitment process.  
**Selection;** Meaning, definition, step-wise selection process, barriers to selection, selection in Indian context.  
**Placement;** Meaning and purpose, problems in placement.
- Unit IV- **Training and Development:** Nature of Training and Development; Training and Development as source of competitive Advantage, Training Process; Implementation and Evaluation of the Training Program.
- Unit V- **Human Resource Management and Ethics:** Nature, Importance and Relevance of HRM ethics, Ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit.

**REFERENCE:**

1. V. S. P. Rao: Human Resource Management, Excel Books, New Delhi
2. K. Ashwathappa: Text & Cases in Human Resources Management, Tata McGraw Hill
3. Arun Monappa: Managing Human Resources, McMillan
4. Kesho Prasad: Strategic Human Resource Management, Prentice Hall India
5. Ronald R. Sims: Human Resource Management, Indian Associated Press
6. Gary Dessler: Human Resource Management, Pearson Education India
7. Wayne Mondy: Human Resource Management, Pearson Education India

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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

**Course Structure:**

Unit I- **Understanding Organization, Behaviour and OB:** Organization as a Social Unit, Concept of Learning Organization, Roles and Skills of Managers, Challenges and Opportunities of OB.

Unit II- **Bases of Individual Behaviour:** Basic individual differences (ability and biographical characteristics); **Personality:** Meaning, "Big -Five" Personality Traits. **Perception:** Meaning, Role of Object. **Learning:** Meaning, Theories: Classical Conditioning, Operant Conditioning and Social Learning; Methods to shape Behaviour.

Unit III- **Groups in Organization-Groups:** Types, their development stages, concept of role, Transactional Analysis, **Stress and Conflict:** Meaning and causes of stress, types of conflicts, coping strategies for stress and conflict; negotiation skills. **Communication:** Process, types, barriers; Grapevine.

Unit IV- **Leadership and Organizational Change:** Concept, Trait, Behavioural and Contingency (Fiedler, Hersey and Blanchard) theories; leadership styles, successful and effective leadership.

Unit V- **Organizational Change:** Concept, Resistance to and Managing Change.

**REFERENCE:**

1. Laurie J. Mullins: Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks: Organizational Behaviour, Pearson Learning
3. Stephen P. Robbins: Organisational Behaviour, Prentice Hall Inc.
4. L. M. Prasad: Organisational Behaviour, Sultan Chand & Sons
5. Kieth Davis: Organisational Behaviour, McGraw Hill
6. Fred Luthans: Organisational Behaviour, McGraw Hill

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**Course Objective:****Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

**Course Structure:**

**Unit I- Introduction to Business Research:** Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.

**Unit II- The Research Problem and Design:** Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Exploratory Research Design (Secondary Data and Qualitative Research), Descriptive Research Design (Survey and Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research.

**Unit III- Sampling Design and Measurement Techniques:** The Sampling Design Process; Types of Sample Design –Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

**Unit IV- Data Collection Tools and Data Processing:** Questionnaire and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation  
**Analysis of Data-** Basic Data Analysis – Descriptive Statistics; Hypotheses Testing.

**Unit V- Business Research Report:** Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up.

**REFERENCE:**

1. Cooper and Schindler: Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N. K.: Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam: Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N.: Foundations of Behavioural Research.
8. Mohsin, S.M.: Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

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**Course Objective:****Total Periods: 40 (4 Credits)**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

**Course Structure:**

**Unit I- Introduction to Operation Research:** Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.

**Unit II- Introduction to Linear Programming:** Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems.

**Unit III- Transportation problems:** Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method.

**Unit IV- Construction of a Network Diagram:** Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path, Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models.

**Unit V- Game Theory:** Introduction, Technology, Classification, Payoff Making, Maximum and Minimum Strategies, saddle Point, Mixed Strategies – Games without Saddle Point.

**REFERENCE:**

1. Thompson W.W.: Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M.: Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P.: Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc. ('65)
5. Hiller F. S. & Lieberman G. J.: Introduction to Operations Research
6. Taha H. A.: Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta P. K. and Hira D. S.: Operations Research, S.C. Chand
8. Shenoy G. V., Sherma S. C. & Sriyastava U. K.: Operations Research for Management

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

**Course Structure:**

- Unit I- **Introduction:** Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting Vs. Management Accounting.
- Unit II- **Break-Even Analysis:** Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis.
- Unit III- **Marginal Costing:** Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting.
- Unit IV- **Budgeting:** Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting.
- Unit V- **Standard Costing:** Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.

**REFERENCE:**

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T.: Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S. K. & Dearden John: Accounting for Management, Tata McGraw-Hill Pub. Co. Ltd., ND
5. Hingorani N. L., Ramanathan A. R. & Grewal T. S.: Management Accounting, Sultan Chand & Sons.
6. Khan M. Y. and Jain P. K.: Management Accounting ,Tata McGraw-Hill Publishing Co. Ltd., New Delhi
7. Kishore Ravi M.: Taxman's Advanced Management Accounting

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S. S. S.  
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H. S. S.  
8.8.2018

MB 205

Financial Management

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

**Course Structure:**

Unit I- **Concept of finance:** Scope and objectives of finance, Functions of Financial Management.

Unit II- **Concept and Principles of Capital Structure:** Leverage Analysis – operating, financial and combined leverage and its implications.

Unit III- **Dividend Decision:** Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

Unit IV- **Time Value of Money:** Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting.

Unit V- **Working Capital Management:** Meaning, Significance and factors influencing the level of working capital management .Management of cash, receivables and inventory.

**REFERENCE:**

1. J Fred Weston & Eugene F. Brigham: Managerial Finance, Akros Publications
2. Franklin R. Edwards & Cindy W. Ma: Futures and Options, McGraw-Hill, Inc.
3. James Van Horne: Essentials of Financial Management, Prentice Hall
4. Walker E. W.: Essentials of Financial Management, Prentice Hall
5. Srivastava, R. M.: Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R. M.: Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra: Financial Management, Tata McGraw-Hill
8. Pandey, I. M.: Financial Management, Macmillan India

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

**Course Structure:**

**Unit I- Basics of Project Management:** concept- Project Environment – Types of Projects- Project life Cycle  
Project proposals – Monitoring project progress – Project appraisal and project selection- Identification of Investment opportunities- Source of new project ideas, preliminary screening of projects – Feasibility studies and reports.

**Unit II- Market feasibility:** Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.

**Unit III- Technical feasibility:** Production technology, materials and inputs, plant capacity, site selection, plant layout, site preparation, Managerial Feasibility Project organization and responsibilities. Development of Programme Evaluation & Review Technique (PERT) – Benefits of PERT.


**Unit IV: Financial Analysis:** Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost of project and means of financing – Estimation of cash flows – Estimation of Capital costs and operating costs; Forecasting income – Preparation of detailed financial projections Breakeven point.

**Unit V: Project Management:** Project implementation and review - project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review.

**REFERENCE:**

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, "Corporate Finance", John Wiley Publications.
4. Erhardt & Brigham, "Principles of Corporate Finance", Thomson, 2006.
5. Singh M.K, "Project Evaluation and Management",
6. Prasad N.K, "Principles and Practice of Cost Accounting", 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.

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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the important role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills. The centre of attention is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation and case discussion will be fundamental to the development of these skills.

**Course Structure:**

- Unit I- **Introduction:** Concept of Strategy & Strategic Management, Difference between Corporate Planning & Strategic Planning, Strategic Management Model, Different levels of Strategies, Relevance of Strategic Management in 21st Century.
- Unit II- **Strategic Intent:** Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact.
- Unit III- **External Environment & Analytical Tools:** Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.
- Unit IV- **Internal Assessment:** Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.
- Unit V- **Business Level:** Cost Leadership, Differentiation & Focus Strategies, Growth Strategies, **Corporate Level-**Integration, Diversification, Acquisition, Mergers & Joint Venture, Short Term Corporate Strategies –Stability Retrenchment, & Turnaround.

**REFERENCE:**

1. Andrews: Concept of Corporate Strategy, Irwin
2. Russel and Ackoff: Concept of Corporate Planning, New York: Wiley Inter science
3. Glueck: Business Policy, McGraw-Hill
4. Y. N. Chang & Filemon: Business Policy and Strategy, Goodyear Publishers
5. Newmann & Legman: Strategy, Policy and Central Management, South-Western Pub. Co
6. David E. Hussey: Introduction to Corporate Planning, Pergamon Press
7. R. M. Srivastava : Business Policy & Strategic Management, Himalaya
8. Mc Carthy and Others: Business Policy and Strategy, R. D. Irwin
9. Richard Lynch: Corporate Strategy, Pearson Education India
10. Basil W. Denning: Corporate Planning: Selected Concepts, McGraw-Hill
11. Malville C. Branch: The Corporate Planning Process, American Management , Association
12. Barnard Taylor and John R. Spärket : Corporate Strategy & Planning
13. Andrews: Concept of Corporate Strategy, Irwin
14. Russel and Ackoff: Concept of Corporate Planning, New York: Wiley Inter science
15. Glueck : Business Policy, McGraw-Hill
16. Y. N. Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
17. David E. Hussey: Introduction to Corporate Planning, Pergamon Press
18. R. M. Srivastava : Business Policy & Strategic Management, Himalaya
19. Michael E. Porter: Competitive Advantage, the Free Press
20. Wright, Pringle and Kroll, Strategic Management, Prentice Hall
21. Rober J Allio & Malcolm W Pennington: Corporate Planning: Techniques and Applications, University of Michigan.
22. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management, Irwin / McGraw Hill
23. Ansoff, H. Ighor: Implanting Strategic Management, Prentice Hall
24. G. Hamel and C. K. Prahalad: Competing for the future, Tata McGraw Hill
25. Fred R. David: Strategic Management, Pearson Education
26. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
27. Hitt, Ireland & Hoskisson: Strategic Management, Thomson Learning
28. Wheelen, Hunger & Rangarajan: Strategic Management and Business Policy, Parson Education
29. Hills & Jones: Strategic Management, Bletantra
30. Upendra Kachru: Strategic Management, Excel Books
31. Pearce & Robins: Strategic Management, AITBS
32. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
33. Richard Lynch: Corporate Strategy, Pearson Education

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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

**Course Structure:**

- Unit I- **Law of Contract:** The Indian Contract Act, 1872; Nature and kinds of contract, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contract, contingent contract, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency.
- Unit II- **Law of Sale of Goods:** The Sale of Goods Act, 1930; General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, performance of a contract of sale, remedial measures.
- Unit III- **Company Law:** The Indian Companies Act, 2013; Company and its various forms, formation of a company, memorandum of association, articles of association, prospectus, share allotment, shares and share capital, promoters, membership of a company, meetings and proceedings, directors, managers and their remuneration, secretary, prevention of oppression and mismanagement, winding-up of a company.
- Unit IV- **Law of Negotiable Instrument:** The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.
- Unit V- **Miscellaneous Laws:** The Essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-Operative Societies Act, 1912, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

**REFERENCE:**

1. Labour and Industrial Laws: P. K. Padhi, PHI Publication
2. Industrial Law: Arun Kumar, Atlantic Publishers & Dist
3. Business Law: Robert W, Emersion, Barron's Educational Series
4. Introduction to Business Law: Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning
5. Law for Business Students: Alix Adams, Pearson Education, Limited

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**Course Objective:****8 Credits****GUIDELINES FOR PROJECT REPORT**

Students of the MBA Programme are required to offer project report as one of the papers. It is offered at MBA Semester III stage. They are required to prepare a report on the topic of the Project incorporating the details of their working and main findings and suggestions.

Since right from the selection of the topic for project work through preparation of synopsis and finally writing project report involve compliance with certain procedures, it is advisable for a MBA student offering project report to keep the following guidelines in their mind:

**1. OBJECTIVE**

The objective of the project study is to help the student develop ability to apply multi disciplinary concepts, tools and techniques to solve organizational problems.

**2. TYPE OF PROJECT**

The project may be offered in Finance, Marketing, Human Resource and general areas of Management.

**3. SUPERVISOR**

The project work shall be done under the supervision of the Permanent Teacher of the Department concerned.

**4. DESIGN**

The Project report as a Paper shall involve two aspects, viz.:

- (a) Selection of title and preparation of synopsis in Consultation with the supervisor, and
- (b) Writing of the Project Report.

**5. SYNOPSIS**

A synopsis should include the following:

- (a) Title of the Project study
- (b) Rationale behind the study
- (c) Objectives behind the study
- (d) Methodology of the study
- (e) Proposed Chapters

The synopsis shall be normally proposed in two to three foolscap Pages in consultation with the supervisor. It should be recommended by the supervisor and, thereafter, submitted to the Director/Head of the Institution for its approval for the Convenience of the students, a list of topics for the project study may be procured from the Office of the Director/Head of the Institution of the Department.

**6. PROJECT REPORT**

Students are required to keep in mind the following points while preparing the Project report:

- (a) Submission of the manuscript of the project report prepared by the candidate to the supervisor for his Comments and approval.
- (b) Before binding the project report the students should ensure that it contains the following:

- (a) Supervisor's Certificate as follows:

Certified that Mr./Ms ..... Class Roll No ..... Session ..... prepared the project report under my general supervision in partial fulfillment of the requirements of the MBA Programme of the University concerned.

Signature of the supervisor

If any project report is received without the above documents, the Examiners will not examine it.

**7. LENGTH OF THE PROJECT REPORT**

The length of the Project Report may be about seventy five double spaced type pages (A4 Size) excluding appendices and exhibits. However, ten per cent variation on either side is permissible.

**8. SUBMISSION**

Two typed copies of the Project Report are to be submitted to the Director/Head of the Institution. The candidate will retain the third copy for the purpose of Examination.

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**Course Objective:****8 Credits**

In the Third Semester, all students will have to undergo summer internship of and not less than 04 weeks with an Industrial, business or service organization by taking up a study on various aspects of the organisation. The conditions of successfully completing the course shall not be deemed to have been satisfied unless a student undergoes summer internship under the supervision of the Department in organizations as approved by the Director/Head of the Institution from time to time. Each student will be required to submit a internship report to the Programme Director/Head of the Institution of the work undertaken during this period within one month from the date of the completion of the internship for the purpose of evaluation.

**OBJECTIVE**

The objective of the summer internship programme is to impart internship to the management students in business units. During the period of internship a student undergoes rigorous internship in acquiring skills for managing business in the light of the theoretical concepts, tools and techniques, which they acquire in the class-room teaching.

**TYPE OF INTERNSHIP**

The Internship may be imparted under the supervision of the Department in organizations as approved by the Programme Director/Head of the Institution or as suggested by the organisation and approved by the Director/Head of the Institution.

**SYNOPSIS**

A Synopsis should include the following:

- Title of the Summer Internship Report
- Rationale Behind the Study
- Objectives Behind the Study
- Hypothesis
- Methodology of the Study
- Proposed Chapters

The synopsis shall be normally prepared in two to three foolscap Pages in Consultation with the Supervisor and, thereafter, submitted to the Director/Head of the Institution for its approval subject to the recommendation of the supervisor.

The topic of the Summer Internship Report shall be decided by the candidate in consultation with the supervisor/guide of the organisation under whom the candidate shall undergo the internship.

**INTERNSHIP REPORT**

Students are required to keep in mind the following points while preparing the internship report after undergoing the full minimum of 4 weeks internship:

- Submission of the manuscript of the internship report prepared by the candidate to the supervisor for his comments and approval.
- Before binding the internship report the students should ensure that it contains the following:
  - Photocopy of the letter of introduction issued by the Director.
  - Work certificate of the organization in which they have worked for full/ 04 weeks
  - Supervisor's certificate as following:

Certified that Mr./Ms ..... Class Roll No ..... Session

..... prepared the internship report Entitled Under my general supervision in partial fulfillment of the requirements of the MBA Programme of the University concerned.

Signature of the Supervisor

If any internship report is received without the above documents, the Examiners will not examine it.

**LENGTH OF THE INTERNSHIP REPORT**

The length of the internship report may be about fifty-five double spaced typed pages (A4 Size) excluding appendices and exhibits. However, ten per cent variation on either side is permissible.

**SUBMISSION**

Two typed copies of the internship report are to be submitted to the Director/Head of the Institution within one month from the date of the Completion of the internship. The candidate will retain the third copy for the purpose of the Viva - Voce.

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MB FC 01

Security Analysis and Portfolio Management

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.


**Course Structure:**

- Unit I- **Introduction to Investment and Securities:** Meaning of investment, Investment and speculation, Investment and gambling, Investment objectives, The investment process, investment alternative- Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities- Treasury bills, commercial paper, certificate of deposits, Non-negotiable securities- Bank deposits, post office deposits, NBFC deposit, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.
- Unit II- Systematic or market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.
- Unit III- **Efficient Market Theory:** Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. efficient market theory. Random walk theory, Weak form of EMH. Semi-strong form and strong forms of EMH. Market inefficiencies.
- Unit IV- **Portfolio Analysis:** Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization.
- Unit V- **Capital Market Theory:** Capital market theory (CAPM). CAPM and the real world. Arbitrage Pricing Theory.

**REFERENCE:**

1. Fischer Donald E, & Jordan Ronald J: Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy: Security Analysis and Portfolio Management, Himalaya Publishing House Pvt. Ltd
3. Van Horne: Financial Management & Policy, Prentice-Hall
4. Weston J. F. & Brigham E. F.: Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E. W.: Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk: Fundamentals of Investing, Pearson Addison Wesley

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**Course Objective:****Total Periods: 40 (4 Credits)**

Course aims to provide understanding of Direct Tax including Rules pertaining there to and application to different business situations & to understand principles underlying the Service Tax along with basic concepts of VAT.

**Course Structure:**

- Unit I- **Assessment of Various Entities:** Assessment of firms and their partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts (Theory and Problems).
- Unit II- **Miscellaneous:** Income Tax authorities, Return of Income, Procedure for Assessment – Types of assessment, Appeals and Revision, Deduction of Tax at Source – Advance payment of Tax Deduction and Collection of Tax At Source- Interest and penalties, Offences and Prosecutions – Refund of Tax.
- Unit III- **Tax Planning:** Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management. Tax Planning considerations in relation to Business.
- Unit IV- **Levy and Collection of GST:** Taxable event- Supply of Goods and Services; place of supply: within State; Interstate; Import and Export; Time of supply; valuation for GST- valuation rules, taxability of reimbursement of expenses; Exemption from GST: small supplies and composition scheme; classification of Goods and Services; Composite and Mixed supplies; Input Tax Credit.
- Unit V- **Procedures of GST:** Tax invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.

**REFERENCE:**

1. Vinod Singhania: Direct Taxes, Law and Practice, TaxMann Publications
2. Bhagawati Prasad: Direct Taxes, New Age International Pub
3. Girish Ahuja and Ravi Gupta: Direct Taxes, Bharat Law House
4. T. N. Manoharan: Hand Book of Income Tax Laws, Institute of Chartered Accountants of India
5. B. B. Lal & N. Vashisht : Direct Taxes, Pearson
6. S. S. Gupta: Service Tax, Taxmann
7. R. Mohan Lavis: Service Tax, Bharat Publishers, New Delhi
8. The Central Goods and Services Tax, 2017
9. The Integrated Goods and Services Tax, 2017
10. The Goods and Services Tax (Compensation to States), 2017
11. Gupta, S. S., Vastu and Sevakar, Taxmann Publication, 2017

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**Course Objective:****Total Periods: 40 (4 Credits)**

The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

**Course Structure:**

Unit I- The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment, definitions and different provisions. The Acts are as follows:

Unit II- The Workmen's Compensations Act, 1923  
The Employees State Insurance Act, 1948

Unit III- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952  
The Payment of gratuity Act, 1972  
The Maternity Benefit Act, 1961

Unit IV- The Minimum Wages Act, 1948  
The Industrial Employment (Standing Orders) Act, 1946

Unit V- The Payment of Bonus Act, 1966  
The Apprentices Act, 1969

**REFERENCE:**

1. S. N. Mishra: Labour Laws, Deep & Deep Publications
2. S. C. Srivastava: Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai: Labour and Industrial Laws, Jain Book Depot
4. V. V Giri: Labour problems in Indian Industry, Asia Pub. House
5. N. D. Kapoor: Elements of Mercantile Law, Sultan Chand and Sons

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**Course Objective:****Total Periods: 40 (4 Credits)**

In this course, the students are to be acquainted with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

**Course Structure:**

- Unit I- **Introduction to Industrial Relation:** Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.
- Unit II- **Industrial Conflicts/Disputes:** Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry.
- Unit III- **Grievances Handling:** meaning, nature, causes of grievances, procedure for redressal.  
**Collective Bargaining**-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India.
- Unit IV- **Trade Union:** concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.  
**Settlement Machinery**-Mediation and Conciliation- function, process, conciliation machinery, Arbitration advantages disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals.
- Unit V- **Industrial Dispute Act, 1947:** Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute.

**REFERENCE:**

- Owen, W. V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
- I. I. P. M. : Personnel Management in India
- Heckman, I. L. & Hunuyager, S. C : Management of Personnel Function, London: Business Publication Ltd
- Mehrotra, S.N. : Labour Problems in India.
- Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
- Memoria, C. B. : Industrial Relations, Himalaya Publication
- Chhabara, T. N. and R. K. Suri :Industrial Relations- Concepts and Issues, Dhanpatria & Co
- Any book concerned with Labour Acts and Industrial Law

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MB MC 01

Consumer Behaviour

**Course Objective:****Total Periods: 40 (4 Credits)**

Objective of this course on Consumer Behaviour is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be based on real life case-studies from Indian environment.

**Course Structure:**

- Unit I- **Understanding Consumer Behaviour:** Introduction to Consumer Behaviour; Consumer Behaviour and the Marketing Concepts; Factors influencing Consumer Behaviour.
- Unit II- **Consumer Decision making process:** Concept of Consumer Decision; Levels of Consumer Decision-Making; A Model of Consumer Decision-Making.
- Unit III- **Consumer Motivation:** The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behaviour; Involvement of Consumer.
- Unit IV- **Influence of Culture on Consumer Behaviour:** Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets.
- Unit V- **E- Consumer Behaviour:** e-Business; Applications to Consumer Behaviour; The Computer Age. **Changing Indian Consumer Behaviour-**Drivers of Change; Changing Consumer Trends; Rural Consumer Behaviour; New Consumption Patrons

**REFERENCE:**

1. D. L. Loudon, J. Albert Della Bitta : Consumer Behaviour: Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behaviour: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited.
3. F. R. Kardes : Consumer Behaviour and Managerial Decision Making, Prentice Hall of India Private Limited
4. Henry A. : Consumer Behaviour and Marketing Action, Thomson Asia Pte Ltd.
5. K. K. Srivastava, S. Khandai : Consumer Behaviour in Indian Context, Galgotia Publishing Company.
6. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behaviour, Pearson Education Inc.
7. M. Evans, A. Jamal, & G. Foxall : Consumer Behaviour, John Wiley & Sons LTD.
8. M. Khan : Consumer Behaviour, New Age International Publishers.
9. M. R. Solomon : Consumer Behaviour Buying, Having and Being, PHI Learning Private Limited
10. R. Majumdar : Consumer Behaviour: Insights from Indian Market, PHI Learning Private Limited.
11. R. D. Blackwell, P. W. Miniard, & J. F. Engel: Consumer Behaviour, Cengage Learning India Private Limited.
12. S. R. Nair : Consumer Behavior Consumer Behaviour & Marketing Research, Himalaya Pub. House.
13. W. D. Hoyer & D. J. MacInnis : Consumer Behaviour, Houghton Mifflin Co. USA.

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practised in service organizations and how it will be managed in the future.

**Course Structure:**

- Unit I- **Introduction to Services Marketing:** Emergence of Services Economy; Nature and Definitions of Services; Classification of Different Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing.
- Unit II- **Services Marketing Mix:** New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.
- Unit III- **Effective Service Delivery Process:** Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery
- Unit IV- **Implementing Service Marketing:** Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behaviour; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services.
- Unit V- **Contemporary Issues in Services Marketing:** The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.

**REFERENCE:**

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V. A. & Bitner M. J. : Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H. V. : Marketing of Services, Global Business Press, New Delhi
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

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MB 401

Corporate Governance and Business Ethics

**Course Objective:****Total Periods: 40 (4 Credits)**

This course exposes the students to the various concepts of Corporate Governance and business ethics and provides an in-depth study of various issues there under.

**Course Structure:**

**Unit I: Corporate Governance:** Concept - Meaning - Scope - Need - Corporate Governance mechanism - Corporate Governance and stakeholders - Investors protection - obligation to investors obligation to government - Corporate governance and value maximization.

**Unit II: Historical perspective of Corporate Governance:** World Bank on Corporate Governance - Indian Committees and guidelines and corporate governance- Naresh Chandra committee - Narayanamurthy Committee - Kumar Mangalam Birla Committee - Corporate Governance practices in India.

**Unit III: Corporate Governance and role of Board of Directors:** Governance issues relating to the Board - Corporate Governance Reporting and Best practices.


**Unit IV: Corporate Governance and the role of Audit Committees:** Role, Duties and Responsibilities of Auditors quality audit.

**Unit V: Corporate Governance and Business Ethics:** Meaning - Scope - Need for business ethics - roots of unethical behaviour - unethical issues - corporate governance and ethics - the Indian context - The future of Corporate Governance in India.

**REFERENCE:**

1. A. C. Fernando, "Corporate Governance" Principles, policies and practices, Pearson Education, New Delhi.
2. Dr. Singh, Corporate Governance: Global concepts and practices.
3. I C S I, Corporate Governance - Modules of Best Practices.
4. Report on Corporate excellence on a sustained basis, Dr. M. R. Rao, Director, IIMB.

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Total Periods: 40 (4 Credits)

**UNIT I: Introduction to Computer:** Components of Computer System, Input-Output Devices, Memory, Hardware & Software, Types of Software, Machine Language, Assembly Language, High Level Language, Number System

**Networking & Internet** - What is Network, Types of Network, Topology & its type, Internet & its services, www, e-mail & web site, Protocol, FTP, TCP/IP, Telnet, Client/Server Concept, Mark-up Languages, Concept of Distributed & Cloud Computing,

**UNIT II: Operating System:** Software Needs, Operating Systems basic and its type: Multi-tasking, Multi-processing, Multi-programming, MS-DOS, MS-Windows, LINUX,

**UNIT III - Word Processing:** Meaning and Role of Word processing in Creating of Documents, Editing, Formatting, Printing Documents, Using Tools such as Spelling Check, Thesaurus etc. in Word Processor (MS-Word).

**Electronic Spreadsheet:** Structure of Spreadsheet and its Application to Accounting, Finance and Marketing functions of Business. Creating a Dynamic/Sensitive Worksheet. Concept of Absolute and Relative Cell Reference. Using Built-in Functions. Goal seeking and Solver Tools. Using Graphics and Formatting of Worksheet. Sharing Data with other Desktop Applications. Strategies of Creating Error Free Worksheet (MS-Excel). Practical knowledge in Wings Accounting (Software).

**Power Point Presentation:** Create a new presentation, modify presentation themes, add and edit text to slides, add new slide to a presentation, insert images and shapes to slides, insert & modify tables and charts in the slid, insertion and edition of sound, animation and multimedia concept.

**UNIT IV – Database Management System:** Introduction to DBMS, DBMS Architecture, Data Organization, Concept of Field, Record, File, etc; Table, Index, View; Concept of MS-Access  
**RDBMS:** Oracle - Introduction to Oracle, Database Query Language - SQL

**UNIT V - Management Information System (MIS):** Concept of Management Information System. Role of Management Information System in Managerial Decision Making. System Approach and Management Information System. Sources of Information. Computerized Management Information System and its Advantages. Selecting a Computer Selection and Training of Computer Personnel. Organisational Aspects of Computerized Data Processing. Evaluation and Control of Data Processing. Office Automation System, Decision Support Systems, Executive Support Systems, Expert Systems. System Analysis and Design. System Life Cycle, Data Flow Diagram, Data Dictionary. Simon's and Anthony's Models in Information System.

**REFERENCE :**

- |               |                                  |
|---------------|----------------------------------|
| 1. Goyal      | : Management Information System. |
| 2. Kanter     | : Managing with Information.     |
| 3. Summer, M. | : Computers Concept and Luses.   |
| 4. B. Ram     | : Computer Fundamentals          |
| 5. Anita Goel | : Computer Fundamentals          |

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MB 403	Comprehensive Viva-Voce
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Course Objective:

Total Marks - 100

Comprehensive Viva-Voce carrying 100 marks shall be conducted by a duly constituted examination board. The Comprehensive Viva-Voce shall encompass the entire course of study.

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MB 404

Business Communication

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop good communication skills in students for their future jobs and endeavours in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

**Course Structure:**

- Unit I- **Meaning and Importance** of Communication in business, the process of Communication, models of Communication, types of information order, advise, suggestion, motivation, persuasion, warning and education.
- Unit II- **Channels of Communication:** Their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication: diction, sentence, paragraph, punctuation and report writing.
- Unit III- **Group Communication through Committees:** Conference Seminar, Symposia and Other Formal Communication with Public at Large; Interviews and Group Discussion
- Unit IV- **Specific of Business Communication:** Essentials of effective business Communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters.
- Unit V- **Strategies to Improve Reading Skills:** Speaking skills, listening skills; guidelines to effective public speaking; developing job application-covering letter, résumé, interviewing: negotiating the job offer.

**REFERENCE:**

1. Lesikar, Petit & Flately: Lesikar's Basic Business Communication, Tata McGraw Hill
2. Poe & Fruchling: Basic Communication; AITBS
3. Taylor: English Conversion Practice; Tata McGraw Hill
4. Diwan & Aggarwal: Business Communication; Excel
5. Baugh, Frrayer & Thomas: How to Write First Class Business Correspondence; Viva Books

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**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to familiarize the students about banking and financial services and strengthen their analytical understanding about Indian financial environment.

**Course Structure:**

- Unit I- **Introduction:** Changing role of Banking in India.  
**Reserve Bank of India-**Objectives, Traditional and Development functions and Instruments of Monetary Policy used by RBI.
- Unit II- **Commercial Banks:** Objectives, functions of commercial banks and recent developments and challenges of commercial banks in India
- Unit III- **Management of Deposits:** Relevance of marketing approach to deposit mobilization in a bank, formulating marketing strategies for deposits mobilization by a bank in India.
- Unit IV- **Credit Management:** Principles of lending, new credit policies of commercial banks in India and their implementation, contents of credit policy of a bank, credit appraisal by a commercial bank, Assets Classification and Management of NPA's, Concept and advantages of assets securitization.
- Unit V- **Venture Capital Funds:** Objective, policies and operations of venture capital in India  
**Credit Rating-**Objective, functions of credit rating agencies and evaluation of credit rating agencies in India.

**REFERENCE:**

1. Hajela T. N.: Money Banking and International Trade, Ane Books Pvt. Ltd
2. Nalini P. Tripathi: Financial Instruments and Services, PHI Learning Pvt. Ltd
3. Batra and Dangwal: Financial Services, Deep and Deep Publications
4. M. Y. Khan: Financial Services, Tata McGraw-Hill Education
5. David L. Hershman: Book of Home Finance, Hershman Group
6. Joetta Colquitt: Credit Risk Management, McGraw-Hill Professional

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

**Course Structure:**

- Unit I- **Derivative:** Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, Hedging and risk sharing, Effects of derivatives markets on the financial system.
- Unit II- **Futures:** Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.
- Unit III- **Swaps and Options:** Types of swaps, Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.
- Unit IV- **Derivative pricing methodologies:** Objective of risk management, risk in credit derivatives, the black-scholes analysis: options on stock indexes; market risk management.
- Unit V- **Derivative in India:** Prospects and policies, Commodity trading in India, Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

**REFERENCE:**

1. Rajeev P.V & Mathur H. P. : Fundamental of derivatives & Commodities Derivatives, Vijay Prakashan Mandir
2. P Vijay Bhasker & B.Mahapatra : Derivatives Simplified, Sage Publications
3. A. V. Rajwade : Currency Exposure and Derivatives, McGraw Hill
4. A. V. Rajwade : Handbook of debt Securities and Interest Rate Derivative, McGraw Hill Pub

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MB HC 01

Management of Change

**Course Objective:****Total Periods: 40 (4 Credits)**

The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

**Course Structure:**

- Unit I- **Introduction:** Overview of change, Importance and impact of change, Origins of change-Technological, Social, Behavioural, role of human resource strategies in implementing change.
- Unit II- **Organizational Structure, Culture and Change:** The significance of structure for change, HR implications of structural choice and change. Organizational culture –integration, differentiation and fragmentation; Linking Organizational culture through HR change interventions.
- Unit III- **HR Processes & Change:** Relevance and development of recruitment and selection processes for planned and unplanned change; HRD and organizational change.
- Unit IV- **Strategic reward Management** and its role in changing employee behaviour; managing change through employee involvement.
- Unit V- **Evaluating and Promoting Change:** Approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

**REFERENCE:**

1. A. Thornhill, P. Lewis, Mikemillmore, & M. Saunders: Managing Change: A Human, Resources Strategy Approach, Pearson Education
2. Basil & Cook : The Management of Change, McGraw Hill
3. Robert A. Paton : Change Management: A Guide to Effective , Implementation Sage, South Asia Edition
4. K. Harigopal : Management of Organizational Change: Leveraging Transformation, Response Books
5. V. Nilakant & S. Ramnarayan : Change Management, Response Books

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**Course Objective:****Total Periods: 40 (4 Credits)**

To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and intergroup conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

**Course Structure:**

- Unit I- **Introduction:** Nature of groups and Group dynamics –Group formation – value of groups.
- Unit II- **Group Decision Making:** Anatomy – groupthink – group polarization – Methods of group Decision-Making.
- Unit III- **Group Conflict:** Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- Unit IV- **Crowds and Collective Behaviour:** Crowds and collectives – Theoretical viewpoints – De Individuation Theory.
- Unit V- **Groups and Change:** The Group as an agent of change – The effectiveness controversy – Sources of Change in groups.

**REFERENCE:**

1. Forsyth, D. R. : Group Dynamics, Addison-Wesley,
2. Zander, A. : Making Groups Effective, Jossey-Bass
3. Davis : Group Performances, Addison-Wesley Publishing Co.
4. Dyer : Team Building: Issues and Alternatives, Addison- Wesley Publishing

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**Course Objective:****Total Periods: 40 (4 Credits)**

It aims to help management students understand the fundamentals of Sales management and Distribution management so as to recognize the need of Business and to have the effective Sales and Distribution strategies for the satisfaction of channel partners.

**Course Structure:**

- Unit I- **Evolution of Sales Management:** Nature and Role of Sales Management, Sales Strategies: Relationship Strategy; Hard Sale Vs. Soft Sale Strategy, Setting Personal selling objective.
- Unit II- **Sales Training Program:** Role of a trainer; Training Method; Designing sales training program, Motivating Sales Personnel, Financial Compensation Methods, Nonfinancial Methods, Sales Meeting, Sales Contests; Managerial Evaluation of Contest.
- Unit III- **Sales Organization:** Sales Organization Concepts - Structures, Procedure; Types; Methods, Territories: Size; Allocation; Designing; Allocating Sales Efforts, Sales Information System; Planning; Reports, Evaluation of Sales Force; Process
- Unit IV- **Marketing Channel-** Importance; Structure; Flow, Wholesaling: Functions; Classification; Key tasks, Retailing; Organized Retail in India; Types of Retailer; Role of Retailer; E-Tailing, Market Logistics: Scope; Inventory Management; Warehousing; Transportation
- Unit V- **Designing Channel System:** Channel Design; Channel Planning, Selecting Channel Partners: Change; Training; Motivating; Evaluating, Channel Management: Use of Power; Channel Conflict, Channel Information System: Elements; Purpose, Channel Performance Evaluation, International Channels: Mode of Entry Decision.

**REFERENCE:**

1. Panda T, Sachdev S, : Sales and Distribution Management, Oxford University pres
2. Havaladar, Krishna K, : Sales and Distribution Management, Tata McGraw Hill
3. Gupta S. L, : Sales & Distribution Management: Text & Cases in Indian Perspectives, Excel Books
4. Still, Kundiff, Govoni, : Sales and Distribution Management, PHI,
5. L. Gorchels, C. West, E. J. Marien, :The Managers Guide to Distribution Channels, McGraw Hills,
6. Russell W. McCalley, : Marketing Channel Management: People, Products, Programs, and Markets, Greenwood, Publishing Group
7. Robert Hastings : Channel Sales & Management In Distribution, Businessman Pub.

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**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations. Class participation through case discussion will be fundamental to the development of these skills.

**Course Structure:**

- Unit I- **Introduction:**An Introduction to Strategic Marketing; The Changing Role of Marketing - Marketing in 21<sup>st</sup> Century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing.
- Unit II- **Relationship Strategy:**Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy.
- Unit III- **Product Strategy:**Product Strategies - Product Strategy Issues and Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies.
- Unit IV- **Pricing Strategies:** Analyzing Customer Price Sensitivity and Competitors' Response, Legal and Ethical Issues in Pricing, Price Positioning, Pricing Strategies and Pricing models.
- Unit V- **Distribution Strategy:** Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies.

**REFERENCE:**

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O. C. Ferrell, Michael D. Hartline : Strategic Marketing, South-Western Cengage
4. Boyod Wlker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Guiltinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Pub
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P. Garneau : Contemporary Strategic Marketing, Palgrave

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