

**MASTER OF BUSINESS  
ADMINISTRATION (MBA)  
CURRICULUM**

*With*

**Choice Based Credit System (CBCS)**

*(With Effect From Session 2020-21)*



**DEPARTMENT OF BUSINESS ADMINISTRATION  
THE UNIVERSITY OF BURDWAN**

# Department of Business Administration The University of Burdwan



## MBA Programme Design Under Choice Based Credit System (CBCS)

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**THE PROGRAMME:** The Master of Business Administration (MBA) is a two-year full-time programme offered by the Department of Business Administration, The University of Burdwan. This programme was introduced by the University with the approval of the University Grants Commission (UGC) long back in the year 1983. Necessary technical approval for the programme has been obtained by the University from All India Council for Technical Education (AICTE) from time to time.

**PROGRAMME OBJECTIVES:** The Programme is designed to turn out a cadre of future managers thoroughly conversant with general principles of management along with tools and techniques pertinent thereto. The programme is also aimed to churn out future managers with specializations in the areas of Marketing, Finance, Human Resource Management and Systems, Operations & Decision Sciences.

**PROGRAMME STRUCTURE:** The courses for the MBA programme are offered in the following areas:

*Area – 1: Foundations of Management*

*Area – 2: Organisational Behaviour*

*Area – 3: Strategic Management*

*Area – 4: Marketing Management*

*Area – 5: Financial Management*

*Area – 6: Human Resource Management*

*Area – 7: Systems, Operations & Decision Sciences*

*Area – 8: Emerging Areas*

There shall be two types of courses viz. Core Courses and Elective Courses. A student is compulsorily required to take the core courses as part of the requirements of the MBA programme. Elective courses can be chosen from a pool of courses offered by the parent department or other departments. Students should choose the electives from the courses which facilitate improved understanding of the subject or provide exposure to other disciplines/subjects. Elective courses offered by the parent department would be considered as *Departmental Electives* or *Major Electives*. Elective courses offered by other departments/disciplines would be referred to as *Non-departmental Electives* or *Minor Electives*. Students from other departments can choose the non-departmental/minor electives from the options available in this curriculum. A course code has been denoted with an alpha-numeric symbol signifying the programme name, semester, area and the serial number of the course under the particular semester in sequential order. Core courses, major elective courses and minor elective courses have been prefixed with the alphabets MBA, MBAE and MBAME respectively before the numeric digits in the course code.

## PROGRAMME ADMINISTRATION

In order to successfully complete the MBA programme, as per the AICTE guideline, a student is required to obtain 102 credits from the different areas along with two compulsory special courses viz. (i) Summer Internship Project (SIP) and (ii) Comprehensive Report (CR). Each of the courses in the identified areas carries 3 credits. Summer Internship Project (SIP) and Comprehensive Report (CR) carry 3 credits each. The credit distribution for the programme is as follows:

1. **54 credits** from 18 core courses @ 3 credits per course (excluding Summer Internship Project and Comprehensive Report).
2. **40 credits** from different elective courses as follows:
  - **27 credits** from 9 elective courses exclusively from one of the four specialization areas viz. (A) **Marketing Management**, (B) **Financial Management**, (C) **Human Resource Management**, (D) **Systems, Operations & Decision Sciences**.
  - **9 credits** from 3 elective courses from:
    - (i) areas excluding four specialization areas, and (ii) emerging areas.
  - **4 credits** from Inter-disciplinary elective course offered by other departments/course through SWAYAM platform following the provisions and stipulations of the University regulations.
3. **6 credits** from **Summer Internship Project** (3 credits) and **Comprehensive Report** (3 credits).
4. **2 credits** shall have to be earned from **Community Engagement Course**.

The other details relating to the programme based on Choice Based Credit System (CBCS) are as follows:

- Theoretical courses of 3 and 4 credits involve 30 and 40 lecture hours respectively including tutorials.
- Each course, excepting (a) Comprehensive Report, (b) Community Engagement Course and (c) Minor Elective course, carries 100 marks of which 20 % will be reserved for internal assessment for all theoretical courses and the remaining 80 % will be for written examination. Internal Assessment will be conducted during the semester on the basis of attendance (25%) and assignment/class test/viva/term paper/presentation, etc. (75%). The marks distribution for inter-departmental elective course and community engagement course would be 50 marks (80% will be for written and 20% will be reserved for internal assessment) and 20 marks (Report writing: 10 marks & Presentation and Viva-voce: 10 marks) respectively, unless otherwise specified in the relevant regulation of the university.
- The elective courses to be offered to the students will be decided every semester by the Departmental Committee.
- Emphasis will be given on case study-based teaching in the relevant courses of the programme.
- All the students will have to undergo Summer Internship Project (SIP) of 4 to 6 weeks duration with an industrial/business/service/social organization by taking up a project study. The SIP report will carry 80 marks and the viva voce to be conducted on the SIP will carry 20 marks. The report will have to be submitted as per the notification of the department/university.
- Course MBA 4103 (Comprehensive Report) will be segregated into three components:
  - (A) Final Project Study – 100 marks (Project Report-80 Marks, Project Viva-20 Marks),
  - (B) Grand Viva – 50 marks, and
  - (C) Industry Visit – 50 marks (Industry Visit Report – 40 marks, Viva voce – 10 marks).

- A student has to take up the Final Project Study in his/her area of specialisation. Field Study will be based on Industry visit(s) to be organised by the Department during the programme. In case, a student cannot participate in the Industry Visit due to medical or any other emergency reason(s), he/she will have to undergo Field Work/Field Survey or any other alternative assignment(s), as may be decided by the Departmental Committee, considering the nature and gravity of the situation.
- **Community Engagement Course** (MBA 4104) – Community engagement activities will be based on components like visit to villages and identification of socio-economic issues on rural livelihood, serving the interests of informal workers, career counseling for the students of the excluded group, participation in literacy camps and other types of activities as specified and approved by the department.
- A single report comprising three separate sections on (i) Final Project, (ii) Industry Visit and (iii) Community Engagement will have to be submitted within the deadline set by the Department/University.
- The list of electives to be offered in a particular semester would be decided by the Departmental Committee.
- Students from other departments can opt for the inter-disciplinary elective courses from the different areas by obtaining necessary permission from their concerned departments.
- The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) shall be calculated as per extant university regulations.
- Issues relating to admission, attendance, examination, programme administration, etc. will be governed by the relevant policies, rules and regulations of the University.

## AREA-WISE DISTRIBUTION OF COURSES

AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
<b>Area-1: Foundations of Management</b>	<b>MBA-1101</b>	Management Process & Organisation Theory (MPOT)	<b>MBAE-1108</b>	Indian Ethos and Business Ethics (IEBE)
	<b>MBA-1102</b>	Managerial Economics (ME)	<b>MBAME-3108</b>	Management Principles and Practices (MPP) (Minor Elective)
	<b>MBA-2101</b>	Research Methodology (RM)		
	<b>MBA-2102</b>	Business Environment and Legislation (BEL)		
	<b>MBA-2103</b>	Managerial Communication and Skill Development (MCSDD)		
	<b>MBA-3105</b>	Summer Internship Project (SIP)		
	<b>MBA-4103</b>	Comprehensive Report (CR)		
	<b>MBA-4104</b>	Community Engagement Course		
<b>Area-2: Organisational Behaviour</b>	<b>MBA-1203</b>	Organisational Behaviour (OB)	<b>MBAE-1210</b>	Corporate Success Behaviour (CSB)
			<b>MBAE-2206</b>	Organisational Change and Development (OCD)
			<b>MBAE-2207</b>	Leadership (LDP)
			<b>MBAE-3206</b>	Team Dynamics at Work (TDW)
			<b>MBAME-3209</b>	Group and Team Effectiveness (GTE) (Minor Elective)
<b>Area-3: Strategic Management</b>	<b>MBA-3301</b>	Introductory Strategic Management (ISM)	<b>MBAE-1311</b>	Corporate Governance (CG)
	<b>MBA-4301</b>	Entrepreneurship Development (ED)	<b>MBAE-2308</b>	Corporate Social Responsibility and Sustainability (CSRS)
	<b>MBA-4302</b>	International Business (IB)	<b>MBAE-3307</b>	Knowledge Management and Business Excellence (KMBE)
<b>Area-4: Marketing Management</b>	<b>MBA-1405</b>	Fundamentals of Marketing Management (FMM)	<b>MBAE-2409</b>	Consumer Behaviour (CB)
			<b>MBAE-2410</b>	Sales and Distribution Management (SDM)
			<b>MBAE-2411</b>	Rural Marketing Management (RMM)
			<b>MBAE-2412</b>	Industrial Marketing (INDM)
			<b>MBAE-2413</b>	Public Relations and Marketing (PRM)
			<b>MBAE-3410</b>	Integrated Marketing Communication (IMC)
			<b>MBAE-3411</b>	Voluntary Sector Marketing (VSM)
			<b>MBAE-3412</b>	Service Marketing (SVM)
			<b>MBAE-3413</b>	Strategic Marketing Management (SMM)
			<b>MBAE-3414</b>	Global Marketing Management (GMM)
			<b>MBAE-4409</b>	Retail Marketing (RTM)
			<b>MBAE-4410</b>	Brand Management (BM)
			<b>MBAE-4411</b>	Tourism Marketing (TM)
			<b>MBAE-4412</b>	Advertising and Sales Promotion Management (ASPM)
		<b>MBAE-4413</b>	Small Business Marketing (SBM)	

AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
AREA-5: Financial Management	MBA-1504	Accounting for Managers (AFM)	MBAE-2509	Corporate Financial Reporting and Analysis (CFRA)
	MBA-3502	Corporate Finance (CF)	MBAE-2510	Security Analysis and Portfolio Management (SAPM)
			MBAE-2511	Project Finance and Management (PFM)
			MBAE-2512	Strategic Cost Management (SCM)
			MBAE-2513	Working Capital Management (WCM)
			MBAE-3510	Corporate Taxation (CT)
			MBAE-3511	Behavioural Finance (BF)
			MBAE-3512	Financial Econometrics (FE)
			MBAE-3513	Financial Derivatives (FD)
			MBAE-3514	Financial Markets (FM)
			MBAE-4509	Management of Financial Services (MFS)
			MBAE-4510	Management Accounting for Business Decisions (MABD)
			MBAE-4511	Merger, Acquisition and Corporate Restructuring (MACR)
			MBAE-4512	Entrepreneurial Finance and Valuation (EFV)
		MBAE-4513	Multinational Finance (MF)	
AREA-6: Human Resource Management	MBA-1606	Fundamentals of Human Resource Management (FHRM)	MBAE-2609	Human Resource Planning and Development (HRPD)
			MBAE-2610	Compensation and Benefits Management (CBM)
			MBAE-2611	Training and Development (T&D)
			MBAE-2612	Counselling Skills for Managers (CSM)
			MBAE-2613	Understanding Self: Indian Perspective (USIP)
			MBAE-3610	Performance Management (PM)
			MBAE-3611	Labour Legislation (LL)
			MBAE-3612	Employment Relations (ER)
			MBAE-3613	HRD: Strategies and Systems (HRDSS)
			MBAE-3614	Human Resource Information System (HRIS)
			MBAE-4609	Strategic Human Resource Management (SHRM)
			MBAE-4610	Human Capital Management (HCM)
			MBAE-4611	Contemporary Interventions in Human Resource Management (CIHRM)
			MBAE-4612	Global Human Resource Management (GHRM)
		MBAE-4613	Employer Branding (EB)	

AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
<b>Area-7: Systems, Operations &amp; Decision Sciences</b>	<b>MBA-1707</b>	Fundamentals of Production and Operations Management (FPOM)	<b>MBAE-2709</b>	Logistics and Supply Chain Management (LSCM)
	<b>MBA-2704</b>	Fundamentals of Computer Applications and Management Information System (FCAMIS)	<b>MBAE-2710</b>	Purchasing and Materials Management (PMM)
	<b>MBA-2705</b>	Quantitative Techniques in Management (QTM)	<b>MBAE-2711</b>	Production Planning and Control (PPC)
	<b>MBA-3703</b>	Operations Research (OR)	<b>MBAE-2712</b>	Business Process Reengineering (BPR)
	<b>MBA-3704</b>	Business Analytics (BA)	<b>MBAE-2713</b>	Managing E-Business (MEB)
			<b>MBAE-3710</b>	Decision Support System (DSS)
			<b>MBAE-3711</b>	Internet of Things (IoT)
			<b>MBAE-3712</b>	Systems Analysis and Design (SAD)
			<b>MBAE-3713</b>	Project Management (PROM)
			<b>MBAE-3714</b>	World Class Manufacturing (WCMFG)
			<b>MBAE-4709</b>	Advanced Operations Research (AOR)
			<b>MBAE-4710</b>	Total Quality Management (TQM)
			<b>MBAE-4711</b>	Database Management System (DBMS)
			<b>MBAE-4712</b>	Decision Models and Optimization (DMO)
		<b>MBAE-4713</b>	Smart Manufacturing (SMFG)	
<b>Area-8: Emerging Areas</b>			<b>MBAE-4804</b>	Tourism and Hospitality Management (THM)
			<b>MBAE-4805</b>	Health Care Management (HCM)
			<b>MBAE-4806</b>	Agri Business Management (ABM)
			<b>MBAE-4807</b>	Innovation Management (IM)
			<b>MBAE-4808</b>	Management of Rural Business (MRB)

*\*Inter-disciplinary Elective course(s) will be offered to the students of allied/other departments.*

## SEMESTER-WISE DISTRIBUTION OF CORE & ELECTIVE COURSES

### MBA SEMESTER – I

Sl. No.	Course Code	Course Name	Credit Particulars
<b>CORE COURSES</b>			
1.	MBA-1101	Management Process & Organisation Theory (MPOT)	7 nos. core courses at serial nos. (1-7) @ 3 credits per course, i.e. a total of 21 credits will be offered.
2.	MBA-1102	Managerial Economics (ME)	
3.	MBA-1203	Organisational Behaviour (OB)	
4.	MBA-1405	Fundamentals of Marketing Management (FMM)	
5.	MBA-1504	Accounting For Managers (AFM)	
6.	MBA-1606	Fundamentals of Human Resource Management (FHRM)	
7.	MBA-1707	Fundamentals of Production & Operations Management (FPOM)	
<b>NON-SPECIALIZATION ELECTIVE COURSES</b>			
8.	MBAE-1108	Indian Ethos and Business Ethics (IEBE)	1 no. elective course to be selected from the list at serial nos. (8-10) @ 3 credit per course, i.e. 3 credits will be offered.
9.	MBAE-1210	Corporate Success Behaviour (CSB)	
10.	MBAE-1311	Corporate Governance (CG)	
Credits to Be Offered in Semester-I From Core Courses			21 Credits
Credits to Be Offered in Semester-I From Non-Specialization Elective Courses			03 Credits
<b>Total Credits to Be Offered in Semester-I From Core &amp; Elective Courses</b>			<b>24 Credits</b>



## MBA SEMESTER – II

Sl. No.	Course Code	Course Name	Credit Particulars					
<b>CORE COURSES</b>								
1.	MBA-2101	Research Methodology (RM)	5 nos. core courses at serial nos. (1-5) @3 credits per course, i.e. a total of 15 credits will be offered.					
2.	MBA-2102	Business Environment and Legislation (BEL)						
3.	MBA-2103	Managerial Communication and Skill Development (MCSD)						
4.	MBA-2704	Fundamentals of Computer Applications and Management Information System (FCAMIS)						
5.	MBA-2705	Quantitative Techniques in Management (QTM)						
<b>NON-SPECIALIZATION ELECTIVE COURSES</b>								
6.	MBAE-2206	Organisational Change and Development (OCD)	1 no. elective course to be selected from non-specialization area; the list at serial nos. (6-8) @ 3 credit per course, i.e. 3 credits will be offered.					
7.	MBAE-2207	Leadership (LDP)						
8.	MBAE-2308	Corporate Social Responsibility and Sustainability (CSRS)						
<b>SPECIALIZATION ELECTIVE COURSES</b>								
<b>Marketing Management</b>		<b>Financial Management</b>		<b>Human Resource Mgmt.</b>		<b>Systems, Operations &amp; Decision Sciences</b>		For each of the four specialization areas, three nos. elective courses to be selected from the list of five courses @3 credits per course, i.e. a total of 9 credits will be offered.
MBAE-2409	Consumer Behaviour (CB)	MBAE-2509	Corporate Financial Reporting and Analysis (CFRA)	MBAE-2609	Human Resource Planning and Development (HRPD)	MBAE-2709	Logistics and Supply Chain Management (LSCM)	
MBAE-2410	Sales and Distribution Management (SDM)	MBAE-2510	Security Analysis and Portfolio Management (SAPM)	MBAE-2610	Compensation and Benefits Management (CBM)	MBAE-2710	Purchasing and Materials Management (PMM)	
MBAE-2411	Rural Marketing Management (RMM)	MBAE-2511	Project Finance and Management (PFM)	MBAE-2611	Training and Development (T&D)	MBAE-2711	Production Planning and Control (PPC)	
MBAE-2412	Industrial Marketing (INDM)	MBAE-2512	Strategic Cost Management (SCM)	MBAE-2612	Counselling Skills for Managers (CSM)	MBAE-2712	Business Process Reengineering (BPR)	
MBAE-2413	Public Relations and Marketing (PRM)	MBAE-2513	Working Capital Management (WCM)	MBAE-2613	Understanding Self: Indian Perspective (USIP)	MBAE-2713	Managing E-Business (MEB)	
Credits to be Offered in Semester-II from Core Courses							15 Credits	
Credits to be Offered in Semester-II from Elective Courses under Non-Specialization Area							03 Credits	
Credits to be Offered in Semester-II from Elective Courses under Specialization Area							09 Credits	
<b>Total Credits to be Offered in Semester-II from Core &amp; Elective Courses</b>							<b>27 Credits</b>	

## MBA SEMESTER – III

Sl. No.	Course Code	Course Name	Credit Particulars					
<b>CORE COURSES</b>								
1.	MBA-3301	Introductory Strategic Management (ISM)	5 nos. core courses at serial nos. (1-5) @ 3 credits per course, i.e. a total of 15 credits will be offered.					
2.	MBA-3502	Corporate Finance (CF)						
3.	MBA-3703	Operations Research (OR)						
4.	MBA-3704	Business Analytics (BA)						
5.	MBA-3105	Summer Project and Viva (SPV)						
<b>NON-SPECIALIZATION ELECTIVE COURSES</b>								
6.	MBAE-3206	Team Dynamics at Work (TDW)	1 no. non-specialization elective course (sl. 6 or 7) @ 3 credits will be offered.					
7.	MBAE-3307	Knowledge Management and Business Excellence (KMBE)						
<b>MINOR ELECTIVE COURSES</b>								
8.	MBAME-3108	Management Principles and Practices (MPP)	1 no. minor elective course (sl. 8 or 9) @ 4 credits will be offered.					
9.	MBAME-3209	Group and Team Effectiveness (GTE)						
<b>+</b> <b>SPECIALIZATION ELECTIVE COURSES</b>								
<b>Marketing Management</b>		<b>Financial Management</b>		<b>Human Resource Management</b>		<b>Systems, Operations &amp; Decision Sciences</b>		For each of the four specialization areas, three nos. elective courses to be selected from the list of five courses @ 3 credits per course, i.e. a total of 9 credits will be offered.
MBAE-3410	Integrated Marketing Communication (IMC)	MBAE-3510	Corporate Taxation (CT)	MBAE-3610	Performance Management (PM)	MBAE-3710	Decision Support System (DSS)	
MBAE-3411	Voluntary Sector Marketing (VSM)	MBAE-3511	Behavioural Finance (BF)	MBAE-3611	Labour Legislation (LL)	MBAE-3711	Internet of Things (IoT)	
MBAE-3412	Service Marketing (SVM)	MBAE-3512	Financial Econometrics (FE)	MBAE-3612	Employee Relations (ER)	MBAE-3712	Systems Analysis and Design (SAD)	
MBAE-3413	Strategic Marketing Management (SMM)	MBAE-3513	Financial Derivatives (FD)	MBAE-3613	HRD: Strategies and Systems (HRDSS)	MBAE-3713	Project Management (PROM)	
MBAE-3414	Global Marketing Management (GMM)	MBAE-3514	Financial Markets (FM)	MBAE-3614	Human Resource Information System (HRIS)			
Credits to be Offered in Semester-III from Core Courses							15 Credits	
Credits to be Offered in Semester-III from Elective Courses under Non-Specialization Area							03 Credits	
Credits to be Offered in Semester-III from Elective Courses under Specialization Areas							09 Credits	
Credits to be Offered in Semester-III from Minor Elective Courses							04 Credits	
<b>Total Credits to be Offered in Semester-III from Core &amp; Elective Courses</b>							<b>31 Credits</b>	

## MBA SEMESTER – IV

Sl. No.	Course Code	Course Name	Credit Particulars					
<b>CORE COURSES</b>								
1.	<b>MBA-4301</b>	Entrepreneurship Development (ED)	3 nos. core courses at serial nos. (1-3) @3 credits per course, i.e. a total of 9 credits will be offered.					
2.	<b>MBA-4302</b>	International Business (IB)						
3.	<b>MBA-4103</b>	Comprehensive Report (CR)						
4.	<b>MBA-4104</b>	Community Engagement Course	1 no. core course at serial no. 4 @ 2 credits will be offered.					
<b>⊕ SPECIALIZATION ELECTIVE COURSES</b>								
<b>Marketing Management</b>		<b>Financial Management</b>	<b>Human Resource Mgmt.</b>	<b>Systems, Operations &amp; Decision Sciences</b>	For each of the four specialization areas, 3 nos. elective courses to be selected from the list of 5 courses @3 credits per course, i.e. a total of 9 credits will be offered.			
MBAE-4409	Retail Marketing (RTM)	MBAE-4509	Management of Financial Services (MFS)	MBAE-4609		Strategic Human Resource Management (SHRM)	MBAE-4709	Advanced Operations Research (AOR)
MBAE-4410	Brand Management (BM)	MBAE-4510	Management Accounting for Business Decisions (MABD)	MBAE-4610		Human Capital Management (HCM)	MBAE-4710	Total Quality Management (TQM)
MBAE-4411	Tourism Marketing (TM)	MBAE-4511	Merger, Acquisition and Corporate Restructuring (MACR)	MBAE-4611		Contemporary Interventions in Human Resource Management (CIHRM)	MBAE-4711	Database Management System (DBMS)
MBAE-4412	Advertising and Sales Promotion Mgmt. (ASPM)	MBAE-4512	Entrepreneurial Finance and Valuation (EFV)	MBAE-4612		Global Human Resource Management (GHRM)	MBAE-4712	Decision Models and Optimization (DMO)
MBAE-4413	Small Business Marketing (SBM)	MBAE-4513	Multinational Finance (MF)	MBAE-4613		Employer Branding (EB)	MBAE-4713	Smart Manufacturing (SMFG)
Credits to be Offered in Semester-IV from Core Courses							09 Credits	
Credits to be Offered in Semester-IV from Elective Courses under Specialization Areas							09 Credits	
Credits to be Offered in Semester-IV from Community Engagement Course (Core)							02 Credits	
<b>Total Credits to be Offered in Semester-IV from Core and Elective Courses</b>							<b>20 Credits</b>	

## AREA – 1: Foundations of Management

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### MBA-1101: Management Process & Organization Theory (MPOT)

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- Unit-I:** Understanding an Organisation—Organisational Adaptation, Survival and Growth—Nature, Purpose and Importance of Management in Organisations—The Management Process—Kinds of Managers—Basic Managerial Skills and Roles, Changing Nature of Managerial Work—Management: Science or Art—Management as a Profession. Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approaches, Modern Management Approaches, Contemporary Management Issues and Challenges—Global Dimensions of Management.
- Unit-II:** Planning & Decision Making—Planning: Concept, Importance, Types or Elements of Plan, Levels of Planning, Steps in Planning, Benefits and Limitations of Planning—Making Planning Effective— Management by Objectives. Decision Making—Types of decisions, Nature of decision making, Rational Perspectives and Behavioural Aspects of decision making.
- Unit-III:** Organising: Concept, Nature, Importance and Process of Organising—Organisation Structure and Design—Departmentation—Span of Management—Concepts of Authority, Responsibility and Accountability—Delegation of Authority—Steps—Centralisation and Decentralisation of Authority—Factors determining the degree of Decentralisation of authority—Concept of Line, Staff and Functional authority—Conflict between Line and Staff—Overcoming the Line –Staff Conflict.
- Unit-IV:** Controlling: Concept, Nature and Importance of Controlling—Critical Control points and standards—Types of Control—Requirements of an Effective Control System—Behavioural Implications of Control—Some Techniques of Managerial control.
- Unit-V:** Organisation Theory: Organisations as systems—Strategic Systems Approach—Brief history of OT— Contemporary perspective— Organisational goals and effectiveness— Structure and design— Nature of Structure and Design, Differentiation & Integration, Patterns of strategic organisational design, evolving designs— Organisational Culture— Organisational size and life cycle— Organisational Decline and Downsizing— Organisational size and control strategies.

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#### **Suggested Readings:**

1. Heinz Wehrich, Management: A Global Perspective, Tata McGraw Hill.
2. John R. Schermerhorn, Management, Wiley-India.
3. S. P. Robbins and Coulter, Management, Tata McGraw Hill.
4. D. R. Hampton, Management, Tata McGraw Hill.
5. Herbert A. Simon, Administrative Behaviour, Collier Macmillan Publishers, London.
6. J. H. Jackson and C. P Morgan, Organisation Theory, Prentice Hall, Englewood Cliffs, New Jersey.
7. F. E. Katz and J. E. Rosenzweig, Organisations and Management, McGraw-Hill.
8. J. G. March and H. A. Simon, Organisations, John Wiley and Sons.

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## MBA-1102: Managerial Economics (ME)

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- Unit-I:** Choice as an Economic Problem– Understanding the Economics of Business– Concepts of Economic activities–Decision—making under different conditions– Decision—making under risk–Decision—making under uncertainty— Understanding the Concept of Demand– Basic framework of Demand and Supply– Demand Elasticities–Cardinal Utility Theory, Indifference Curve Theory– The Consumer’s Surplus–Supply, Demand and Price: Managerial Challenge–Some applications—Derivation of Market Demand–Determinants of Demand–Overview of Demand Forecasting.
- Unit-II:** Production and Firm–Production Function and its importance in Managerial Decision-making–Factor Productivities–Laws of Production–Choice of Best Combination of Inputs–Derivation of Cost functions from production functions– The Production function of a Multiproduct firm–The case of multiple inputs— Importance of Cost in Managerial—decisions–Different cost concepts and classifications– Short run and long-run cost– Different cost relationships– Learning Curve–Economies of Scale and Scope– Different methods of estimating cost functions.
- Unit-III:** Industry and Markets– Structure-Conduct-Performance Hypothesis– Competition and Competitiveness—Equilibrium of the firm– Perfect Competition: Characteristics, Short-run and long run equilibrium–Monopoly: Equilibrium of a monopoly firm, Monopoly power, Price discrimination– The Implications of Perfect Competition and Monopoly for Managerial Decision-Making— Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition– Equilibrium of the firm– Oligopoly: Characteristics and Models–Pricing in an Oligopolistic Market.
- Unit-IV:** Overview of special pricing practices like Cartel, Price Leadership, Non-marginal pricing, multi-product pricing, etc.—Economic Goals of the firm other than profit —Managerial Theories of Firm: Baumol’s Sales Maximisation Model, Marris’s Model of Managerial Enterprise, Williamson’s Model of Managerial Discretion–Behavioural Model of Cyert and March—Transactions Cost Theory: Characteristics of a Transaction, Transaction Cost and Transaction cost minimization–Information Economics: Hidden Information, Hidden Action and Asymmetric Information–Agency Theory: Analytic Models and Solutions to Agency Problem—Economic aspects of Negotiation.
- Unit-V:** Understanding Macroeconomics and its relationship vis-à-vis business perspective–Concept of Aggregation and Measurements of important macroeconomic variables –Relationship among macroeconomic variables— Understanding Inflation and costs of Inflation–Overview of the dynamics of inflation–Inflation containment moves–Business Cycle: Concept, phases and characteristics of each phase and relationship vis-à-vis business decisions– Inflation and Business Cycle—Fiscal and Monetary Policy.

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**Suggested Readings:**

1. A. Koutsoyiannis, Modern Microeconomics, MacMillan.
  2. W. F. Samuelson and S. G. Monks, Managerial Economics, Wiley
  3. V L Mote, S Paul and G S Gupte, Managerial Economics: Concepts & Cases, Tata McGraw-Hill.
  4. R. H. Dholakia and A. J. Oza, Microeconomics for Management Students, Oxford University Press.
  5. P. G. Keat and P. K. Y. Young, Managerial Economics, Pearson Education.
  6. Ian Dobbs, Managerial Economics: Firms, Markets and Business Decisions, Oxford University Press.
  7. R. Dornbusch and S. Fischer, Macroeconomics, McGraw Hill.
  8. W. H. Branson, Macroeconomic Theory and Policy, All India Traveller Bookseller.
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**MBA-2101: Research Methodology (RM)**

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- Unit-I:** Introduction to Organizational Research Methods, Concepts and Characteristics of Qualitative Research, Differences between qualitative and quantitative Research Methods, Advantages and limitations of Research Methods.
- Unit-II:** Qualitative Research approaches, case Study, Ethnography, Phenomenology, Grounded Theory, field Research.
- Unit-III:** Types of Collecting Qualitative Data, Literature Search, The Pilot Study, Projective Techniques, Interview Techniques, survey Techniques, Observation, Focus group, Panel study, Measuring validity through triangulation, Ethical Issues in research.
- Unit-IV:** Research Design: Features of a good research design, Exploratory Research Design, Descriptive Research Designs, Experimental Designs: Concepts and Types, Extraneous variables confounding Experimental Designs.
- Unit-V:** Data Collection, Measurement and Scaling Techniques: Questionnaire construction, designing a questionnaire, Measurement Scales, Scaling Techniques for measurement of attitudes, Reliability and Validity of measurement scales, Limitations of Attitude Measurement.
- Unit-VI:** Sampling Theory, Data Analysis and Statistical Techniques: Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Probability and Non-Probability Sampling, Statistical tools for Data Analysis, Hypothesis Testing, Analysis of Variance, Multivariate Analysis, Non-Parametric Tests, Report writing.
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**Suggested Readings:**

1. Daymon, Christine and Holloway, Immy; Qualitative Research Methods in Public Relation and Marketing Communications; Routledge, U.K.; Publication, 2002.
2. Craig; C. Samuel and Douglas, Susan P.; International Marketing Research; John Wiley and Sons Ltd, III<sup>rd</sup> Edition, 2005; U.K. and U.S.A., New York.

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3. Hennink, Monique, Hutter, Inge and Bailey, Ajay, Qualitative Research Methods. Sage Publications.
  4. Qualitative Methods for Market Place Research, Say Sayre, Sage Publications.
  5. Business Research Methods Alan Bryman & Emma Bell, Oxford University Press.
  6. Malhotra, N. K. Marketing Research: An Applied Orientation, Pearson
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### **MBA-2102: Business Environment and Legislation (BEL)**

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- Unit-I:** Overview and Framework of Business Environment-Economic Environment: Economic Development and Human Development; Different elements of economic environment; Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms; Liberalization; Privatization and Globalization; Structural Adjustment Programme; Current trends in economic environment affecting business.
- Unit-II:** Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues by multinational and transnational Companies: International experience NGOs and their operation.
- Unit-III:** International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT.
- Unit-IV:** Business Legislations: Elements of Contract Act, Sale of Goods Act, Company law, Cyber law, Competition Laws, Right to Information Act, Legal issues relating to consumer protection, environment protection and reporting etc.
- Unit-V:** Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights. Infringement of IPR; Technology Transfer & related issues.

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***Suggested Readings:***

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
  2. Mishra & Puri, Economic Environment, Himalaya Publishing.
  3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
  4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
  5. A.C. Fernando, Business Environment, Pearson Education.
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### **MBA-2103: Managerial Communication and Skill Development (MCSD)**

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- Unit-I:** Managerial communication—nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; Informal Communication—Corporate Communication and the role of HR—Managing People, Relationship and Politics.

- Unit-II:** Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; Effective Listening—Poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of Mentoring—Interviewing Skills.
- Unit-III:** Business presentations & public speaking—Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines; Conversations— Essentials. Non— verbal communication—introduction; Elements of non-verbal communication— Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non—verbal messages.
- Unit-IV:** Business Writing—Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.
- Unit-V:** HR Manager as Coach, Mentor and Negotiator –Background to Counselling— Development of Counselling Skill— Phases of Counselling and Role of HR Managers—Skills and Requirements of Negotiation and Counselling: Assertiveness and Interpersonal Skills, Active Listening, Respect, Genuineness— Social Skills at Workplace—Role Conflict in Counselling—Counselling services—Current trends, issues and practices in Negotiation and Counselling in Indian Industries—Skills in Public speaking.
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***Suggested Readings:***

1. Meenakshi Raman and Parkash Singh, Business Communications, Oxford.
2. E.H. McGrath, Basic Managerial skills For All, PHI, New Delhi.
3. R. Lesikar and J. Pettit, Business Communication, All India Traveller Bookseller.
4. M.M. Monnipally, Business Communication Strategies, TMH, New Delhi.
5. Michael Reddy, The Managers' Guide to Counselling at Work, Universities Press.
6. Eric Parsloe, The Manager as Coach and Mentor, Universities Press.
7. David Fontanna, Social Skills at Work, Universities Press.

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**MBAE-1108: Indian Ethos and Business Ethics (IEBE)**

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- Unit-I:** Indian Ethos and Values: Managerial Perspective—Contextualisation of Indian Heritage, Culture and Ethos vis-à-vis Business and Managerial Perspectives— Comparing and Contrasting Indian and Western Management—Value Based Management and Human Values: Issues and Perspectives—The Indian Model of Managerial Effectiveness.



- Unit-II:** Business Ethics: Conceptual and Theoretical Perspectives—Indian Approach to Business Ethics—Issues in Understanding Ethical Issues in Business—Business Ethics and Stakeholders concerns—Ethical underpinning of CSR—Ethical Dilemmas in Business—Emerging Issues in Business Ethics—Perspectives from ‘New Normal’—Institutionalization of Business Ethics—Managing Ethical Risk through assigned and voluntary programme.
- Unit-III:** Ethics of Decision-making and Organisational Behaviour—Role of Ethical Leadership—Leadership styles and ethical decision-making—Facets of effective ethical leaders—Individual Factors—Moral development—Organisational Factors—Ethics and Corporate Culture—Business response to environmental problems.
- Unit-IV:** Implementation of Effective Ethics Programme—Developing Ethics programme—Codes of Conduct and Ethics—Ethics Officer—Ethics and Legal Compliance—Ethics Training and Communication—Ethical Standards. Managing and Controlling Ethics Programmes—Ethics Audit, Benefits, Process.
- Unit-V:** Ethics in the Functional Areas of Business—Ethics of HR/and related aspects—HR Managers and Business Ethics—The ‘Giving’ Model of Motivation—Universal Human Values.

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**Suggested Readings:**

1. Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.
2. S. K. Chakraborty, Managerial Effectiveness and Quality of Work life: Indian Insight, Tata Mc-Graw-Hill
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd
4. O C Ferrell and John Fraedrich, Business Ethics: Ethical Decision Making and Cases, Cengage Learning.
5. Andrew C. Wicks and R. Edward Freeman, Business Ethics: A Managerial Approach, Pearson Education.
6. Manuel G. Velasquez, Business Ethics: Concepts and Cases, Pearson.
7. William H. Shaw, Business Ethics: A Textbook with Cases, Cengage Advantage Books.

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**MBAE-3108: Management Principles and Practices (MPP)**

- Unit-I:** Concept, Nature, Purpose and Importance of Management in Organisations, Basic Managerial Skills and Roles, Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Modern Management Approaches.
- Unit-II:** Planning and Organising: Planning--- Concept, Importance, Types of Plan, Steps in Planning, Organising----Concept, Nature and Process of Organising, Organisation Structure, Departmentation---Span of Management, Authority and Responsibility, Centralisation and Decentralisation of Authority---Concept of Line and Staff Authority.

**Unit-III:** Staffing and Decision Making: Staffing---Features and Elements of Staffing, Recruitment, Selection, Performance Appraisal etc .Decision Making—Types of Decisions, Nature of Decision Making, Perspectives of Decision Making.

**Unit-IV:** Motivation and Leadership: Motivation---Human Motivation and the process of Motivation, Theories of Work Motivation---Content Theories and Process Theories; Leadership---Concept, Approaches to Leadership, Leadership Styles.

**Unit-V:** Control and Coordination: Control---Concept, Nature and Importance of Control—Types of Control, Techniques of Managerial Control; Coordination—Concept and Features.

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***Suggested Readings:***

1. Essentials of Management: Harold Koontz and Heinz Weihrich, McGraw Hill
1. Management: J. Stoner and R. Freeman, Prentice Hall
2. Management: Stephen Robbins and M. Coulter, Tata McGraw Hill
3. Organizational Behaviour: Stephen Robbins, Prentice Hall India
4. Organizational Behaviour: Fred Luthans, McGraw Hill

## AREA – 2: Organizational Behavior

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### MBA-1203: Organizational Behavior (OB)

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**Unit-I:** Defining Human Behaviour— Nature & Process of Human Behaviour— Need to study human behaviour from organizational perspective—Organisational Behaviour: Foundational perspective—Models of Organizational Behaviour— Challenges & opportunities.

**Unit-II:** Emotions: Concept and Functions— Emotional Labour—Emotional Intelligence— Perception: Meaning and Concept—Attribution and Perception— Factors affecting Perception— Process of Perception— Role of Perception in Making Judgements about others— Perception in Management— Perceptual Organization—Information processing and individual decision-making.

**Unit-III:** Personality: Concept and Determinants—Personality Frameworks— The Myers-Briggs Type Indicator— The Big Five Personality Model— Type A and Type B Personality— other Personality Attributes— Personality Traits of Managers— Learning—Learning Principles—Theories of Learning— Intelligence and Psychological Testing.

**Unit-IV:** Attitude— Behaviour and Attitude—Components of Attitude—Major Job-related Attitudes in Organizations— Job Satisfaction: Causes and Measurement and Impacts at Workplace.

**Unit-V:** Motivation: Conceptual Overview— Morale and Motivation—The Process of Motivation— Types of Motivation: Intrinsic and Extrinsic—Content and Process Theory of Motivation— Applying Motivation Theories at Workplace— Job characteristics model & MPS— Motivation vis-à-vis Redesigning of the job, Socio technical design and Alternative work arrangements—Implications for Managers.

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***Suggested Readings:***

1. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
2. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited.
3. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
4. Fred Luthans, Organizational Behavior McGraw Hill Book Company.
5. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
5. Griffin, Phillips and Gully, Organisational Behaviour: Managing People and Organizations, Cengage Learning.

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**MBAE-1210: Corporate Success Behavior (CSB)**

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**Unit-I:** Success and Failure of the Companies: Analytic review based on a few case studies of the companies with distinctive historical perspectives--The revival of Disney Corporation & BMW, Honda's successful penetration in US market and the rise of Microsoft in the presence of IBM--- Added Value as the key measure of corporate success-Significance of quality information processing behavior of the employees in bringing organizational success- Importance of organizational effectiveness with its relevant approaches in the light of corporate success-- Need for empowerment and active value- added decision-making by the knowledge workers.

**Unit-II:** Set of Business Relationships: Value of Cooperation [perfunctory & consummate cooperation---problem of cooperation in joint ventures--- commitment] ---Coordination [private & social coordination—coordination problem and process—Manager as coordinator--Team coordination]---Business relationships and competitive threat to the firm [Role of differentiation and integration under environmental contingency---Lawrence and Lorsch study] --- Contracts [ spot & relational contracts—the impacts of the business environment]—Issues relating to-competitive advantage.

**Unit-III:** Distinctive Capabilities of the Firm: Principal sources---Architecture [organizational knowledge--foundations of architecture—external and internal architecture—the importance of networks]---Employee Morale in shaping architecture-Determiners of morale---Subjective and objective measures of employee morale –Methods of increasing employee morale—Reputation [ A product-quality mechanism—Building & spreading reputation etc]—Innovation [The process—The relations between architecture, innovation & competitive advantage]—Strategic Assets—Its creation and deployment.

**Unit-IV:** Shaping Distinctive Capabilities into Competitive Advantage: The market ---Its boundary--- Competitive Advantage --- Outcome of effective matching mechanism between market and distinctive capabilities ---The strategic choice behavior of the firm---Merger & Acquisition as means to enter new market— Sustainability and Appropriability in yielding corporate success--Strategies for corporate success--Significance of strategic alliances.

**Unit-V:** Varied Fits between Individuals, Jobs and the Firm: A key to corporate success [Ability--job fit, person--job fit, person--organization fit]—Work Motivation and Job Design - important approaches---Emotional Competence of the knowledge worker—A key to professional success of the firm---Relationship interface ---Employee and the Firm--Adaptation & developmental processes-- Factors affecting work behaviour of the employees--Environment & technology—Societal role of human resources—Work Effectiveness & Social Influence--Changing conditions & new corporate forms.

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**Suggested Readings:**

1. Casson, M. (1982). The entrepreneur, Oxford: Martin Robertson.
2. Child, J.(2005). Organization: contemporary principles and practice. Oxford: Blackwell
3. Ivancevich, J.M. , Konopaske, R., & Matteson, M, T, Organizational behavior and management Tata McGraw-Hill.
4. Kay, J.A. (1993). Foundations of corporate success, Oxford: Oxford University Press.
5. McShane, S.L., Glinow, V.A., M., & Sharma, R, R Organizational behavior, New Delhi: Tata McGraw-Hill.
6. Porter, L, W., Lawler, E, E.. Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
7. Robbins, S.P., Judge, T, A., & Sanghi, S.(2007). Organizational behavior, Delhi: Pearson Prentice Hall.

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**MBAE-2206: Organizational Change and Development (OCD)**

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**Unit-I:** Organisational Change—Understanding and different approaches, Organisational development—Concept, Planned Change Processes—OD Practitioners—Role and Competencies.

**Unit-II:** Organizational culture (Understanding, typologies, importance of culture on work behaviour, creation, sustenance & transmission of culture), Cultural diversity—international diversity & its nature (Kluckhohn—Stordtbeck & Hofstede frameworks), Culture shock, Sources of diversity and management of the same in the organization, Cross—culture dynamics, Management of gender issues, Organizational climate.

**Unit-III:** Technology, innovations & work—design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, Corporate success vis-à-vis competitive advantage: Objective of added value & analysis of the value chain as means of appraisal—Organisational Design for Sustained Creativity.

**Unit-IV:** Perspectives on Change—Types of Changes—Competitiveness and Managing Change—Change Process—Change Agents and their Role— Strategic Leverages to Change— Dynamics of Resistance to Change— Implementation of Change—Resistance to Change—overcoming values—features—benefits and limitations—Organisation Development—Meaning—History of Organization Development—Objectives Values—Features—Benefits and Limitations.

**Unit-V:** Process and Methods of Managing Organization Development—Human Process Intervention—Technostructural intervention—Human Resource Management Intervention—Strategic Intervention—Special Applications of OD— Contemporary Issues in Organisational Change and OD Interventions.

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***Suggested Readings:***

1. T. G. Cummins and C. G. Worley, Organizational Development and Change, South Western College Publishing.
2. A. H. Anderson and D. Barker. Effective Enterprise and Change Management, Oxford.
3. French and Bell, Organization Development, Prentice Hall of India.
4. Ramnarayan, Rao and Singh, Organizational Development— Interventions & Strategies, Response Books.
5. Nilakant and Ramnarayan, Managing Organisational Change, Response Books.
6. Pettigrew and Whipp, Change management for Competitive Success, Infinity Books.
7. K. Harigopal, Management of Organizational Change, Response Books.

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**MBAE-2207: Leadership (LDP)**

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**Unit-I:** Leadership: Conceptual Issues, Characteristics, Relevance and overarching Perspectives—Leader vs. Manager, Roles of a leader, Leadership Traits, Leadership Attitudes, Leadership styles, Formal Leader Vs. Informal Leader, Successful and Effective leaders, Vision in Leadership, Trust, Power & Authority in Leadership.

**Unit-II:** Leadership: Born or Made- Analysis of Leadership Theories- Trait Theories, Behavioural Theories, Contingency Theories, Situational Theories, Modern Theoretical Framework of leadership– Charismatic, Transactional and Transformational Leadership, Cognitive Approach to Leadership.

**Unit-III:** Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts.

**Unit-IV:** Leadership Building Skills, Negotiation and Assertiveness Skill, Emotional Intelligence and Leadership, Decision making in Leadership, Leadership and Change, Leadership and Culture Building, Leading in VUCA Environment, Mapping Personal Leadership.

**Unit-V:** Ethical and value based leadership, Leadership across cultures, Gender and Leadership, Contemporary issues in Leadership and managerial implications, Indian Business Leadership Indian cases on leadership—Emerging perspectives in Corporate Leadership.

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**Suggested Readings:**

1. Joan V. Gallos, Business Leadership, John Wiley & Sons
2. Philip Sadler, Leadership, Kogan Page
3. David I. Bertocci, Leadership in Organizations: There is a Difference Between Leaders and Managers, University Press of America
4. Antonio Marturano and Jonathan Gosling, Leadership: The Key Concepts, Routledge
5. S Balasubramanian, The Art of Business Leadership, Sage Publications
5. Fred Luthans, Organizational Behaviour, Mc Graw Hill International

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**MBAE-3206: Team Dynamics at Work (TDW)**

**Unit-I:** Groups in Organisations- Foundations of Group Behaviour in Organisations- Group Classification- Group Development- Group properties: Roles, norms, status, size and cohesiveness, Group decision making Techniques, Group Think- Group vs. Team, the challenge of managing multicultural and cross-cultural workgroups.

**Unit-II:** Teams, Defining Work Team, Team Composition, Types of Teams, Team Performance and Motivation, Team Morale, Team Decision Making, Team Building Methods & Techniques, Competitive Vs. collaborative behaviour, Developing collaboration, Creative Teams and Creative Interaction— Contemporary Issues in managing international teams, virtual and multi-cultural teams.

**Unit-III:** Power and Politics in Organisations: Meaning, Classification and Bases of Organizational Power, Organizational Politics, Factors contributing to Political Behaviour, Techniques of Political Behaviour, Impression Management.

**Unit-IV:** Current trends in organisational and interpersonal communication—Team processes—Interpersonal Feedback, Experiential learning methodologies-T-group sensitivity training, Encounter Groups, Appreciative Enquiry, interpersonal orientation through FIRO-B—Transactional Analysis: Meaning and Significance, Johari Window.

**Unit-V:** Conflicts in Organisations—Conflict process—Types of Conflict— Functional and Dysfunctional conflict— Management of Conflicts—Techniques of Conflict resolution—Negotiation and Bargaining: Process, Issues and Strategies, Case Studies from India.

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**Suggested Readings:**

1. Fred Luthans, Organizational Behaviour, Mc Graw Hill International.
2. Hegla Drummond, Introduction to Organizational Behaviour, OUP.
3. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India.
4. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.
5. W.G. Bennis, Essays in Interpersonal Dynamics, U.S.A. Dorsey Press.

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## **MBAE-3209: Group and Team Effectiveness (GTE)**

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- Unit-I:** Introduction to Group Concept: Conceptual understanding of the group—Classification of groups—Factors affecting group formation---Stages of group development [Formal & Informal] -----Temporary group formation & related model.
- Unit-II:** Structural Dimension of the Group-Group composition, Norms, Role, Status, Size, Cohesiveness and Leadership---Transactional & transformational with other related issues---Group-level Diagnosis—The need for diagnosis & open system model---- Interpersonal and group process interventions .
- Unit-III:** Group decision making, Communication & Interpersonal behavior -Group versus individual decisions—Group’s decision: Movement towards consensus—Group Polarization—Group think ,group shift& information sampling model-Group decision-making techniques—Formal and informal group communication -Grapevine characteristics-benefits & limitations-TA analysis& interpersonal behavior—Interpersonal attraction-Propinquity effect-Reinforcement –affect model-Significances of similarity & reciprocity in interpersonal attraction.
- Unit-IV:** Intergroup Dynamics-Intergroup behavior----- Working in group--- Task types & group performance----Task interdependence—Goal differences--- Difference in time horizons-----Perceptual differences----Emphasis on loyalty---Managing intergroup conflict (Conflict--resolution grid) -- Group influence [Conformity, Social Pressure, Compliance& Underlying principles]---Pro social Behavior--- Groups affecting Task performance----Social facilitation effect & Social loafing---Cooperation and group impact—Coalitions—Resistances to change.
- Unit-V:** Work Teams-Differences between groups and teams---Types of teams-- Factors affecting team effectiveness—Shaping team players—Teams and quality management----- High performance team---Self-directed work team (SDWTs) - --Socio-technical system (STS)---Theory for high performance SDWTs --- Challenges to deploy SDWTs--- Virtual team and its emphasis by the firm--- Architecture of high performance virtual teams & dynamics of team trust----Pros and cons of team decision-making—Team building & team success—Team based organizational structure.

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

1. Ivancevich, J.M. , Konopaske, R., & Matteson, M,T. Organizational behavior and management New Delhi: Tata McGraw-Hill.
2. Kreitner, R., & Kinicki, A., Organizational behavior (8<sup>th</sup> Ed.). New Delhi: Tata McGraw-Hill.
3. Luthans, F. Organizational Behavior. NY: McGraw-Hill.
4. McShane, S.L., Glinow, VA,M.,& Sharma,R,R. Organizational behavior. New Delhi: Tata McGraw-Hill;
5. Porter, L, W., Lawler,E,E. ,& Hackman,J,R. Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
6. Robbins, S, P., Judge, T,A., & Sanghi, S. Organizational behavior. Delhi: Pearson Prentice Hall.

## AREA – 3: Strategic Management

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### MBA-3301: Introductory Strategic Management (ISM)

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- Unit-I:** Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy—Organisation’s Strategic Intent—Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders’ Approach to Strategic Management—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organisation—Guidelines for Analysing Cases in Strategic Management.
- Unit-II:** Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View and Dynamic Capability View—Value Chain and other aspects of internal analysis.
- Unit-III:** Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit ‘New Normal’, Specific Industry and Organizational Situation—. Outsourcing as a Strategic Option: Issues and Concerns—Issues in Formulating and Executing Blue Ocean strategy.
- Unit-IV:** Strategy Analysis and Choice—Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Stakeholder analysis, Scenario Assessment, Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.
- Unit-V:** Issues in Strategy Implementation and Evaluation—Management Perspective—Resource Allocation—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools—Strategic issues in understanding ‘Servitisation’.



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**Suggested Readings:**

1. A.J. Rowe, R.O. Mason, K.E. Dickel, R.B. Mann, R.J. Mockler, Strategic Management: A Methodological Approach, Addison—Wesley
2. S.B. Budhiraja and M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill.
3. Fred R David, Strategic Management, Prentice Hall New Jersey.
4. Glueck and Jauch: Business Policy and Strategic Management, McGraw—Hill, Intl.
5. Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

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**MBA-4301: Entrepreneurship Development (ED)**

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- Unit-I:** Entrepreneurship – Elements, determinants, importance, scope; Entrepreneur – Qualities/ Traits, Classification; Entrepreneur, Intrapreneur and Manager; Theories of entrepreneurship; Innovation and Creativity.
- Unit-II:** Entrepreneurial opportunities; Business ideas – Sources, Techniques of generating business idea; Feasibility study – Purpose, Dimensions, Structure and Contents of feasibility report; Business plan – Rationale, Stakeholders, Types, Structure and Contents.
- Unit-III:** Entrepreneurial behaviour; Entrepreneurial Motivation; Stimulation, Support and Sustainability – Public and Private systems; Marketing assistance and support; Technical and technological assistance and support; Entrepreneurship Development Programmes – Need and Objectives.
- Unit-IV:** Management of Start-ups: Venture life cycle; Mobilisation of resources; Location, Layout, Business processes, Operations planning and control; Accommodation and Utilities for start-ups; Preliminary contracts entered into by start-ups; Problems and challenges faced by start-ups.
- Unit-V:** Actors of venture support system: Industry Associations; Self-help Groups; Business Incubators.
- Unit-VI:** Entrepreneurial finance & Venture life cycle; Sources of capital; Fixed capital and Working capital assessment; Availability and access to finance; Project proposal; Financial distress.
- 

**Suggested Readings:**

1. Mukherjee, A. K. and Roy, S., *Entrepreneurship Development and Business Ethics*, Oxford University Press, New Delhi.
2. Mohanty S. K., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
3. Nandan H., *Fundamentals of Entrepreneurship*, PHI, New Delhi.
4. Charantimath P. M., *Entrepreneurship Development and Small Business Enterprises*, Pearson India, New Delhi.
5. Kumar, A., *Entrepreneurship*, Pearson India, New Delhi.
6. Narayana Reddy, P., *Entrepreneurship – Text & Cases*, Cengage Learning, New Delhi.

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## **MBA-4302: International Business (IB)**

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- Unit-I:** Introduction to International Business: Introduction to International Business, Elements of International Business, Globalisation.
- Unit-II:** International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.
- Unit-III:** International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment.
- Unit-IV:** Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization.
- Unit-V:** Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives.
- Unit-VI:** Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements.
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### ***Suggested Readings:***

1. Charls W L Hill, International Business: Competing in Global Market Place, International Edition, 2012
  2. Ghemawat, Redifining Global Stategy: Crossing Borders in a World where Difference Still Matter
  3. Mike W Ping, Global Business, 4 th Edition, Cengage
  4. Richard D Lewin, Where Cultures Collide, 3<sup>rd</sup> Edition.
  5. Kamal Fatehi & Jeongho Choi, International Business Management
  6. Hans Jansson, International Business Strategy in Emerging Country Markets, EE
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## **MBAE-1311: Corporate Governance (CG)**

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- Unit-I:** Understanding a Corporation and its facets– Corporation as a Complex Adaptive System– Governance types– Governance and Management–Governance theories–Separation of Ownership and Control–Instances of good and bad governance practices.
- Unit-II:** Directors vis-à-vis monitoring a corporation– Directors in historical perspective– Types of Directors–Board Duties: The Legal Framework–Board: Structure, Size–Director Effectiveness–Board Committee Types.
- Unit-III:** Management—Performance Relationship—Issues relating to Executive compensation—Stock Options– Recent Shareholder Concerns–Best Governance practices–Corporate Fraud: significant cases.

**Unit-IV:** Important Corporate Governance codes and Principles in India–International Corporate Governance: Corporate governance practices in USA, UK and other countries.

**Unit-V:** HR perspective of Corporate Governance: Personal and Interpersonal governance–Integration of Employees, Owners and directors–Employees: Compensation and Ownership–Future directions of Corporate Governance.

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***Suggested Readings:***

1. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.
  2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide: Leadership, diligence and Wisdom, iUniverse.
  3. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
  4. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan
  5. B Tricker, R I Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.
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**MBAE-2308: Corporate Social Responsibility and Sustainability (CSRS)**

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**Unit-I:** Corporate social responsibility(CSR): Fundamentals, Evolution, Why and when to apply CSR, strategic rationale—Corporate Social Responsibility Theories, Carroll’s Model of CSR –CSR and Corporate citizenship, drivers of corporate citizenship, business’s interest in corporate citizenship, Relevance of CSR in 21<sup>st</sup> century— Social Accounts Matrix—Important Social Indicators vis-à-vis CSR.

**Unit-II:** Strategic CSR—Competing Strategy Perspectives, The Resource perspective, The Industry perspective, The Stakeholder perspective—The strategic context of CSR—The integration of CSR into strategy and culture—The CSR Filter—Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of underprivileged People, Social Welfare and Community Development Activities, CSR Threshold— Designing CSR programmes: Obligations, Innovativeness and Effectiveness.

**Unit-III:** CSR and Corporate Sustainability: Conceptual Dimensions - Sustainability as Business Imperative—Corporate Sustainability Reporting: Frameworks, Trend and Imperatives–CSR, Corporate Reputation and Vulnerability.

**Unit-IV:** UN global compact—global corporate citizenship, national and international guidelines— Global Practices of CSR, Emerging issues and challenges in CSR— Legislations and CSR in India— CSR and the relevant provisions in Companies Act, 2013.

**Unit-V:** Implementation of Effective CSR and Sustainability orpgrammes: Imperatives and Actions—Sentising the CSR Department and Networking—CSR, Business strategy and corporate culture: Integrative perspective— Implementing CSR in MNCs, MSMEs, Family Businesses and *non-profit organization*—CSR Best Practices in India— CSR in the emerging perspective of ‘New Normal’.

**Suggested Readings:**

1. William B Werther and David Chandler, Strategic Corporate Social Responsibility, Sage.
2. H.H. Johnson, Business in contemporary society—framework & issues, Wadsworth Publishing Co Ltd.
3. J. Wempe and M. Kaptain, The balanced company: A theory of corporate integrity, Oxford University.
4. Philip Kolter and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley India.
5. John O. Okpara and Samuel O. Idowu (Eds), Corporate Social Responsibility Challenges, Opportunities and Strategies for 21st Century Leaders, Springer.

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**MBAE-3307: Knowledge Management and Business Excellence (KMBE)**

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- Unit-I:** Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge – Issues in Knowledge creation and capture—Transfer of Knowledge.
- Unit-II:** ICT and Knowledge Management (KM) – Knowledge Management Tools and Knowledge Portals—Organisational Culture and KM – Learning and KM—Role of HR in Knowledge Management.
- Unit-III:** Innovation Dynamics and Knowledge Processes – Knowledge-Intensive Firms and Knowledge Workers.
- Unit-IV:** Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management – Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard.
- Unit-V:** Information Technology and Business Excellence – Leadership for Excellence in Business – Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign – Total Organisational Excellence.
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**Suggested Readings:**

1. D. Hislop, Knowledge Management in Organizations, Oxford.
2. V. Allee, The Knowledge Evolution, Expanding Organizational Intelligence. Oxford University Press.
3. E. M. Awad and H. Ghaziri, Knowledge Management, Pearson
4. P. Baumard, Tacit Knowledge in Organizations. London, Sage.
5. C. Carter, Investigating Knowledge Management. London, CIPD.
6. L.J. Porter, and , S.J. Tanner, Assessing Business Excellence. Elsevier.
7. P. Robinson, Business Excellence, Delos.
8. S.K. Bhattacharya, Achieving Managerial Excellence: Insights from Indian Organisations. Macmillan.
9. P.N. Jha, Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

## AREA – 4: Marketing Management

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### MBA-1405: Fundamentals of Marketing Management (FMM)

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- Unit-I:** Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization. Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing.
- Unit-II:** Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for competitive Advantage.
- Unit-III:** Developing the Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions.
- Unit-IV:** Pricing Products –Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity.
- Unit-V:** Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, 3 Additional P’s of Services Marketing Mix: Process, Physical Evidence and People, Service Quality and Service Gap Analysis Model, Social Responsibility and marketing Ethics, Consumerism and Legal Issues, Role of marketing in voluntary and social sectors.
- Unit-VI:** Global Marketing, Global Marketing Mix, Global Market Entry Strategies, Direct Marketing, Benefits and Limitations of Direct Marketing, On Line Marketing, E-Commerce and Marketing, Activities of E-Commerce, Relationship Marketing.
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#### ***Suggested Readings:***

1. Kotler, Philip. Marketing Management Analysis, Planning and Control, PHI.
2. Kotler Philip and Armstrong, G. Principles of Marketing, PHI.
3. Stanton, Willam J. Fundamentals of Marketing, McGraw Hill.
4. Ramaswamy, V.S. and Namakemari, S. Marketing Management, McMillan.
5. Bhattacharya K. Sisir. Marketing Management, National Publishing House.
6. Dalrymple, J.D. and Parson, J.L. Marketing Management Strategy and Cases, John Wiley and Sons.

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## MBAE-2409: Consumer Behavior (CB)

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- Unit-I:** Consumer Behaviour and Marketing Strategies, concept, definition, types of consumer, difference between consumer and customer, purchase pattern and role, Consumer decision making process and factors responsible for consumer decision making.
- Unit-II:** External factors influencing consumer behavior; Social stratification, Culture and its impact of consumer, reference group and opinion leaders, family, and roll of family members.
- Unit-III:** Psychological and self-concept factors, personality, Goffman's life as theater theory, psychographics and life style-AIO inventory and VAL's segmentation and motivation; concept and theories, perception, attitude, learning etc.
- Unit-IV:** Diffusion and innovation, Rogers's model, and product adoption process.
- Unit-V:** Models of Consumer Behaviour and consumer Research Process and Methods.
- Unit-VI:** Industrial and B2B buying behavior.
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### *Suggested Readings:*

1. Blackwell; Roger.D; Miniard, Paul. W; and Endel James F; Consumer Behaviour; India Edition; Cengage Learning India Private Limited, New Delhi, 2006.
2. Chaudhuri,Rajita;Is India Really 4-Nations, 4PS: Business and Marketing New Delhi,2012.
3. Khan,Matin;ConsumerBehaviour,SecondEdition;New Age International Publications; New Delhi 2004.
4. Hoyer,Wayne D.; MacInnis Deborah J. and Dasgupta Pinaki; Consumer Behaviour,2008 edition, Biztantra, New Delhi.
5. Loudon, David L.; and Della Bilta, Albert.J.; Consumer Behaviour: Concepts and Applications. Tata McGraw Hill, New Delhi.
6. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour, Prentice Hall of India, New Delhi.

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## MBAE-2410: Sales & Distribution Management (SDM)

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- Unit-I:** Introduction to Personal Selling and Sales Management: Nature and Scope of Personal Selling and Sales Management, Setting and Formulating Persons Selling Objectives, Traditional and Modern Selling approaches, Ethics in selling, Career in Professional Selling and Sales Management.
- Unit-II:** Personal Selling process: Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling Objections, Closing the Sale, Follow ups.

- Unit-III:** Dimensions of Sales Management – Tasks of Sales Managers – Planning, Organizing, Recruiting and Selecting the Sales Personnel, Motivating Sales force, controlling the Sales Force Designing and Administering the Compensation Plans, Developing and Managing Sales Evaluation Programs.
- Unit-IV:** Sales Territory Development and Time Management : The Scope and Nature of Territory Management, Sales Territory Design, Procedures for Developing Territories, Role of Time Management in Sales, Assessing Time Utilization, Allocating Sales Efforts, Objectives and Quotas for Sales Personnel. Sales and Cost Analysis. The Cost Effective Sales Force, Sales Forecasting and Budgeting, Sales Analysis, Cost Analysis, Sales Audit.
- Unit-V:** Sales Force Performance Appraisal: Concepts, Definitions and Objectives. Criteria and Benefits of performance Appraisal, Steps in Sales force performance Appraisal, Sales force Performance Appraisal Methods.
- Unit-VI:** An Overview of Marketing Channels: Channel Structures and Designs, Functions, Relationships, Channel Intermediaries, Management of Distribution Channels, Logistics Management, Supply Chain Management, Organizational patterns in Marketing Channels, Marketing Channel Policies and Legal Issues, Information Systems and Channel Management.

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***Suggested Readings:***

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall.
2. Buskirk, R.H. and Stanton, W.J. Management of Sales price; Homewood Illinois. Richard D. Irwin.
3. Dalrymple D.J. Sales Management Concept and Cases New York, John Wiley.
4. Still, R.R. Sales Management. Englewood Cliff. New Jersey, Prentice Hall.
5. Gupta, S.L. Sales and Distribution Management Excel Books.
6. Johnson, M.E., Kurtz, L.D. and Scheuing, E.E. Sales Management - Concepts, Practices and Cases; McGraw Hill International.

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**MBAE-2411: Rural Marketing Management (RMM)**

- Unit-I:** Concept of rural marketing, its opportunities and challenges in India, Rural Marketing Environment.
- Unit-II:** Marketing research in rural settings in India. Importance of both quantitative and qualitative tools.
- Unit-III:** Developing a competitive strategy for Indian rural markets: Segmentation, targeting, positioning and entry strategies.
- Unit-IV:** Studying rural marketing mixes: (a) product, prices and place (distribution) and Promotion.
- Unit-V:** Innovation in Indian Rural Markets and the future of Marketing in Rural India.

***Suggested Reading:***

1. Velayudhan; S. Kumar; Rural Marketing Targeting the non-urban consumers, response Books, New Delhi.
2. Dutt, Ruder and Sundaram K.P.M.; Indian Economy; S. Chand, New Delhi.
3. Kashyap, Pradeep and Raut, Siddhartha, The Rural Marketing Book, Biztantra, New Delhi.

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**MBAE-2412: Industrial Marketing (IM)**

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- Unit-I:** Industrial Marketing: nature, concept, objectives, Industrial Vs. consumer Marketing, Characteristics of Industrial Marketing, Types of Industrial products, Strategies for Industrial Marketing.
- Unit-II:** Understanding Industrial Markets and Environment, Types of Industrial Customers, Marketing Implications for different customers, purchasing practices of industrial customers, Industrial Marketing Environment.
- Unit-III:** Industrial Buying Behaviour, Buying Objectives and Activities, Buy Phases, Buying situations, Buy grid framework, Buying centre, Models of Industrial Buying Behaviour.
- Unit-IV:** Industrial market Segmentation, Segmenting, Targeting, Positioning (STP) framework, Mechanisms for segmentation, Evaluating Market Segments.
- Unit-V:** Industrial Marketing Channel and marketing logistics, Industrial Communications, role of Advertising, Personal Selling, Sales Promotion, Publicity and Direct Marketing, Industrial Pricing Strategies and Policies, Role of e-commerce in Industrial marketing.

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***Suggested Readings:***

1. Industrial and organizational Marketing: Michael.H.Morris, Macmillan, New York
2. Industrial Marketing: Analysis, Planning and Control: Robert.R.Reeder, Betty.H.Reeder and Edward.G.Brietry, PHI
3. Industrial Marketing: K.K.Havaldar, Tata McGraw-Hill Publishing Company limited, New Delhi.

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**MBAE-2413: Public Relations and Marketing (PRM)**

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- Unit-I:** PRINCIPLES OF PUBLIC RELATIONS: What is Public Relations? Meaning and Definitions, Basic elements of PR, Nature, role and scope, PR as a tool of modern management – PR role in the Indian Setting-Developing economy. PR as distinct from other forms of Communication, PR and Publicity, Lobbying, Propaganda, Sales Promotion, and Advertising, PR and Corporate Marketing Services.



- Unit-II:** MEDIA CLASSIFICATION: Introduction to Mass Media, Functions of Mass Media, Characteristics, Limitations, advantage and relative appeal of different media.  
NEWS PAPERS AND MAGAZINES: Principal categories of newspapers and periodicals, News Agencies, Government and Press – Mass Media as Social Instruments.  
RADIO BROADCASTING: Ratio in India, Relative coverage and appeal of Radio and Press. Impact of Radio on rural India and rural development.  
TV IN INDIA: A brief history of Television – Coverage, present status and impact on masses, Role of Satellite Communication, TV for Socio-Economic change, The future of Television in India.  
FILM IN INDIA: Film as a tool of PR, Impact of films, Documentaries, PR Films, Feature Films, Script writing of newsreel and documentaries.  
PHOTOGRAPHS: The Camera as a tool of PR, Uses of Photos in PR, News-photos, Photo features-photo Editing, Caption writing.  
EXHIBITIONS: Exhibition as a PR tool, Types of Exhibitions, Planning an Exhibition- Theme and Display.  
MEDIA RELATIONS: Strategy for good media relations, Inter-Media Publicity, Press Conference.  
Traditional Media as a PR tool – Types – Advantages - Role of traditional Media in rural India; Outdoor media as a PR tool – Hoardings – Posters – Transit media – Bus panels – Neon signs – Direct Mail – advantages.  
The Art of News writing – What is News, Difference between newspapers writing and Broadcast writing, Language, content and style.  
Writing for Newspapers and House Journals - Reporting – How to write a press release, Press release – Its parts, headline, sub-headlines, the lead, paragraphs, essentials of writing a press release.  
Feature writing, Corporate features- Development-stories.  
Editorial Writings: House Journal’s Editorials, Writing for Radio & TV.
- Unit-III:** CORPORATE PUBLICATIONS: Print Media-Importance of print media in Public Relations-Relative advantages and Limitations of print media.  
Corporate Publications – The need, scope and role of corporate publications in communication with both internal and external publics.  
Types of Corporate Publications – Employee Manuals/Handbooks – Internal and External House Journals  
– Trade Bulletin – Catalogues – Booklets and Brochures-Leaflets and folders – Fact sheets – Direct Mailers etc.  
PR WRITING AND PLANNING A PUBLICATION: Essentials of PR Writing: Planning a Publication – Identifying the purpose, subject, Readership – Structuring the content-collection of Material – Writing the text and Principles of good writing-use of statistics- Language and vocabulary.
- Unit-IV:** ADVERTISING IN PUBLIC RELATIONS: Advertising as a PR tool – Criticism against advertising – status and future of advertising in India.  
Advertising, Propaganda, publicity, Salesmanship Sales promotion and Public Relations –Role of Advertising in marketing and Public Relations.  
Types of Advertising: Financial Advertising-Advertising for services- Corporate/Institutional Advertising-Public Services advertising-Retail advertising and Government advertising.

***Suggested Readings:***

1. Press Relations - Frank Jefkins
2. Public Relations in India - JM Kaul
3. Public Relations: Theory & Practice - S.M. Sardana
4. Public Relations Practice - Sam Black

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**MBAE-3410: Integrated Marketing Communication (IMC)**

- Unit-I:** IMC: concepts, meaning, definition, objectives, rationale and steps. Components of IMC. Role of IT in IMC, Refining the IMC Program, The Value of the IMC Plans, IMC for Small Business, IMC and Entrepreneurial venture.
- Unit-II:** Advertising: A vital component of IMC, Advertising Appeal, Advertising Planning Process, Advertising: Pros and Cons, Media Planning and Selection, Advertising Agency, Evaluation of Advertising effectiveness.
- Unit-III:** Role of Personal Selling in IMC, IMC and Consumer Behaviour, IMC and Retail Marketing, IMC and Direct Marketing, IMC and Internet Marketing, IMC and E-Commerce.
- Unit-IV:** IMC and Sales Promotional Tools, Trade Promotions, consumer Promotions, Personal Selling, Advertising, Data base Marketing.
- Unit-V:** Events and Exhibitions marketing: concepts, definitions, types, Planning for events and exhibitions, Event marketing process-Promotional tools for event and Event Sponsorship.
- Unit-VI:** Public Relations: Concepts, Definition and Objectives, Role of a PR Manager and Agency, Crisis Management in PR, Public Relation Tools, The role of PR in IMC.

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***Suggested Readings:***

1. Clow, K.E and Baack, D. Integrated Advertising, Promotions and Marketing communications. Pearson Education.
2. Kotler, P., Keller, K.L., Abraham, K and Jha, M. Marketing management: A South Asian Perspective, PHI.
3. Kazmi, H.H.S and Batra, K.S Advertising and Sales promotion, Excel books
4. Walters, P. Razaq and Rashid, Tahir, Event Management Integrated and Practical Approach, Sage
5. Public Relations Today in Indian Context. Subir Ghosh, Rupa Publishing.
6. Maitland, Fain. How to Plan Exhibitions; Cassell Publications, London, U.K.

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**MBAE-3411: Voluntary Sector Marketing (VSM)**

- Unit-I:** Understanding marketing of voluntary organizations, distinctive Characteristics of marketing of voluntary organizations, Major Marketing Problems of voluntary firms, Major benefits of these firms, Major criticisms.

- Unit-II:** The Corporate Fund-Raising Mix: Employee Fund raising, Cause Related marketing, Sponsorships, Events, donations, Publics- The main publics of a voluntary organization, responsive organization, The image of a responsive organization, Measure of satisfaction of Services of Voluntary sectors.
- Unit-III:** Relationship Marketing-Its role in voluntary organizations, Basic Principles of relationship marketing, membership schemes, Promotions of voluntary organizations, Public Relations (PR) led marketing communications.
- Unit-IV:** Role of events and conferences, annual reports as a marketing tool, Advertising, Integrated campaigning, Marketing on the internet.
- Unit-V:** Database marketing for voluntary organizations, concept of database and its value to the voluntary organizations, the key requirements of a database, Initial considerations for database, steps in selecting the database.

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***Suggested Readings:***

1. Philip Kotler, Marketing for Non Profit Organizations PHI Pvt Ltd, New Delhi
2. Alan, R. Andreasen and Philip Kotler; Strategic Marketing for Non Profit Organizations, Pearson Education, New Delhi.
3. Paula Keaveney, Michael Kaufman(Ed.) Marketing for the Voluntary Sector, Kogan Page ,London

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**MBAE-3412: Service Marketing (SVM)**

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- Unit-I:** An Overview of Services Marketing; introduction, definition, concept, differences between product and services in India, characteristics of services: Consumer types.
- Unit-II:** The traditional 4Ps and its relevance in respect of services marketing; Product, Price, Place, Promotion of services.
- Unit-III:** Other 3Ps of services marketing; People, Process and Physical evidence and there in depth study.
- Unit-IV:** Managing Service Quality; Parasuraman Model, Servqual and Service Gap models, Service Blueprint.
- Unit-V:** Strategies for managing service failure, service recovery and customer retention.
- Unit-VI:** Future of Services Marketing; Banking and insurance, Health, Education, and other sundry services.
- 

***Suggested Readings:***

1. Balachandran, S. *Customer-Driven Services Management*. Response Books.
2. Douglas, K. Hoffman and John, E.G. *Essentials of Services Marketing: Concepts, Strategies and Cases*. South-Western Publications.

3. Lovelock, Christopher H. *Services Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. McDonald, M. and Payne, A. *Marketing Planning for Services*. Butterworth, Heinemann.
5. Newton, M. P. and Payne, A. *The Essence of Services Marketing*. PHI.
6. Shankar, R. *Services Marketing: The Indian Perspective- Text and Readings*. Excel Books.

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### **MBAE-3413: Strategic Marketing Management (SMM)**

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- Unit-I:** Introduction to marketing Strategies, nature, definitions, marketing strategy development planning framework, for the strategy making process-strategic planning and strategic management.
- Unit-II:** Strategic analysis and market environment, external environmental analysis, internal market environmental analysis.
- Unit-III:** Strategic marketing decisions at corporate level, at SBU level, Porter generic competitive strategy, marketing and other functional strategies, Segmentation, targeting and positioning and competitive Positioning.
- Unit-IV:** Product Innovation and Development Strategies pricing and distribution strategies integrated marketing strategies, social marketing and corporate social responsibility.
- Unit-V:** Nature of marketing control implementation of marketing strategy, Customer relationship strategies and customer equity, conceptualizing corporate culture.

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***Suggested Readings:***

1. Anderson Carol .H and Vincze Julian W., *Strategic Marketing Indian Edition*, Biztantra Publications, New Delhi.
2. Chatson Ian, *New Marketing Strategies: Evolving Flexible Process to Fot Market Circumstance*, Response Books, New Delhi
3. West Douglas, Ford John and Essam Ibrahim, *Strategic Marketing: Creating Competitive Advantage*, Oxford University Press, New Delhi.

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### **MBAE-3414: Global Marketing Management (GMM)**

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- Unit-I:** Introduction to International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.
- Unit-II:** International Marketing Environment Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing.

- Unit-III:** International Trade Environment Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories.
- Unit-IV:** International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.
- Unit-V:** International Financial Institutions Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD).
- Unit-VI:** International Product Policy and Planning Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services.
- Unit-VII:** International Distribution and Logistics Planning Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging.

***Suggested Readings:***

1. R. Srinivasan, International Marketing; PHI Learning.
2. Shalini Agarwal, International Marketing; Sahitya Bhawan.
3. Rakesh Mohan Joshi, International Marketing; OUP India.
4. Philip R. Cateora, International Marketing; McGraw Hill India.

**MBAE-4409: Retail Marketing (RTM)**

- Unit-I:** Introduction, objective, definition and scope of Global, Indian and West Bengal Retail scenario. Future prospects, retail environment.
- Unit-II:** Retail formats: evolution, different store formats in retail parlance, retail strategies, segmentation, targeting and positioning with emphasis on changing Indian retail consumers' behavioural pattern.
- Unit-III:** Retail store planning locations, design and layout, retail operations, retail merchandising and supply chain management; and retail franchising in India.
- Unit-IV:** Retail research and retail management information systems and online retailing.
- Unit-V:** Managing retail people and customer service management in retail business.

**Unit-VI:** Retail marketing promotion: personal selling, direct selling, advertising, sales promotion and P.R. Campaigns, event marketing, shop displays, T.V. selling.

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**Suggested Reading:**

1. Bajaj, Chetan; TuliRajrshi; and Srivastava, Nidhi, Retail Management, Oxford University Press, Delhi.
  2. Cox, Rogerand Raul Brittain, Retailing: An Introduction, Prentice Hall, London
  3. Gilbert, David; Retail Marketing Management, Fianacial Times, Prentice Hall, London.
  4. Vedamani, Gibson G.; Retail Management Functional principales and practices. Jaico Publishing House, Delhi.
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**MBAE-4410: Brand Management (BM)**

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**Unit-I:** Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty.

**Unit-II:** Brand Extension: Concepts, Need for Extension, Types of Extensions, Line Extension, Need for Line Extension, Brand Extension Decisions, Potential pitfalls of Brand Extension.

**Unit-III:** Brand Personality: Emotion centric brand personality, Human Centric Brand personality, Aaker’s Brand personality Dimensions, Types of brand Personality, Brand anatomy, Brand essence.

**Unit-IV:** Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Financial aspects of Branding.

**Unit-V:** Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

**Unit-VI:** Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning.

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**Suggested Readings:**

1. Kapferer, J.N. *Strategic Brand Management*, New York Free Press 1992.
2. Murphy John, A. *Brand Strategy*, Cambridge, TheDesector Books, 1990.
3. Sengupta, Subroto, Brand Positioning.
4. Moorthe R.L.Y. *Brand Management. The Indian Context*, Vikas Publishing.
- 5.. Kumar, Ramesh, S. *Managing Indian Brands, Marketing Concepts and Strategies*, Vikas Publishing.
6. Keller Kevin, *Strategic Brand Management*, Pearson Education.

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## **MBAE-4411: Tourism Marketing (TM)**

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- Unit-I:** Origin of Marketing- Evolution of Marketing and understanding the Markets; Tourism Marketing – Tourism Product – Features of Tourism Product & design and mapping the products; Functions, Core Principles of Marketing , Concepts of Services Marketing, Forecasting market demand.
- Unit-II:** Relationship between Market and Consumer: Micro & Macro Marketing Environment – Consumer Behaviour – Buyer Decision-making Process – Market Research- Market Segmentation, Targeting and Market Positioning. Environmental Analysis, Internal marketing; Professional Sales, Marketing communication, P.R for Tourism and Hospitality Industry, Crisis Management.
- Unit-III:** P's of Tourism Marketing: 8 P's of Tourism Marketing-Product, Place, Price, Promotion; Physical Evidence, People, Process & Packaging, Designing Tourism Product – Branding and Packaging Product Development – Product Life Cycle & Its Various Stages, Pricing Strategies and Approaches, Channels of Distribution, Advertising – Sales Promotion – Publicity – Personal Selling.
- Unit-IV:** Marketing of Tourism Products: - Trends in Tourism Marketing – Marketing of Known and Lesser Known Destinations, Airlines, Hotels, Resorts, Travel Agencies, Event Management Company. Organization and managing Tourism Markets, Marketing Plans.
- Unit-V:** Marketing Skills for Tourism Business - Self Motivation – Team Building – Personality Development - Creativity & Innovation– Innovative Products in Tourism, Five –Gap Model of Service Quality, Marketing Control.
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### ***Suggested Readings:***

1. Chaudhary, Manjula (2011). Tourism Marketing, Oxford University Press, New Delhi.
  2. Bennett J. A., Strydom J. Wilhelm (2001). Introduction to Travel and Tourism Marketing, Juta Education, Lansdown.
  3. Kotler P. (2012). Marketing Management, Pearson Education, New Delhi.
  4. Stanton W. J. (1999). Fundamentals of Marketing, McGraw Hill, New York.
  5. Neelamegham. S. (1998). Marketing in India: Cases & Readings, Vikas, New Delhi.
  6. Ramasamy V.S. & Namakumar. S. (1990). Marketing Management: Planning & Control, Macmillan, New Delhi.
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## **MBAE-4412: Advertising and Sales Promotion Management (ASPM)**

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- Unit-I:** Marketing Communications: Meaning and Importance. The role of Advertising in the marketing communication process, Legal, Ethical and Social Aspects of Advertising; Setting Advertising Goals and Objectives. DAGMAR Approach.
- Unit-II:** Advertising Plan, planning and decision-making process Advertising Scheduling; Advertising Models, Creative Strategies.

- Unit-III:** Media Planning and Selection, Media reach and Frequency, Different Media –Print, Audio-visual, Radio, Outdoor, Internet, Direct Mail.
- Unit-IV:** Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Setting Advertising budget, Advertising agency.
- Unit-V:** Creative Strategies, Audience Analysis, Advertising evaluation: Recognition and Recall studies, Corporate Communication, Publicity, Public Relations and Press Releases.
- Unit-VI:** Sales Promotion: Definitions and Objectives, Nature and importance of sales promotion, its role in marketing.
- Unit-VII** Types of sales promotion: Consumer oriented sales promotion, Trade oriented sales promotion and sales force-oriented sales promotion. Developing a sales promotion programmes, Evaluating the Sales Promotion Programmes.
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***Suggested Readings:***

1. George E Belch, Advertising and Promotion: An Integrated Marketing Communications; Tata McGraw Hill Education.
  2. Aaker, A. David, Myers, G. John, Advertising Management; PHI.
  3. Kazmi, H. H. S., Batra K.S., Advertising and Sales Promotion; Excel Books.
  4. J. and Jain, S., Advertising Management Jethwaney; Oxford University press.
  5. R.Gupta, Advertising Principles and Practices; S.Chand and Company Ltd., New Delhi.
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**MBAE-4413: Small Business Marketing (SBM)**

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- Unit-I:** Basics of Small Business Enterprise - Small Business – Definition – Features – Role of Small Business in Economic development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.
- Unit-II:** Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.
- Unit-III:** Institutions Supporting Small Business - Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.



**Unit-IV:** Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

**Unit-V:** Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

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**Suggested Readings:**

1. Barrow C. The Essence of Small Business; Prentice Hall of India, New Delhi, 1997.
2. Bedapatai Mohanty, Economics of Small Scale Industries; Ashish, New Delhi, 1986

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## AREA – 5: Financial Management

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### MBA-1504: Accounting for Managers (AFM)

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**Part A: Financial Accounting**

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**Unit-I:** Meaning and Scope of accounting; Branches of accounting; Objectives of accounting; Accounting information – Users, Characteristics; Basic terminologies – Events, Transactions, Account, Revenue, Income, Expenditure, Expense, Gain, Loss, Reserve, Provision, Debit, Credit.

**Unit-II:** Bases of accounting; Rules of Debit and Credit – Accounting Equation and Golden Rule; Accounting principles – Concepts and Conventions; Accounting Standards (IFRS and Ind AS) – Basic concepts.

**Unit-III:** Transaction processing – Accounting cycle; Books of accounts; Assets, Liabilities & Equity – Concept, Classification; Depreciation – Concept, Causes, Methods of calculating depreciation, Methods of accounting; Inventory – Concept, Classification, Methods of inventory valuation; Reserves & Provisions – Concept, Classification; Issue, Redemption, Buyback of securities; Financial Statements – Concept, Purpose, Preparation; Standalone & Consolidated Financial statements.

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**Part B: Cost & Management Accounting**

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**Unit-IV:** Meaning of Cost; Cost Centre; Cost Unit; Cost classification; Important costing terminologies.

**Unit-V:** Methods of Costing; Accounting for Overheads – Traditional and Modern (ABC) Approaches.

**Unit-VI:** Management Accounting: Techniques of costing; Marginal costing; Budget & Budgetary control; Standard costing; Strategic cost management techniques.

***Suggested Readings:***

1. Mukherjee, S. and Mukherjee, A. K., *Financial Accounting I*, Oxford University Press, New Delhi.
2. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, New Delhi.
3. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
4. Saxena V. K. and Vashisht C. D., *Cost Accounting*, Sultan Chand, New Delhi.
5. Das, S. C., *Business Accounting and Financial Management*. PHI, Delhi.
6. Batra, J. K., *Accounting and Finance for Non-finance Managers*, Sage, New Delhi

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**MBA-3502: Corporate Finance (CF)**

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- Unit-I:** Financial Management – Scope, Objectives, Functions; Time Value of Money – Compounding and Discounting.
- Unit-II:** Cost of Capital – Concept, Classification; Specific costs; Weighted average cost; Weighted marginal cost.
- Unit-III:** Capital Structure; Optimum Capital Structure; Leverage – DOL, DFL and DCL; Capital structure planning – Financial BEP, Financial Indifference Point, EBIT- EPS Analysis.
- Unit-IV:** Capital Budgeting – Discounted and Non-Discounted techniques; Capital rationing.
- Unit-V:** Working Capital Management – Forecasting working capital requirement; Components of working capital management (Basic idea only).
- Unit-VI:** Dividend function: Concept, types; Dividend policy; Dividend decision.
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***Suggested Readings:***

1. Khan M.Y. and Jain, P.K., *Financial Management: Text Problems and Cases*, TMH, New Delhi.
2. Pandey, I.M., *Financial Management*, Vikas, New Delhi.
3. Rastogi, R. P., *Financial Management*, Taxman, New Delhi.
4. Ahuja, N. L., Dawar V. and Arrawatia, R., *Corporate Finance*, PHI, Delhi.
5. Vishwanath, S. R., *Corporate Finance – Text and Cases*, Sage, New Delhi.
6. Kapil, S., *Financial Management*, Pearson, New Delhi.

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**MBAE-2509: Corporate Financial Reporting and Analysis (CFRA)**

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- Unit-I:** Corporate Financial Statements: Concept, Stakeholders, Components, Purposes, Limitations; Consolidated Financial Statements: Concept; Audit & Financial statements.

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- Unit-II:** Preparation and Interpretation of Financial statements: Statement of Profit & Loss, Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and Notes to Accounts.
- Unit-III:** Specific issues in financial statements – Revenue recognition; Expense recognition; Non-recurring & Non-operating items; Shareholders equity, Property, Plant and Equipment, Investments & Liabilities; Earnings per share; Segment reporting; Ethical issues in financial reporting – Accounting manipulation and Quality of financial statements.
- Unit-IV:** Financial Statement Analysis – Concept, Parties, Need, Objectives, Approaches; Types of analysis – Intra-firm, Inter-firm, Inter-period, Inter-regional, Cross-sectional; Tools and techniques of analysis – Traditional & Modern.
- Unit-V:** Analysis of Income Statement: Objectives, Analysis of revenue and expenses, Profitability analysis; Analysis of Balance Sheet: Objectives, Fixed assets analysis, Capital structure analysis, Long-term solvency analysis, Short-term solvency analysis; Analysis of cash flows.
- Unit-VI:** Application of financial statement analysis: Evaluating past financial performance, Projecting future financial performance, Distress analysis, Credit analysis, Screening potential equity investments; Analyst adjustments to reported financials.

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**Suggested Readings:**

1. Mukherjee, S. and Mukherjee, A. K., *Corporate Accounting*, Oxford University Press, New Delhi.
2. Narayanaswamy, R., *Financial Accounting – A Managerial Perspective*, PHI, Delhi.
3. Gupta, A., *Financial Accounting for Management – An Analytical Management*, Pearson, New Delhi.
4. Das S. C., *Business Accounting and Financial Management*. PHI, Delhi.
5. Mukherjee, A. K. and Mukherjee, S., *Financial Reporting & Financial Statement Analysis*, Oxford University Press, New Delhi.
6. Sinha, G., *Financial Statement Analysis*, PHI, Delhi.

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**MBAE-2510: Security Analysis and Portfolio Management (SAPM)**

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**Part A: Security Analysis**

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- Unit-I:** Introduction to investment theory; Investible instruments – Classification, Attributes; Investment, Speculation and Gambling; Factors influencing investment; Phases of portfolio management; Security analysis – Meaning, Objectives; Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis; Share Valuation; Bond Valuation.
- Unit-II:** Technical Analysis – Concept, Principles; Charts and chart patterns; Mathematical indicators; Market indicators; Dow Theory; Elliot Theory.

**Unit-III:** Random Walk Theory; Efficient Market Hypothesis; Forms of market efficiency; Market inefficiencies; Relation between EMH, Fundamental and Technical analysis.

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### **Part B: Portfolio Management**

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**Unit-IV:** Return and Risk: Concept, Classification, Measurement; Portfolio analysis – Risk & Return of portfolio.

**Unit-V:** Portfolio Selection – Markowitz model; Single Index model; Multi Index model; Capital Assets Pricing model; Arbitrage Pricing Theory.

**Unit-VI:** Portfolio Revision; Portfolio Evaluation; Risk adjusted returns – Sharpe’s ratio, Treynor’s ratio; Differential return – Jensen’s Measure.

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**Suggested Readings:**

1. Kevin, S., *Security Analysis and Portfolio Management*, PHI, Delhi
2. Chandra P., *Investment Analysis and Portfolio Management*, TMH, New Delhi.
3. Tripathy, V., *Fundamentals of Investment*, Taxmann, Delhi.
4. Pandian, P., *Security Analysis and Portfolio Management*, Vikas, New Delhi.
5. Khatri, D., *Security Analysis and Portfolio Management*, Macmillan, New Delhi.
6. Reilly, F. K. and Brown, K. C., *Investment Analysis & Portfolio Management*, Cengage, Mason.

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### **MBAE-2511: Project Finance and Management (PFM)**

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**Unit-I:** Project; Project management; Project life cycle; Project Finance: Concept, Types, Benefits and Disadvantages of project finance; Parties to project financing; Project finance structure.

**Unit-II:** Project development; Sponsors and investors; Role of Advisors; Joint venture issues; Project company; Contractual framework.

**Unit-III:** Project agreement: Types of project agreement; Pre-development agreements; Common aspects of project agreements; Sub-contracts and related agreements.

**Unit-IV:** Sources of project finance; Project finance loan documentation; Export Credit Agencies; Multilateral development finance institutions.

**Unit-V:** Project cost estimation and cost control; Project cash flow analysis; Financial structuring; Optimal capital structure of project deals; Sensitivity Analysis and Scenario Analysis.

**Unit-VI:** Project finance risks: Commercial risks, Macro-economic risks, Regulatory and Political risks; Project audit; Project closure.

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**Suggested Readings:**

1. Gatti, S., *Project Finance in Theory and Practice*, Elsevier, Oxford.
2. Meredith, J.R. et al., *Project Management in practice*, Wiley, USA.
3. Morrison, R. (Ed.), *The Principles of Project Finance*, Gower, Surrey.

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4. Yescombe, E.R., *Principles of Project Finance*, Elsevier, Oxford.
  5. Fight, A. (Ed.), *Introduction to Project Finance*, Elsevier, Oxford.
  6. Khan, M. F. K., and Parra, R. J., *Financing Large Projects*, Prentice Hall, Singapore.
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### **MBAE-2512: Strategic Cost Management (SCM)**

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- Unit-I:** Introduction to Strategic Cost Management: Concept, Limitations; Traditional vs. Strategic Cost Management; Application of cost management.
- Unit-II:** Techniques of cost management: Cost control and Cost reduction; Target costing; Life cycle costing; Pareto Analysis.
- Unit-III:** Inventory cost management: EOQ decision model; Just in time system: Characteristic, Advantages and Limitations; Steps in implementation; Impact on costs and prices; Performance measurement.
- Unit-IV:** Lean management system: Kaizen costing; Total productive maintenance; Six sigma; Business process reengineering.
- Unit-V:** Quality cost management: Throughput accounting and Theory of Constraints.
- Unit-VI:** Value Chain Analysis: Objectives, Benefits and Limitations; Strategic framework for value chain analysis; Traditional management accounting vis-à-vis Value chain analysis.
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#### **Suggested Readings:**

1. Horngren et al., *Cost Accounting – A Managerial Emphasis*, Pearson, Essex.
  2. Saxena, V. K. and Vashist, C. D., *Cost Management*, Sultan Chand & Sons, New Delhi.
  3. Tulsian, P. C. and Tulsian, B., *Advanced Management Accounting*, S. Chand, New Delhi.
  4. Shank, J. K. and Govindarajan, V., *Strategic Cost Management*, The Free Press, New York.
  5. Blocher et al., *Cost Management: A Strategic Emphasis*, Tata McGraw Hill, New Delhi.
  6. Huntzinger, J. R., *Lean Cost Management*, J. Ross Publishing, Fort Lauderdale.
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### **MBAE-2513: Working Capital Management (WCM)**

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- Unit-I:** Basic Concept - Working capital cycle; Computation of working capital; Risk return trade off involved in managing a firms' working capital. Factors influencing Working Capital Requirements. Appraisal parameters by bank for determining working capital; Working capital Leverage.
- Unit-II:** Inventory Management - Types of Inventory. Economic Order Quantity. Assumptions. Safety Stock. One Period Model. Economic Production Quantity. Relaxing Assumptions. ABC analysis. Ageing schedule of inventory.
- Unit-III:** Debtors Management - Credit Policy Variables. Credit Evaluation; Credit granting decisions. Control of Accounts Receivable. Discriminant Analysis. Multiple Discriminant Analysis and Customer Classification.

**Unit-IV:** Cash Management - Management of cash: objectives of cash holding. cash planning. Cash Budget. Forecasting cash flows. Uncertainty of cash flow forecasting. Hedging cash flow uncertainties. Management of surplus cash. Modeling optimum amount of cash.

**Unit-V:** Credit Management - Different types of credit. Impact of credit duration on turnover & net profit. Optimum credit policy.

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***Suggested Readings:***

1. Bhattacharyya, Hisikesh, Working Capital Management, PHI.
  2. Jain, Narendra Kumar, Working Capital Management, APH Publishing.
  3. Scherr, F., Modern working Capital Management: Text and Cases, PHI.
  4. James S. Sagner, Working Capital Management: Applications and Case Studies, Wiley.
  5. V K Bhalla, Working Capital Management Theory Practice, S.Chand.
  6. Periasamy,P., Working Capital Management.
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**MBAE-3510: Corporate Taxation (CT)**

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**Unit-I:** Introduction to taxation – Concept, Types, Cannons; Heads & Sources of incomes; Gross Total Income & Total Income; Tax planning, Tax avoidance, Tax evasion.

**Unit-II:** Income Tax: Profits and Gains of Business & Profession, Capital gains, Set off & Carry forward of Losses. **NB:** Provisions applicable for corporate assessee only.

**Unit-III:** Income Tax: Exemptions & Deductions; Computation of Total Income; Tax computation (including MAT and CDT) & Tax Planning. **NB:** Provisions applicable for corporate assessee only.

**Unit-IV:** Tax Management – Return of Income, Assessment Procedure, TDS, TCS, Advance Tax, Interest. **NB:** Provisions applicable for corporate assessee only.

**Unit-V:** Goods and Services Tax: Concept, Features, Merits, Demerits; Taxable event & Levy, Invoice, Time of Supply, Place of Supply, Registration, Reverse Charge Mechanism, Composite Scheme, Payment.

**Unit-VI:** Customs: Taxable event, Types of duties, Valuation of goods, Drawback.

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***Suggested Readings:***

1. Singhania, V. K. and Singhania, K., *Direct Taxes – Law and Practice*, Taxmann, Delhi.
2. Ahuja, G. And Gupta, R., *Simplified Approach to Corporate Tax Planning and Management*, Bharat Law House, Delhi.
3. Manoharan, T. N. and Hari, G. R., *Direct Tax Laws and International Taxation*, Snow white, Mumbai.
4. Datey, V. S., *Direct Taxes – Law and Practice*, Taxmann, Delhi.
5. Rafi, Mohd., *Indirect Taxes*, Bharat Law House, Delhi.
6. Haldia, A., *GST Made Easy*, Taxmann, New Delhi.

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## MBAE-3511: Behavioural Finance (BF)

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- Unit-I:** Behavioural finance: Concept, Evolution, Scope, Objectives, Assumptions, Uses, Criticisms.
- Unit-II:** Traditional Finance Theories: Expected utility theory, Modern portfolio theory, CAPM, Agency theory, Market efficiency; Loopholes of rational theories and market anomalies.
- Unit-III:** Behaviour and decision making: Bounded rationality in decision making; Prospect Theory; Disposition effect; Behavioural biases: Cognitive and Emotional Biases; Heuristics & related Biases; Framing & related Biases; Mental Accounting.
- Unit-IV:** Behavioural Finance and Investment Process: Investor behaviour, Market outcomes, Value investing; Social influences and moods; Behavioural biases of institutional investors.
- Unit-V:** Behavioural corporate finance: Role of behavioural influences on corporate finance theories, Impact of behavioural aspects of corporate finance decisions on stock market.
- Unit-VI:** Emotional Finance: Concept, Applications, Explanation of market anomalies; Neurofinance: Concept, Comparison with traditional finance and behavioural finance, Implications for finance professionals.
- 

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

1. Ackert, L. F. and Deaves, R., *Behavioural Finance – Psychology, Decision-making, and Markets*, Cengage, Mason.
  2. Baker, H. K., Filbeck, G. and Nofsinger, J. R., *Behavioural Finance – What everyone needs to know*, Oxford University Press, New York.
  3. Chandra, P., *Behavioural Finance*, McGraw Hill, Delhi.
  4. Kapoor, S. and Prosad J. M., *Behavioural Finance*, Sage Texts, Delhi.
  5. Sulphy, M. M., *Behavioural Finance*, PHI, Delhi.
  6. Singh, S. and Bahl, S., *Behavioural Finance*, Vikas, New Delhi.
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## MBAE-3512: Financial Econometrics (FE)

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- Unit-I:** Classical Linear Regression Model; Estimation of OLS Estimators, Goodness of fit Statistics. Diagnostic Errors.
- Unit-II:** Univariate & multivariate Time Series Modeling & forecasting, Box Jenkins Approach. Simultaneous equation model. Vector Autoregressive Model.
- Unit-III:** Modeling long –run relationship in finance. Unit root testing. Structural break. Cointegration. Lead –lag and long-term relations between spot & derivative market.

**Unit-IV:** Implied volatility models. Estimation of Autoregressive Conditional Heteroscedasticity/Generalised Autoregressive Conditional Heteroscedasticity models.

**Unit-V:** Panel Data modeling. Fixed Effect Models, Random Effect Models. Housemann Specification test. Panel Unit Root & cointegration tests

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***Suggested Readings:***

1. Chris Brooks, *Introductory Econometrics for Finance*, Cambridge University Press. Floren Heiss, *Using R for Introductory Econometrics (Modeling on Woolridge Problems in R)*
2. Achim Zeileis & Christain Kiber, *Applied Econometrics with R*, Springer
3. John Y Campbell, Andrew W Lo, A Craig Mackinley, *The Econometrics of Financial Market*, Princeton University Press.
4. Jeffrey M. Wooldge, *Introductory Econometrics*, South-Western, Cengage Press. Floren Heiss, *Using R for Introductory Econometrics (Modeling on Woolridge Problems in R) Learning*

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**MBAE-3513: Financial Derivatives (FD)**

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**Unit-I:** Financial derivatives: Features, Types and Uses; Derivative market.

**Unit-II:** Forward markets and contracts: Features and Types of forward contracts; Pricing and valuation of forward contracts.

**Unit-III:** Future markets and contracts: Features; Futures trading; Clearing house, Margins and Price limits; Delivery and Cash settlement; Types of futures contracts; Pricing and valuation of futures contracts; Role of futures market and exchanges.

**Unit-IV:** Options: Features and Types of options; Option pricing; Option spreads; Option trading strategies; Role of options market.

**Unit-V:** Swaps: Features, Types, Rationale, Applications; Pricing of swaps.

**Unit-VI:** Accounting for derivatives: Fair value accounting; Hedge accounting.

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***Suggested Readings:***

1. Hull, J. C. and Basu, S., *Options, Futures and Other Derivatives*, Pearson, Noida.
2. Srivastava, R., *Derivatives and Risk Management*, Oxford University Press, New Delhi.
3. Bansal, M. and Bansal, N., *Derivatives and Financial Innovations*, Tata McGraw-Hill, New Delhi.
4. Jarrow, R. A., and Chatterjea, A., *An Introduction to Derivative securities, Financial Markets, and Risk Management*, Viva Books, New Delhi.
5. Parasuraman, N. R., *Fundamentals of Financial Derivatives*, Wiley India, New Delhi.
6. Saini, A. L., *Practical Guide to Accounting for Futures, Options, Derivatives and Financial Instruments*, Snowwhite, Mumbai.



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## **MBAE-3514: Financial Markets (FM)**

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- Unit-I:** Introduction to Financial Market - Financial system and Institutions, Elements of Financial Market, Purposes, Financial Instruments.
- Unit-II:** Primary & Secondary Market - Products from Banking & Money Market, Basel Norms, Corporate Debt Market & Capital Market, Raising funds from abroad; ADRs, GDRs, Issues and challenges.
- Unit-III:** Insurance & Pension Fund Market - Life & Non-life insurance products. New Pension Scheme. IRDA & PFRDA.
- Unit-IV:** Derivative Market - Basic concepts. Plain Vanilla vs Exotic Products, Credit Derivatives: Technical details, Valuation, Strategies.
- Unit-V:** Financial Mathematics - Mathematical models & cases on 4 segments of markets mentioned above.

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

1. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education, New Delhi.
2. L M Bhole & Jitendra Mahakud, *Financial Institutions & Market*. Tata McGraw Hill.
3. Mark Capinski & Tomasz Zastawniak, *Mathematics for Finance*, Springer.
4. J Robert Buchanan, *An Undergraduate Introduction to Financial Mathematics*, World Scientific.
5. Fabozzi, Modigliani, Jones and Ferri, *Foundations of Financial Markets and Institutions Markets*, Pearson Education, New Delhi.

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## **MBAE-4509: Management of Financial Services (MFS)**

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- Unit-I:** Financial system; Financial markets; Financial institutions; Regulatory authorities.
- Unit-II:** Financial Services: Concept, Characteristics, Classification; Financial service providers: Concept & Role; Market of financial services; ICT in financial services.
- Unit-III:** Banking services and innovations: Traditional services, Plastic money, ATMs, E-payments.
- Unit-IV:** Non-banking financial institutions; Mutual funds; Micro-financing; Chit funds & Nidhis.
- Unit-V:** Capital issue management services: Intermediaries, Activities; Merchant Banking; Depository & Custodian Services; Credit Rating Services.

**Unit-VI:** Financial services relating to assets: Leasing; Hire Purchase; Insurance; Securitisation; Factoring & Forfaiting; Financial services for start-ups: Venture capital financing.

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**Suggested Readings:**

1. Rama Gopal, C., *Management of Financial Services*, Vikas, Noida.
2. Khan, M. Y., *Financial Services*, McGraw Hill, New Delhi.
3. Siddaiah, T., *Financial Services*, Pearson, Delhi.
4. Suresh, P. and Paul, J., *Management of Banking and Financial Services*, Pearson, Noida.
5. Kothari, R., *Financial Services in India*, Sage, New Delhi.
6. Gomez, C., *Financial Markets, Institutions and Financial Services*, PHI, New Delhi.

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**MBAE-4510: Management Accounting for Business Decisions (MABD)**

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**Unit-I:** Management accounting – Overview, Objective, Functions, Scope, Importance; Need for management accounting information; Management accounting vis-a-vis Financial accounting and Cost accounting; Tools and techniques of management accounting.

**Unit-II:** Marginal costing: C-V-P analysis – Concepts, Assumptions, Profit-volume charts; Break-even analysis – Concepts, Assumptions, Break-even charts.

**Unit-III:** Budget and Budgetary Control; Standard Costing & Variance Analysis: Cost variances and Sales variances; Relevant costing in decision-making: Relevant cost and Relevant benefits.

**Unit-IV:** Short-term decision making: Tools and Areas of short-term decision-making; Decision-making related to operations: Make or buy, Shut-down or continue, Manufacturing or sub-contracting, Second-shift working, Preventive or breakdown maintenance.

**Unit-V:** Short-term decision making related to marketing: Product-mix, Acceptance of new order, Dropping product line, Pricing decisions.

**Unit-VI:** Responsibility Accounting: Concept, Importance, Pre-requisites, Divisional performance measurement; Balanced Score Card: Concept, Perspectives.

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**Suggested Readings:**

1. Horngren, C. T., Sundem, G. L., and Stratton, W. O., *Introduction to Management Accounting*, Pearson, Delhi.
2. Tulsian, P. C., and Tulsian, B., *Advanced Management Accounting*, S. Chand, New Delhi.
3. Garrison, R. H., Noreen, E. W. and Brewer, P. C., *Managerial Accounting*, Tata McGraw Hill, New Delhi.
4. Williamson, D., *Cost and Management Accounting*, PHI, New Delhi.
5. Kishore, R. M., *Workbook on Cost & Management Accounting*, Taxmann, New Delhi.
6. Saxena, V. K., and Vashisht, C. D., *Advanced Cost and Management Accounting – Problems and Solutions*, S. Chand, New Delhi.

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## **MBAE-4511: Merger, Acquisition and Corporate Restructuring (MACR)**

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- Unit-I:** Corporate Restructuring: Concept, Purpose, Types; Merger: Concept, Types, Motives, Procedure, Economic gains; Acquisition: Concept; Theories of mergers and acquisitions.
- Unit-II:** Due diligence in merger and acquisition: Concept, Information evaluated; People involved in due diligence process; Parties interested in due diligence; Steps in due diligence; Reasons for failure of due diligence.
- Unit-III:** Process of merger – Buy-side & Sell-side; Takeover and Defence Tactics; Acquisition strategy; Choosing a target firm; M&A Sale process.
- Unit-IV:** Financial analysis of M&A: Valuation of target firm; Sources of financing merger and acquisition deals; Discharge of purchase consideration; Accounting for M&A; Taxation aspects of M&A; Post-merger financial analysis.
- Unit-V:** Post-merger issues – Integration in mergers, Levels of integration, Tools for integration, Failures in post-merger integration; Strategies for post-merger success; Post-merger growth strategies.
- Unit-VI:** Alternatives to merger to acquisition: Demerger, Divestiture, Strategic Alliance, Joint venture; Leveraged buy-out; Cross border acquisitions.
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### ***Suggested Readings:***

1. Krishnamurti C. And Vishwanath S. R. (Eds.), *Mergers, Acquisitions, and Corporate Restructuring – Text and Cases*, Sage, New Delhi.
  2. Arzac, E. R., *Valuation for Mergers, Buyouts, and Restructuring*, Willey, New Delhi.
  3. Sudarsanam, S., *Creating Value from Mergers and Acquisitions*, Pearson, Noida.
  4. Das, B., Rakshit, D., & Debashish, S. S., *Corporate Restructuring – Merger, Acquisition and Other Forms*, Himalaya Publishing House, New Delhi.
  5. Godbole, P. G., *Mergers, Acquisitions, and Corporate Restructurings*, Vikas, New Delhi.
  6. Machiraju, H. R., *Mergers, Acquisitions and Takeovers*, New Age International, New Delhi.
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## **MBAE-4512: Entrepreneurial Finance and Valuation (EFV)**

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- Unit-I:** Entrepreneurship & Entrepreneur; Entrepreneurial process; Stages of new venture development; New venture business plan.
- Unit-II:** Entrepreneurial finance: Concept, Scope, Importance; Entrepreneurial finance vis-a-vis Corporate Finance; Sequence of new venture financing; Financing through Venture Capital Cycle; Sources of finance.
- Unit-III:** Financial planning: Short-term & long-term; Determining finance requirement; Factors affecting financing choice; Raising capital; Equity financing; Debt financing; Working capital forecast and management.

**Unit-IV:** Measuring & evaluating financial performance; Income and expenditure analysis; Cash flow management & analysis.

**Unit-V:** Harvesting business venture investment: Going Public; Mergers & Acquisition; Management buyouts; Employee stock ownership plans; Harvesting decisions.

**Unit-VI:** New venture valuation – Perspectives, Myths; Overview of valuation methods.

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***Suggested Readings:***

1. Leach, J. C., and Melicher, R. W., *Entrepreneurial Finance*, Cenage, Mason.
2. Rogers, S., *Entrepreneurial Finance*, McGrawHill, New York.
3. Adelman, P. J. and Marks, A. M., *Entrepreneurial Finance*, Pearson, Boston.
4. Stancil, J. M., *Entrepreneurial Finance for New and Emerging Businesses*, South-Western, South California.
5. Smith, J. K., Smith, R. L. and Bliss, R. T., *Entrepreneurial Finance – Strategy, Valuation, and Deal Structure*, Stanford University Press, Stanford.
6. Abor, J. S., *Entrepreneurial Finance for MSMEs*, Palgrave MacMilan, Accra.

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**MBAE-4513: Multinational Finance (MF)**

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**Unit-I:** Nature & Scope of International Financial Management – International Monetary System – Bretton woods conference and afterwards, - IMF and the World Market – Multilateral Financial institutions – International investors and foreign investment institutions (FII) – FDI vs. FPI.EURO market- Role of finance manager in global context- Balance of payments.

**Unit-II:** Foreign Exchange & Country Risk – Political Risk & MNC operations. Parity conditions in International Finance – Exchange Rate Determination – Factors influencing Exchange Rates- Structural model of Exchange Rate Determination. The Foreign Exchange Market: Spot Market – Forward Market- Futures Market – Options Market – Swaps – Arbitrage opportunities.

**Unit-III:** Foreign Exchange Risk Management: Transaction exposure, translation exposure and economic exposure – Management of exposure – Hedging. Internal Techniques of Hedging. Speculation- Pay off profile.

**Unit-IV:** International Working Capital Management- Working capital policy- Basics of managing cash and Near cash Assets: Steps- Management of Receivables- Management of Inventory. International Banking- Process- Intermediary function- Direction and Purpose of lending- Lending risk- credit creation function- Control of International Banks.

**Unit-V:** International Capital Budgeting- Evaluation criteria- cash flow- cost of capital- Adjusted present value approach- Sensitivity Analysis- Real options and project appraisal- Non-financial factors.

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**Suggested Readings:**

1. Kirt C Butler, *Multinational Finance*, Wiley.
2. Kenneth A Kim, *Global Corporate Finance*, World Scientific.
3. Michael H Moffett, Arthur I Stonehill, David K Eitman, *Fundamentals of Multinational Finance*. Pearson.
4. David K Eitman, *Multinational Business Finance*, Pearson.
5. *International Financial Management*, P.G. Apte, Tata McGraw Hill.

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## AREA – 6: Human Resource Management

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### MBA-1606: Fundamentals of Human Resource Management (FHRM)

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- Unit I:** Introduction to HRM: Concept, Importance, History of HRM—Trends Shaping HRM, Important Trends in HRM—Theories of HRM – Models of HRM – Hard and Soft HRM—Functions of HRM— Significance and Importance of HRM— HR Manager’s Role, Skills, and challenges – HR Policies, HRIS, IHRM, HCM, Knowledge Management, CSR, IHRM Toolkits—Use of Artificial Intelligence in HR functions.
- Unit II:** Procurement: Human Resource Planning— Objectives, Process, Job Analysis— Methods, Recruitment—Goals, Sources, Steps, Selection—Process— Employment Tests— Interviews, Placement, Induction –Digital onboarding and Induction.
- Unit III:** Development: Performance Appraisal – Objectives, Techniques, Employee Training—Methods, Identify Training Needs, Employee Development— Methods, Evaluating Training Programmes — Career Planning – Succession Planning — Talent Management—Contemporary issues in Employee Engagement.
- Unit IV:** Compensation: Wage and Salary Administration— Factors Influencing Wage and Salary Structure and Administration, Job Evaluation—Concept, Methods, Job Evaluation and the Pay Structure— Incentives and Fringe Benefits, HR budgeting: Concept, elements and process.
- Unit V:** Integration and Maintenance: Integration— Industrial Relations, Industrial Disputes, Collective Bargaining, Workers Participation in Management, Grievance, Trade Union, Maintenance— Labour Welfare, Social Security, Quality of Work Life.
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**Suggested Readings:**

1. D. A. Decenzo and S. P. Robbins, *Human Resource Management*, Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, *Human Resource Management*, Pearson Education, New Delhi.
3. Michael Armstrong: *Handbook of Human Resource Management*, Kogan Page.

4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. A. K. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi.
6. Debasish Biswas, The Romance of Human Resource Management, Himalaya Publication Limited, New Delhi.

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### **MBAE-2609: Human Resource Planning and Development (HRPD)**

- Unit I:** Evolution of Human Resource Planning (HRP)–Contemporary approach to HRP– Process of HRP–Relation between HRP and other HR Functions– Productivity and Cost Considerations—Impact of Technology and Artificial Intelligence on HRP—Methods of Job Analysis, Job Description, Job Specification– Skills Analysis/Skill Inventory.
- Unit II:** Human Resource Planning: Tools, Methods and Techniques—Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement –Labour Turnover –Succession Planning—Replacement Charts— Human Resource Planning in times of uncertainty like pandemic etc.
- Unit III:** Action Planning: Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing— Managing Redundancy and Alternatives to Redundancy—Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment etc.
- Unit IV:** Employee Selection: Determining the utility of a selection instrument and statistical rationale for selection–Personal history data—Testing in Industry; Interviews and other selection devices—Decision-making for selection—Issues relating to managerial selection.
- Unit V:** Approaches to Human Resource Development– Integrated HRD Systems— HRD Climate in Organisations— Impact of Technology on HRD– Implication of Technological change on HRD—Issues in Marketing HRD.

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***Suggested Readings:***

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al., Manpower Planning, Strategy and Techniques in Organizational Context, Wiley.
4. J.W. Walker, Human Resource Planning, Mc Graw Hill.
5. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.

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### **MBAE-2610: Compensation and Benefits Management (CBM)**

- Unit I:** Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–. Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI.

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**Unit II:** Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme.

**Unit III:** Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay–Team Pay – Paying for Organisational performance– Recognition Process–Performance Management and Reward. Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers – Components of Executive Compensation package.

**Unit IV:** Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward–Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management— Strategic Reward: Concept, Aims–Strategic Reward and Reward Management– Purpose and Contents of Reward Strategy.

**Unit V:** Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP— Computations of taxable income, overtime, etc.—Current trends and practices in Employee Benefit: Indian and Global perspectives.

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**Suggested Readings:**

1. M. Armstrong & T. Stephens, Employee Reward Management and Practice, Kogan Page.
2. M. Armstrong & D. Brown, Strategic Reward, Kogan Page.
3. R.O. Henderson, Compensation Management, Englewood Cliffs, Prentice Hall.
4. M. Armstrong, and Murlis, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning, India.
6. Joseph J. Martocchio, Strategic Compensation—A Human Resource Management Approach, Pearson.
7. Richard I Henderson, Compensation Management in a Knowledge—Based World, Pearson Education.
8. Debasish Biswas, Compensation Management, Abhijeet Publications.

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**MBAE-2611: Training & Development (T&D)**

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**Unit II:** Training Needs Analysis– Why, When and Where to look for Performance Discrepancies –Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques. Training Design— Organisational/Environmental constraints–Training Objectives–Facilitation of Learning–Facilitation of Transfer—Training Design Process–Key Factors in Designing–Training Design Theories.

- Unit III:** Training Methods: Matching training methods with outcomes—Lectures & Demonstrations, Computer—based Training, Games & Simulations, On-the-Job Training—Audiovisual Enhancements to Training—Training facilities—Key Areas of Organisational Training: Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, and other training programmes & Issues—Impact of Technology on Training—Choosing a training method—Group-based training methods—Training of special groups like sales and retail staff.
- Unit IV:** Management Development—Importance and Contemporary perspective of Management Development – Methods—Management Development Implications— Approaches for Management Development—Strategies for Development of Technical Managers, Executives and Future Executives— Strategic skill for Line Managers.
- Unit V:** Training & Development Evaluation: Rationale for Evaluation—Training & development outcomes –Types of Evaluation Techniques & Instruments – Training Evaluation Design Issues—Costing Training & Development Programmes—Measuring ROI of training & development programmes—Total Quality Training and HRD.

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**Suggested Readings:**

1. R. A Noe and A. D. Kodwani, Employee Training and Development, McGraw Hill Education (India)
2. D. Agochiya, Every Trainer’s Handbook, Sage Publications.
3. J. P. Wilson (Ed), Human Resource Development: Learning and Training for Individuals and Organizations, Kogan Page
4. R. L. Graig, Training and Development Handbook, Mc Graw Hill international.
5. S. K. Mangal and S. Mangal, Psychology of Learning and Development, Prentice Hall
6. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
7. I. Dayal, Management Training in Organisation, Prentice Hall of India.
8. D. L. Kirpatrick, Evaluating Training Programmes, Berret—Koehler, San Francisco.
9. Bhirmani and Seth, Evaluating Management Training and Development, Vision.

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**MBAE-2612: Counselling Skills for Managers (CSM)**

- Unit I:** Managers as Counsellors—Specific Role of HR managers in counselling—The Helping Relationship and the Helping Process— Helpers and Clients as diverse persons.
- Unit II:** Development of Counselling Skill—Internal Frame of Reference—Attention and Interest—Managing resistance and making referrals—Active listening—Problem— solving—Coaching, demonstrating and rehearsing.
- Unit III:** Important issues in managerial counselling—Multi-cultural and gender issues— Ethical issues— Specific counselling issues for HR managers.



**Unit IV:** Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process.

**Unit V:** Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation — Current trends, issues and practices in Negotiation in Indian Industries.

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***Suggested Readings:***

1. Richard Nelson and Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
  2. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press.
  3. Michael L Spangle, Myra Warren Isenhardt, Negotiation Communication for Diverse Settings, Regis University.
  4. K. Singh, Counselling Skills for Managers, Prentice—Hall.
  5. F. Alan, Negotiation Skills and Strategies, Universities Press.
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**MBAE-2613: Understanding Self: Indian Perspective (USIP)**

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**Unit I:** Understanding Self- Formation of Self— Importance of Self Understanding— Self in Western Perspective—Self in Indian Perspective— Self and Identity— Self exploration— Role of self-exploration in understanding Self.

**Unit II:** The Concept of Self in Epics and Historical Events— Self in Indian Philosophy and Managerial Implications.

**Unit III:** Self-Identity- Role of Society in Self Identity- Social Identity- Social Identity Theory and Self Identity, Self Esteem and Self Identity.

**Unit IV:** Creating Self Identity at Workplace- The Process of creating work identity- Organisational Values to create better self-identity at workplace.

**Unit V:** Self-concept- Self-concept in business organisations-Self Image- Linkage between Self-image and business- Self Esteem- Issues in understanding self in modern times-lessons to be learned and managerial implications—Case Studies in Indian Context.

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***Suggested Readings:***

1. K. Ramakrishna Rao and Anand C. Paranjpe, Psychology in the Indian Tradition, Springer.
2. M. R. Leary and, J.P. Tangney, Handbook of Self and Identity, The Guilford Press.
3. N. Vasisth and N. Rajput, Business Ethics & Values, Taxmann Publication.
4. Nathaniel Branden, The Psychology of Self Esteem, Nash Publication.

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## **MBAE-3610: Performance Management (PM)**

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- Unit I:** Performance Management: Understanding Performance and performance management — Principles and Contribution of Performance Management—Dangers of poorly implemented performance management system—Contributions of Performance Management—Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses — Concerns of Performance Management—Ethical considerations— Legal Issues in Performance Management.
- Unit II:** Model and Process of Performance Management—Performance Management Cycle— Role Definition—Personal Development Plan—Performance Agreement—performance Review—Balance Scorecard approach to PMS— Linkage between Performance management, human resource development and reward management—Specific Issues relating to Team Performance Management.
- Unit III:** Performance Appraisal System—Meaning, Features and Objectives of Performance Appraisal— Factors affecting Performance Appraisal— Benefits of Performance Appraisal— Problems with Performance Appraisal— Essentials of a Good Appraisal System— Evaluation of a Performance Appraisal System.
- Unit IV:** Appraisal Methods— Traditional and Modern — Scope of application in various industries — Advantages and disadvantages—Concept of Potential Appraisal – Requirements for an Effective Potential Appraisal system—Performance Appraisal and Potential Appraisal.
- Unit V:** Competency Mapping: Concept of Competency and Competence— Constituents of competence—Types of Competencies—Competency mapping: Approaches and Process – Competency modeling and Competency Assessment – Competency based HRM applications: Recruitment and selection, Training and Development, Reward.
- 

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

1. Michael Armstrong: Performance Management— Key Strategies and Practical Guide, Kogan Page.
  2. Murphy and Cleaveland, Performance Appraisal, Sage Publication.
  3. Chadha, Performance management, Excel Books.
  4. Hartle, Transforming Performance Management Process, Kogan page.
  5. R. Khandula Srinivas, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India.
  6. Herman Aguinis, Performance Management, Pearson Education.
  7. A. S. Kohli and Tapomoy Deb, Performance Management, Oxford University Press.
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## **MBAE-3611: Labour Legislation (LL)**

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- Unit I:** Human Resource Management and Labour regulatory framework, Role of ILO in framing labour legislations in India; Conventions and Recommendations.

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- Unit II:** Laws relating to Working Conditions in Manufacturing concern: The Factories Act, 1948---Laws relating to Special types of concerns.
- Unit III:** Laws relating to Labour Relations----The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Trade Unions Act, 1926.
- Unit IV:** Laws relating to Social Security---- The Employees State Insurance Act,1948; The Employees Compensation Act,1923; The Employees Provident Fund and Miscellaneous Provisions Act,1952; The Payment of Gratuity Act,1972.
- Unit V:** Laws relating to Wages----The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Equal Remuneration Act, 1976; The Payment of Bonus Act, 1965.
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***Suggested Readings:***

1. Kapoor,N.D. Handbook of Industrial Law, Sultan Chand& Sons
  2. Kumar,H.L. Practical Guidance to Labour Management, Universal.
  3. Malik,P.L. Handbook of Industrial Establishment Law.
  4. Srivastava,S.C.. Industrial Relations and Labour Laws, Vani Education.
  5. Relevant Bare Acts.
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**MBAE-3612: Employment Relations (ER)**

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- Unit I:** Employment Relations---Introduction, Concept, Characteristics, Objectives, Significance and Functions; Perspectives; Employment Relations and the Emerging socio-economic scenario; The Systems Framework.
- Unit II:** Trade Unions—Theories of Trade Union; Trade Unions in India; Problems of Trade Unions in India; Trade union recognition; Trade Union movement in India.
- Unit III:** Collective Bargaining- Introduction, Concept; The Nature of collective bargaining; Levels of bargaining and agreements; Collective bargaining and stakeholders; Negotiating techniques and skills; Factors contributing to the success of collective bargaining.
- Unit IV:** Grievances and Discipline Handling---Concept, Nature and Causes of Grievances; Grievance redressal procedure; Managing Discipline—Concept and Principles of Natural Justice; Misconduct; Approaches to dealing with Indiscipline; Domestic Enquiry---Steps in domestic enquiry.
- Unit V:** Employee Participation and Labour-Management Cooperation-Purpose and Form of participation, Direct Vs. Indirect Participation; Levels of participation; Technological Change and Employment Relations, Relevant Case Studies.
- 

***Suggested Readings:***

1. Venkata Ratnam, C.S. *Industrial Relations*, Oxford University Press.

2. Mamoria, C.B ,Mamoria, S.and Gankar, S.V. *Dynamics of Industrial Relations*, Himalaya Publications.
3. Monappa, A. *Industrial Relations*,Tata McGraw Hill.
4. Sen, Ratna. *Industrial Relations in India: Shifting Paradigm*, Macmilan.
5. Ghosh, A.K. *Industrial Relations: Text and Cases*. Manas Publications.

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### **MBAE-3613: HRD: Strategies and Systems (HRDSS)**

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- Unit I:** Human Resource Development (HRD): Foundational terms and aspects—Micro, Macro and Societal Concerns—National Economic Development and Human Resource Development—Learning and HRD—Fundamentals of Adult Learning —Learning Organisations and Knowledge Management: Concepts and Issues—HRD Climate and culture.
- Unit II:** Assessing HRD Needs and Designing Effective HRD Programmes: Imperatives for Business and Non—Profit Organisations — Implementing HRD Programmes: Learning environments, Infrastructure and Resources, Emerging Issues involving Technology in training and issues concerning open, distance, flexible learning and e—learning.
- Unit III:** Overview of Popular Training Methods Used in Business Organisations—Specific Training Issues and Instruments for Employees of Non—Profit Organisations, Faculty Members, Administrators, Social Workers etc. — Assessment and Evaluation of HRD in Business and Non—Profit Organisations: Approaches to evaluation.
- Unit IV:** Concept of HRD Audit—Issues involving performance management, career management and career development—Organization Change and Development: Issues and considerations for business and non—profit organisations.
- Unit V:** Human Resource Development in Government System—HRD in Education—Skill Building, Skills and Technical Training for professional development—Institution building and the role of HRD.
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***Suggested readings:***

1. John M. Werner, Randy L. DeSimone, Human Resource Development, Cengage Learning
2. J P. Wilson, Human Resource Development: Learning and Training for Individuals and Organisations, Kogan Page.
3. T. V. Rao, Human Resources Development: Experiences, Interventions and Strategies, Sage.
4. T. V. Rao, Readings in Human Resource Development, Oxford and IBH Publishing.

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## **MBAE-3614: Human Resource Information System (HRIS)**

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- Unit I:** System: Concepts, Characteristics and Classification–Information System: Role, Functions & Types– Organisations and Information Systems— Decision Support System (DSS)–Knowledge Based Systems—Business Intelligence, Expert System, Artificial Intelligence (AI) — Data Warehousing — Data Mining — Database Management System (DBMS) – Database concepts and applications in Human Resource Information System (HRIS).
- Unit II:** Management Information System– Concept, Necessity and Functional Applications–HRIS: Framework and Overview—HRIS Needs Analysis—HRIS, Cost-benefit considerations, change management and other considerations in reshaping HR function using technology.
- Unit III:** H.R.I.S. Planning & Designing, System Consideration, Hardware & Software of HRIS—Planning, Installation, Modification, Acceptance Tasking—Critical considerations in HRIS Implementation—Maintaining & Enhancing HRIS.
- Unit IV:** Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.
- Unit V:** HRIS in different types of organizations—Packaged Human Resources Information Systems— Exposure to HRIS software—Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc.
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### ***Suggested Readings:***

1. M. Jaiswal and M. Mittal. Management Information System. Oxford University Press.
  2. M. J. Kavanagh and M. Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage
  3. Keen, Decision support system: An Organizational Perspective. Addison-Wesley Pub.
  4. K.C. Laudon and J.P. Laudon, Management Information Systems. Pearson Education.
  5. Navatha Elmasari. Database Management System. McGraw Hill.
  6. Turba Efrin. Decision Support & Expert Systems — Management Perspective. Macmillan.
  7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
  8. Tony Ivey, Personnel Computer System, Mc Graw Hill International.
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## **MBAE-4609: Strategic Human Resource Management (SHRM)**

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- Unit I:** Strategic Human Resource Management: Framework and Integrative perspective–Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource—Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies— Case Studies.

- Unit II:** Functional Strategic Human Resource Strategies— Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy— Case Studies.
- Unit III:** Strategic HRM and Strategic Change— Strategic HR issues and role of HR in the context of Employee Engagement, Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc— Case Studies.
- Unit IV:** Evaluating and Measuring the Impact of Strategic HRM—Overview and Approaches—Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc –Evaluating strategic Contributions of Traditional HR Areas— Strategic contribution of HRM to organizational success—High Performance Work Practices (HPWP)— Case Studies.
- Unit V:** Human Resource Strategy and the Dynamics of industry-based Competition— Strategic HRM for specific business situations—Strategic HRM practices in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy— Strategic HRM in ‘New Normal’—Strategic HRM, Sustainable HRM Practices and Corporate Sustainability—Strategic HR readiness in times of uncertainty and crises like pandemic, natural disaster etc, case Studies.—Strategic HRM vis-à-vis Artificial Intelligence, Machine learning, Robotics etc.
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***Suggested Readings:***

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
  2. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw—Hill.
  3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
  4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
  5. C. Maybey and G. Salaman: Strategically Managing Human Resource, Infinity Books.
  6. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.
  7. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
  8. S.Vanka, M.B. Rao, S. Singh, M.R. Pulaparathi, (Eds.) Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, Springer.
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**MBAE-4610: Human Capital Management (HCM)**

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- Unit I:** Concept of Human capital—Intellectual capital—Social capital—Organisation capital—Practical Implications of intellectual capital theory. Concept of HCM— Rationale for HCM— HCM and HRM— concept of human capital advantage and resource-based strategy—Process of HCM—HCM Drivers, HCM Journey, Developing HCM—Measuring HR.

- Unit II:** Practice of HCM: Human Capital Data—Measuring human capital—Measurement Issues, Classification of measures, Developing Measures—Human Capital Measurement Models—Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, Engagement Model, People and Performance Model —Human capital reporting—applications of HCM.
- Unit III:** The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM—The business partner concept and HCM—The skills HR specialists need for HCM—Future of HCM.
- Unit IV:** ROI of Human Capital— Measurement of Human capital’s contribution to enterprise goals— Human capital value circle, Enterprise—level Metrics, Foundation Trait Metrics, Structural trait Metrics—Leverage of Human capital ROI.
- Unit V:** Human Resource Accounting—Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation—Issues in budgeting HR—HR Audit—Concept, Types, Process, Approaches. Human Resource Audit—Information gathering, evaluation, analysis and action planning.

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***Suggested Readings:***

1. Angela Baron & Michael Armstrong, Human Capital Management— Achieving Added Value Through People, Kogan Page.
2. Eric G. Flamholtz, Human Resource Accounting—advances in concepts, Methods, and Applications, Kluwer Academic Publishers.
3. Jac Fitz-enz, The ROI of Human Capital—Measuring The economic Value of Employee Performance, Amacom
4. M K Kolay, Human Resource Accounting, ICWAI.
5. John McConnell, Auditing your Human Resources Department, AMACOM
6. T V Rao, HRD Audit, Sage Publications.

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**MBAE-4611: Contemporary Interventions in Human Resource Management (CIHRM)**

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**Unit–I:** HR in knowledge era – Knowledge creation and knowledge Management; Knowledge Process Outsourcing (KPO); Corporate success vis-à-vis competitive advantage; Entrepreneurship Development.

**Unit–II:** Human Resource Information System (HRIS); Human Resource Accounting; Human Resource Auditing; Human Resource in Information Technology Organizations; Quality of work life.

**Unit–III:** Virtual Organization – characteristics, Types of virtual organization; Emerging HR issues in virtual organizations; Performance Management in virtual organizations; Learning organization; Business Process Outsourcing (BPO).

**Unit–IV:** Strategic Alliance, Human Resource Mergers’ and Acquisitions – Stages of Merger & Acquisition; key to success of M & A; skills and competencies of HR professionals; International Human Resource Management; Domestic vs International HRM.

**Unit–V:** Corporate Social Responsibility (CSR); Job stress – Eustress and Distress; Symptoms of stress; Sources; Consequences of stress; Management of stress; Burnout: Symptoms & strategies; employee counseling; Mentoring.

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**Suggested Readings:**

Serge, P.M. *The Fifth Discipline: The art and practice of learning organization*, New York, Double Day, 1990.

Pattanayak, B., *Human Resource Management*, New Delhi, Prentice-Hall of India, 2004.

Rao, V.S.P. *Human Resource Management*, New Delhi, Excel Books, 2000.

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**MBAE-4612: International Human Resource Management (IHRM)**

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- Unit I:** Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources– Organisation of work in International context.
- Unit II:** International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.
- Unit III:** Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development –Expatriate training: Important Issues and Concerns.
- Unit IV:** Global Employment Relations and Employment Laws– Cross–border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross–country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.
- Unit V:** Issues and Challenges in IHRM– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations— Case studies on International Human Resource Management.



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

1. Chris Brewster, Paul Sparrow and Guy Vernon, *International Human Resource Management*, The Universities Press.
2. A. V. Phatak, *International Dimensions of Management*, Cincinnati, South Western College.
3. Peter J. Dowling, Marion Festing, Allen D. Engle, *International Human Resource Management*, Thomson Learning.
4. M. Tayeb, *International Human Resource Management: A Multinational Company Perspective*, OUP Oxford.
5. Dennis R. Briscoe, Randall S. Schuler, *International Human Resource Management: Policy and Practice for the Global Enterprise*, Psychology Press.

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## **MBAE-4613: Employer Branding (EB)**

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- Unit I:** Brand—Basics— Brand Ideals—Brand elements—Brand dynamics – brand and its Stakeholders.
- Unit II:** Introduction: Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspectives of employer brand.
- Unit III:** Brand fundamentals: Benefits, brand analysis, brand value, brand positioning and differentiation, brand management and development, brand life cycle, branding process—Internal Marketing and Employer branding.
- Unit IV:** Employer Brand insight and positioning: Employee insights, labour market insight, brand identity, brand integration, positioning model, brand vision model, employee value proposition—measuring employer brand.
- Unit V:** Brand communication and management: Emotional engagement, employee commitment and behavioural change, branding policy, practices, key responsibilities of employer brand management—Employee Engagement, components—Case studies.

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

1. Simon Barrow and Richard Mosley, *The Employer Brand: Bringing the Best of Brand Management to People at Work*, Wiley.
2. Hugh Davies, *Employer Branding*, BookPal.
3. Alina Wheeler, *Designing Brand Identity: An Essential Guide for the Whole Branding Team*.
4. Helen Rosethorn, *The Employer Brand*, Gower.
5. Cyrill Ting, *Employer Branding and the Employee—Life—Cycle: How to become an attractive employer*, AV Akademikerverlag.
6. Lizz Pellet, *The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees*, Society for Human Resource Management.

## AREA-7: Systems, Operations & Decision Sciences

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### MBA-1707: Fundamentals of Production and Operations Management (FPOM)

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- Unit-I:** Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis.
- Unit-II:** Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling.
- Unit-III:** Work Study; Method Study; Work Management; Work Sampling; Work Environment.
- Unit-IV:** Material Management- An overview of Material Management; Material Planning; and Inventory Control; JIT; Materials Planning Budgeting; Material Handling; Master Production Scheduling; Material Requirement Planning.
- Unit-V:** Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management.
- Unit-VI:** Smart Manufacturing – Basic Concept; Components; Other Production Management Methods – Cellular Manufacturing; Agent-Based Manufacturing; Holonic Manufacturing; Lean Manufacturing; Agile Manufacturing; E-Manufacturing; Virtual Manufacturing.

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#### *Suggested Readings:*

1. Adam, E.E. and Evert, R.J., *Production and Operation Management*; Prentice Hall of India, New Delhi.
2. Buffa, E.S., *Modern Production management*; John Wiley, New York.
3. Chary, S.N., *Production and Operations Management*; Tata McGraw Hill, New Delhi.
4. Dilworth, James B., *Operations Management: Design, Planning & Control for Manufacturing and Services*, McGraw Hill, Singapore.
5. Moore, F.G. and Hedrick, T.E., *Production / Operations Management*; Homewood, Illinois
6. Bandyopadhyay, Susmita, *Production and Operations Analysis: Traditional, Latest and Smart Views*; CRC Press, Florida.

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### MBA-2704: Fundamentals of Computer Applications and Management Information System (FCAMIS)

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- Unit-I:** Computer Fundamentals: Generations of Computers, Types of Computers, Basic Structure of Computers, Data Representation; Concepts of Software: Types of Software, Generations of Computer Languages, Elements of Programming Language, Representation of Programming Logic; Introduction to C Language.

- Unit-II:** System: Concepts, Characteristics and Classification – Open & Closed, Deterministic & probabilistic etc. Concept of data, Information & information system; Information System: Role, Functions & Types- Organizations and Information Systems- Characteristics of quality information; Role of information system at different levels of organization.
- Unit-III:** System Development - Different methodologies of system development - SDLC, prototyping, and object oriented approach of system development.
- Unit-IV:** Managerial Decision Making - Information Systems and Business Strategy - Basic Concepts of TPS and Office Automation System –Decision support system: Definition, classical managerial decision making process; Component of DSS, GDSS and application of GDSS.
- Unit-V:** Database Management System: Definition, problems with traditional file system; Advantages and disadvantages of DBMS, Concept and classification of data model.
- Unit-VI:** Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) - Data Warehousing - Data Mining.
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***Suggested Readings:***

1. Jaiswal & Mittal. Management Information System. OxfordUniversity Press.
2. Keen, Peter GW. Decision support system: An Organizational Perspective. Addison-Wesley.
3. Laudon, K.C. &Laudon, J.P. Management Information Systems. Pearson Education.
4. Moris Mano. Digital Electronocs. PHI.
5. NavathaElmasari. Database Management System. McGraw Hill.
6. Stalling, W. Computer Architecture and organization.
7. Sinha, P.K. and Sinha, P. Computer fundamentals and Application, BPB Publication.
8. TurbaEfrin. Decision Support & Expert Systems - Management Perspective. Macmillan Publishing Company, New York.

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**MBA-2705: Quantitative Techniques in Management (QTM)**

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- Unit-I:** Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Measures of Relative Dispersion. Moments: Raw Moments & Central Moments, Measures of Skewness and Kurtosis.
- Unit-II:** Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient; Simple regression analysis -Derivation of regression lines by the OLS method -properties of regression lines; Time Series: Preliminary adjustments of time series data, component of time series, Measurements of secular trend: Moving average, Mathematical curve fitting - linear trend, parabolic trend, exponential trend.

- Unit-III:** Probability: Definition, Conditional probability and statistical independence, Addition and Multiplication probability rules, Bayes theorem. Random Variable: Probability mass function/ probability density function and Distribution function– properties and their relations, Expectation, Variance – their properties, Joint probability distribution – Covariance of two random variables. Theoretical Distribution: Binomial, Poisson, Exponential and Normal distributions – Probability model, Mean, Variance, Application of these distributions.
- Unit-IV:** Sampling Distributions: Parameter, Statistics and Sampling distribution, Expectation and Standard error of sample mean and sample proportion in the cases of SRSWR and SRSWOR, Central limit theorem (only statement), Sampling distributions:  $\chi^2$ , t and F – their properties (without Proof) and uses.
- Unit-V:** Statistical Inference: Types of inference, Point estimation – methods of point estimation – criteria of a good estimator; Interval estimation of population mean, proportion and variance; Hypothesis testing – hypotheses, errors and level of significance, Small and Large sample tests for location and dispersion for single population and two population cases.
- Unit-VI:** Other Tests and Analysis of Variance; Goodness of Fit; The One-Way Analysis of Variance.

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***Suggested Readings:***

1. Levin, Richard I and Rubin, David S., Statistics for Management, Prentice Hall Inc.
2. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hill.
3. Goon, Gupta and Dasgupta, Fundamentals of Statistics, Vol. I & II, World Press Private Ltd.
4. Mathai and Rathie, Probability and Statistics, MacMillan.
5. Gupta and Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand.
6. Arora, P.N., Arora, S. and Arora, S., Comprehensive Statistical Methods, S.Chand
7. Weiss, *Introductory Statistics*, Pearson Education.
8. Doane, D.P. and Seward, L.E., Applied Statistics in Business and Economics, Tata McGraw Hill.

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**MBA-3703: Operations Research (OR)**

- Unit-I:** Introduction to OR- Origin, Nature, definitions; Managerial applications and limitations of OR. Linear Programming Problem (LPP): Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.
- Unit-II:** LPP-Simplex Method, Optimality conditions; Degeneracy; Duality, Interpretation of dual; Sensitivity analysis and its implications.

**Unit-III:** Transportation Problem (TP) - Mathematical model, IBFS, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method; Travelling Salesman Problem (TSP); Managerial applications of AP and TSP.

**Unit-IV:** Inventory Management Techniques.

**Unit-V:** Network Analysis - PERT/CPM, Crashing, Time-Cost Trade off. Queuing Theory. Simulation.

**Unit-VI:** Game Theory. Decision Theory.

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***Suggested Books:***

1. Hillier F. S., Lieberman G.J., Introduction to Operations Research, McGraw Hill higher Education, New York.
2. Gould, F.J., Introduction to Management Science, Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Mathur, K. and Solow, D., Management Science, Englewood Cliffs, Prentice Hall Inc. New Jersey.
4. Narag, A.S., Linear Programming and Decision Making, Sultan Chand, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, McMillan India Ltd., New Delhi.
6. Taha. H.A., Operations Research- An Introduction, McMillan, New York.
7. Vohra, N. D., Quantitative Techniques in Management, TMH.

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**MBA-3704: Business Analytics (BA)**

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**Unit-I:** Introduction to Business Analytics – Decision analytics, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics; Introduction to R; Basic Statistics; Introduction to Big Data; Python for Data Science.

**Unit-II:** Introduction to Time Series Analysis – Methods like Box-Jenkins Methods, ARIMA; Various Optimization Methods; Probability Distributions; Simulation.

**Unit-III:** Overview of Multivariate Analysis; Dimension Reduction Techniques; Regression Analysis; Data Mining – Introduction to Supervised and Unsupervised Learning; Decision Trees; Introduction to Neural Networks; Clustering.

**Unit-IV:** Various Machine Learning Techniques; Predictive Modelling – Multiple Linear Regression; Logistic Regression; Linear Discriminant Analysis.

**Unit-V:** Machine Learning – Handling Unstructured Data; Machine Learning Algorithms; Handling Unbalanced Data; Marketing & Retail Analytics; Finance and Risk Analytics; Human Resource Analytics; Supply Chain and Logistics Analytics.

**Unit-VI:** Web and Social Media Analytics; Data Visualization using Tableau.

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**Suggested Books:**

1. Mitchell, Tom M., Machine Learning; McGraw Hill Education.
2. Hamilton, Time Series Analysis; Levant Books.
3. Albright, S. Christian, Winston, Wayne L., Business Analytics: Data Analysis & Decision Making; Cengage Learning.
4. Kumar, U. Dinesh, Business Analytics: The Science of Data-Driven Decision Making; Wiley.
5. Brown, Martin C., Python: The Complete Reference; McGraw Hill Education.
6. Rakshit, Sandip, R Programming for Beginners; McGraw Hill Education.

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**MBAE-2709: Logistics and Supply Chain Management (LSCM)**

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- Unit-I:** Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics.
- Unit-II:** Logistics System Analysis and Design; Warehousing and Distributing Centres; Location; Logistics Network Configuration – Various Problems and Solution Techniques.
- Unit-III:** Distribution Strategies – Direct Shipment; Cross-Docking, Push & Pull Based Supply Chain; Transshipment; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models.
- Unit-IV:** Inventory Management Decisions and Risk Pooling; Logistics Audit and Control; Packaging and Materials Handling.
- Unit-V:** Supply Chain Performance Measures – Qualitative and Quantitative; Supply Chain Coordination – Various Types of Contracts; 3PL.
- Unit-VI:** International Logistics Management – Various Issues, Risks and Advantages; Regional Differences in Logistics; Logistics Future Directions.
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**Suggested Readings:**

1. Simchi-Levi David, Kaminsky Philip, Designing and Managing the Supply Chain, McGraw Hill Education, USA.
2. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs, New York, PH Inc. 1992.
3. Benjamin S B. *Logistics Engineering and Management*. Englewood Cliffs, New York, PH Inc., 1996.
4. Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*. New York, Macmillan, 1986.
5. Christopher, M. *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*. London, Pitsman, 1992.
6. James, C J. and Wood, Donald F. *Contemporary Logistics*. New York, Macmillan, 1990.
7. Shapiro, R. *Logistics Strategy: Cases and Concepts*. St. Paul, West, 1995.

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## **MBAE-2710: Purchasing and Materials Management (PMM)**

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- Unit-I:** Role of Purchasing and Materials Management; Purchasing Process; Purchasing Cycle; Vendor Relationship Management; Authorities of Materials Management.
- Unit-II:** Determination and Description of Material Quality – Cost-Reduction Techniques – Value and Value engineering – Make or Buy Decisions; Evaluation of Inventory; Various Types of Inventory Locator Systems; Inventory Stratification.
- Unit-III:** Purchasing research – Price Determination and Negotiation – Vendor Rating, Selection and Development.
- Unit-IV:** Legal Aspects of Purchasing – Tendering – Different Appraisal Methods.
- Unit-V:** Material Logistics – Inventory Control of Spare Parts – Materials Information System.
- Unit-VI:** Different Types of Code Reading – Bar Code, Radio Frequency Identification.

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

1. Ansan, A. and Moderress, B. *JIT Purchasing*. Free Press, New York.
2. Baily, P. etc. *Purchasing Principles and Management*. Pitman, London.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Dobler, D.W. etc. *Purchasing and Materials Management*. McGraw Hill, New York.
5. Dutta, A.K. *Integrated Materials Management*. PHI, New Delhi.
6. Farrington, B. and Waters, D.W. *Managing Purchasing*. Chapman, London.
7. Gopalakrishnan, P. and Sunderashan, M. *Handbook of Materials Management*. PHI, New Delhi.

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## **MBAE-2711: Production Planning and Control (PPC)**

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- Unit-I:** Operating System; Operational Planning & Control; Forecasting; Product Analysis; Scheduling & Loading.
- Unit-II:** Workforce Balancing-Job & Machine Assignment; Machine Interference.
- Unit-III:** Line Balancing- Heuristic Method; Simulation Method; Mathematical Programming Method; System Loss; Complex Line Balancing; Batch Production; Line of Balance Techniques.
- Unit-IV:** Controlling Techniques-Materials, Processes & Products.
- Unit-V:** Reliability and Maintenance; Theory of Constraints; Introduction to Various Production Management Methods such as Cellular Manufacturing; Agent Based Manufacturing; Holonic Manufacturing; E-Manufacturing; Virtual Manufacturing.

**Unit-VI:** Introduction to Smart Manufacturing; Introduction to Concepts like Big Data; Internet of Things; Internet of Service; Cloud Computing; Cyber-Physical System; Various Technology Requirements – RFID Technology; Sensor Technology; Various Frameworks.

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**Suggested Readings:**

1. Ray Wild, *Operations management*, Thomson Asia Pte. Ltd, Singapore.
2. Mandic R.G., Rendu B and Russell's, *Service Operation Management*, Allyn Bacon.
3. Scamander, RW, *Production /Operations Management, Concepts and substances*, Macmillan.
4. Bandyopadhyay, Susmita, *Production and Operations Analysis: Traditional, Latest and Smart Views*; CRC Press, Florida.
5. Heizer, Jay, Render, Barry, Munson, Chuck, *Operations Management*; Pearson Education.
6. Chary, S.N., *Production and Operations Management*; McGraw Hill Education.

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**MBAE-2712: Business Process Reengineering (BPR)**

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

**Unit-II:** Process Improvement and Process Redesign; BPR Experiences in Indian Industry; Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking.

**Unit-III:** Business Process Improvement. Business Process Redesign; Man Management for BPR implementation; Re-organizing People and Managing Change

**Unit-IV:** BPR Methodology; BPR Models.

**Unit-V:** BPR Tools – Flowcharts; Activity Diagram; Network Diagrams; Simulation; Case-Based Reasoning; Value Stream Mapping.

**Unit-VI:** Other Techniques of BPR – Pareto Analysis; Waste Analysis; Risk Analysis; SWOT Analysis; FMEA.

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**Suggested Readings:**

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



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## **MBAE-2713: Managing E-Business (MEB)**

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- Unit-I:** E-Business and E-Commerce Fundamentals; E-Business Infrastructure; E-Environment.
- Unit-II:** E-Business Strategy; E-Procurement; E-Marketing.
- Unit-III:** Structuring and Resourcing an E-Business Project; Five Phases of E-Business Adoption; E-Business Publishing.
- Unit-IV:** External and Internal Integration; Key Technologies, Web Services.
- Unit-V:** Supporting Technologies – XML, Microsoft .Net; Hardware Platforms; Operating Systems.
- Unit-VI:** Security Policies; Networking Systems; Open Source Technologies.
- 

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

1. Chaffey, W-Business and E-Commerce Management: Strategy, implementation and Practice; Pearson Education India.
  2. Chaffey, D., Hemphill, T., Edmundson-Bird, D., Digital Business and E-Commerce Management; Pearson Education.
  3. Charan, R., Yang, J., The Amazon Management System: The Ultimate Digital Business Engine That Creates Extraordinary Value for Both Customers and Shareholders; Vicara Books.
  4. Barnes, S., Hunt, B., E-Commerce and V-Business: Business Models for Global Success; Butterworth-Heinemann.
  5. Combe, C., Introduction to E-Business Management and Strategy; Butterworth-Heinemann.
  6. Simon, A.R., Shaffer, S.L., Data Warehousing and Business Intelligence for E-Commerce; Morgan Kaufmann.
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## **MBAE-3710: Decision Support system (DSS)**

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- Unit-I:** Managerial Decision Making and Information Systems: Requirement for Decision Support for Decision Making and other Executive Work; Human Decision-Making Heuristics and Bounded Rationality; Types of Decision Support Systems.
- Unit-II:** Decision Support Systems: Introduction and Overview; From Human Decision making to DSS; DSS Architecture; Decision Modeling and Analysis; Decision Support Developments; Data Warehousing and Data Mining; Data Mining Tools.
- Unit-III:** Group Decision Support Systems: Goals of Group Decision Support Systems; Group versus Individual Activities; Types of Group DSS; Negotiation Support Systems.

**Unit-IV:** Decision Making Under Uncertainty: Introduction and Overview; Understanding Risk in Making Decisions; Managerial Risk Taking and Organisational Decision Making; Modeling Uncertainty.

**Unit-V:** DSS Tools – Decision Tree, Decision Table, Case-Based Reasoning, Predicate Logic; Multi-Criteria Decision Analysis Techniques.

**Unit-VI:** Intelligent Decision Support Systems: Knowledge-based Decision Support Systems; Knowledge Acquisition and Validation; Knowledge Representation; Inference Techniques.

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***Suggested Readings:***

1. Bratco, Ivan. *Prolog: Programming for Artificial Intelligence*, Addison-Wesley, California.
2. Davis, Michael W. *Decision Support*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Jayashankar, R. *Decision Support Systems*. Tata McGraw Hill, New Delhi.
4. Patterson, Dan W. *Introduction to Artificial Intelligence and Expert Systems*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Rolph, Paul. *How to Choose and Use an Executive Information System*. Viva Books, New Delhi.
6. Sprague, Ralph H. *Decision Support for Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Turban, E. *Decision Support and Expert Systems*. Macmillan, New York.

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**MBAE-3711: Internet of Things (IoT)**

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**Unit I:** Introduction – Characteristics, Enablers of Internet of Things (IoT), Applications, Evolution in Smart Devices, Benefits; IoT versus M2M; IoT versus WoT.

**Unit II:** Connectivity Terminologies; Networking Issues; Overview of Sensor Technology; IoT Networking; Machine to Machine Communications; Interoperability in IoT; Introduction to Arduino; Introduction to Python Programming; Introduction to Raspberry; Cloud Computing Fundamentals; Fog Computing Fundamentals.

**Unit III:** Smart Cities; Smart Homes; Connected Vehicles; Smart Grid; Industrial Internet of Things; Data Handling and Analytics; Applications of IoT in Various Fields – Agriculture, Healthcare, Activity Monitoring; Introduction to Industry 4.0; Application of IoT in Manufacturing.

**Unit IV:** Relevance of IoT in Marketing; Impact of IoT in Marketing and Advertising; Application of IoT in Marketing; Growing Opportunities; Introduction to Smart Marketing.

**Unit V:** Relevance of IoT in Human Resource; Basic Framework; Impact of IoT on Human Resource; Growing Opportunities.

**Unit VI:** Impact of IoT on Accounting Industry; Benefits of IoT Applications; Various Practices; Smart Accounting.

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**Suggested Readings:**

1. Internet of Things, RMD Sundaram Shriram K Vasudevan, Abhishek S Nagaraja, Wiley.
  2. Internet of Things: Principles and Paradigms, Rajkumar Buyya, Amir Vahid Dastjerdi (Editor), Morgan Kaufmann.
  3. Internet of Things with Arduino Cookbook, Marco Schwartz, Packt Publishing.
  4. Internet of Things with Python, Gaston C. Hillar, Packt Publishing.
  5. Internet of Things, The: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World, Michael Miller, Que Publishing.
  6. Internet of Things and its Applications: Made Simple, Prof. Satish Jain, Shashi Singh, BPB Publications.
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**MBAE-3712: Systems Analysis and Design (SAD)**

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**Unit-I:** Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis-Problem identification- requirement analysis: tools and techniques-feasibility analysis- Operational, Technical and Economic Feasibility--details of SDLC approach.

**Unit-II:** Business Systems Concept; Systems Development Life Cycle: Project Selection: Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis.

**Unit-III:** Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available.

**Unit-IV:** System Controls and Audit Trails; System Administration and Training. Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition.

**Unit-V:** Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria.

**Unit-VI:** Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

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**Suggested Readings:**

1. Awad. Elias M. *Systems Analysis and Design*. 2nd ed., New Delhi, Prentice Hall of India, 1990.

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2. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press. 1991.
  3. Hawryskiewycz, I T. *Introduction to Systems Analysis and Design*. 2nd ed., New Delhi, Prentice Hall of India, 1991.
  4. Marco, T.D. *Structured Analysis 13 System Specification*, New Delhi, Yourdon Press, 1989
  5. Rajaraman, V. *Analysis and Design of information Systems*. New Delhi, Prentice Hall of India, 1991.
  6. Van Over, David. *Foundations of Business Systems*. Fort Worth, Dryden Press, 1992.
  7. Whitten, J L. etc. *System Analysis and Design Methods*. New Delhi, Galgotia, 1994.
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### **MBAE-3713: Project Management (PROM)**

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- Unit-I:** Understanding Project Management, Project Life Cycle Models; Role of Project Manager; Industry Trends.
- Unit-II:** Project Types; Project Organization Concept; Time Estimating Techniques; PERT/CPM; Crashing; Cost Management.
- Unit-III:** Procurement Management; Risk Management; Project Simulation.
- Unit-IV:** Critical Chain Management Model; Monitoring and Control Techniques; Project and Enterprise Metrics.
- Unit-V:** Enterprise Reporting Using the Balanced Scorecard; Milestone Chart; Graphical Evaluation and Review Technique; Resource-Constrained Project Scheduling; Heuristics in Project Scheduling.
- Unit-VI:** Risk Analysis in Project Management - Project Audit and Project Termination - Project Control.
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#### **Suggested Readings:**

1. Hobbs, Peter. *Project Management - Essential Managers*. Dorling Kindersley Ltd.
  2. Meredith, J. R. and Mantel, S.J. *Project Management – A Managerial Approach*. John Wiley & Sons, NJ.
  3. Nagarajan, K. *Project Management*. New Age International Publishers, New Delhi.
  4. Keen, Peter and Marc, McDonald. *The e-Process Edge*. Tata McGraw Hill, New Delhi.
  5. Oberoi, Sundeep. *e-Security and You*. Tata McGraw Hill, New Delhi.
  6. Rich, Jason, R. "Starting an E-Commerce Business". IDG Books, New Delhi.
  7. Samantha, Shureti. "E-Business with Net Commerce". Addison Wesley, Singapore.
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### **MBAE-3714: World Class Manufacturing (WCMFG)**

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- Unit-I:** Evolution of Best Practices in Manufacturing – Manufacturing Strategy Development Process; Building Strength through Customer-Focussed Principle.

**Unit-II:** Contemporary Practices – TOPP, AMBITE System, MRP II, Automated Production Systems; Service Automation; Human Resource Management in World Class Manufacturing.

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**Unit-III:** Cellular Manufacturing; Lean Production; Agile Manufacturing; Green Manufacturing; Smart Manufacturing; Hoshin Kanri (Policy Deployment); Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

**Unit-IV:** Six Sigma – Detailed Phases.

**Unit-V:** Benchmarks; Bottleneck; Systems and Tools for World Class Manufacturing – SQC, SPC, Quality Function Deployment, Quality Tools, Poka Yoke, 5S; Total Productive Maintenance; Visual Control.

**Unit-VI:** Other Aspects – Performance Indicators; Knowledge Management; WCM Companies; Total Quality Management.

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**Suggested Readings:**

1. Burton, G., Thakur, M., Management Today: Principles and Practice; McGraw Hill Education.
2. Schonberger, R.J., World Class Manufacturing; Free Press.
3. Schonberger, R.J., World Class Manufacturing Casebook: Implementing Jit and Tqc; Free Press.
4. Sahay, World Class Manufacturing: A Strategic Perspective; Laxmi Publications.
5. Bhat, S.K., World Class Manufacturing; Himalaya Publishing House.

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**MBAE-4709: Advanced Operations Research (AOR)**

**Unit-I:** Advanced Linear Programming Methods: Simplex Directions and Matrix method of solving Linear Programming Problems (LPP): Bounded Variables Techniques in Solving LPP, Revised Simplex Method.

**Unit-II:** Stochastic Processes: Introduction; Markov Processes; Queuing Processes.

**Unit-III:** Non Linear Programming: Classical Optimization; Quadratic Programming.

**Unit-IV:** Dynamic Programming – Deterministic and Stochastic Approaches.

**Unit-V:** Game Theory – Static and Dynamic Games; Deterministic and Stochastic Games.

**Unit-VI:** Inexact Optimization Algorithms like Genetic Algorithm.

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**Suggested Readings:**

1. Gould, F.J. etc. *Introduction to Management Science*. Englewood Cliffs, New Jersey, Prentice Hall Inc.

2. Gupta, M.P. and Sharma, J.K. *Operations Research for Management*. National, New Delhi.
3. Taha Hamdy A. *Operations Research: An Introduction*. Macmillan, New York.
4. Mathur, K. and Solow, D. *Management Science*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Sharma, J.K. *Operations Research: Theory and Applications*. Macmillan India, New Delhi.
6. Srinath, L.S. *Operations Research for Executive*. Affiliated East West Press, New Delhi.
7. Bertsekas Dimitri P., *Nonlinear Programming*, Athena Scientific, Massachusetts.

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### MBAE-4710: Total Quality Management (TQM)

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- Unit-I:** Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop.
- Unit-II:** Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies.
- Unit-III:** Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools.
- Unit-IV:** Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions: Total Productive Maintenance (TPM).
- Unit-V:** Quality Audits; Lead Assessment and ISO- Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma; DMAIC for Problem Solving; DMADV.
- Unit-VI:** Tools for Quality Assurance – Old Tools, New Tools like CPM, PDPC; Method of Building House of Quality; Acceptance Sampling, Double Sampling, Sequential Sampling; Basics of ISO 9000 Standards.
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#### ***Suggested Readings:***

1. Carruba, Eugene R and Gorden, Ronald D. *Product Assurance Principles: Integrating Design Assurance & Quality Assurance*. New York, McGraw Hill, 1991.
2. Grant, Eugene L and Leavenworth, Richards. *Statistical Quality Control*, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C. P. *Handbook of Reliability Engineering & Management*, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. *Designing for Quality*. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. *TQM in Action*. London, Chapman & Hill, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. *TQ Manager*. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. *World Class Performance through TQ*, London, Chapman & Hall, 1992.

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## MBAE-4711: Database Management System (DBMS)

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- Unit-I:** Data Processing Concepts – Data Structures – File Processing and Access Methods – Taxonomy of Data Management Systems.
- Unit-II:** Various Data Base Management Models – Distributed Data Processing Systems – Data Normalization and Logical Design; Indexing Techniques.
- Unit-III:** Managerial Issues Related to Data Base Management – Database Architecture and Data Modelling – E-R Model and E-R Diagram, Relational Algebra and Calculus; Normalization Techniques, Query Processing; Introduction to SQL Queries.
- Unit-IV:** Database Security – Data Integrity – Transaction Management and Concurrency Control – Back Up and Recovery.
- Unit-V:** Database Technologies – Database Applications – Introduction to RDBMS; Introduction to Various Types of Database; Object-Oriented Database Design.
- Unit-VI:** Data Warehousing – Concepts and Various Aspects.

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### **Suggested Readings:**

1. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. Englewood Cliff, NJ, Yourdon Press.
2. Kroenke, David M. *Database Processing: Fundamentals, Design, Implementation*. McMillan, NY.
3. Coleman, Pat and Peter Dyson. *Internets*. BPB Publications, Delhi.
4. Keen, Peter and Mark McDonald. *The e-Process Edge*. Tata McGraw Hill, Delhi.
5. Leon, A. and Leon, M. *Database Management Systems*. Leon Vikas.
6. Salemi, Joe. *Client/Server Data Bases*. Emeryville, California, Ziff-Davis Press.

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## MBAE-4712: Decision Models and Optimization (DMO)

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- Unit-I:** Basics of Decision Making; Decision Making Process; Types of Optimization; Single and Multi-Objective Optimization; Basic Decision Making Tools – Decision Tree, Decision Table; Multi-Criteria Decision Analysis Techniques.
- Unit-II:** Predictive Models and Optimization – Simple Linear Regression; Multiple Regression; Data Mining; Introduction to Linear Programming; Bayesian Analysis; Monte Carlo Simulation.
- Unit-III:** Interior Point Method in LP; Sphere Methods in LP; Convex Programming.

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**Unit-IV:** Interior Point Method in LP Decision Making under Uncertainty – Basic Methods; Markov Models; Stochastic Programming – Brief Introduction; Fuzzy Logic; Possibilistic Approach.

**Unit-V:** Soft Computing in Optimization and Decision Making – Various Soft Computing Techniques.

**Unit-VI:** Nonlinear Optimization – One-Dimensional Optimization Methods; Unconstrained Optimization Techniques; Constrained Optimization Techniques.

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***Suggested Readings:***

1. Stevens, S.P., Mathematical Decision Making: Predictive Models and Optimization; The Teaching Company.
2. Bazaraa, M.S., Sherali, H.D., Shetty, C.M., Nonlinear Programming: Theory and Algorithms; Wiley.
3. Pelta, D.A., Corona, C.C., Soft Computing Based Optimization and Decision Models; Springer.
4. Sengupta, J.K., Optimal Decisions under Uncertainty: Methods, Models and Management; Springer-Verlag.
5. Nocedal, J., Wright, S.J., Numerical Optimization; Springer.
6. Ishizaka, A., Nemery, P., Multi-Criteria Decision Analysis: Methods and Software; Wiley.

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**MBAE-4713: Smart Manufacturing (SMFG)**

**Unit-I:** Basic Concepts of Smart Manufacturing – Components; Technological Requirements; Various Frameworks of Smart Manufacturing.

**Unit-II:** Internet of Things – Basic Concepts; IoS; RFID Technologies; Embedded Computing Devices; Data Mining Models.

**Unit-III:** Industry 4.0 Standards; Concepts related to Big Data; MapReduce; Big Table; Hadoop.

**Unit-IV:** Cloud Computing Concepts; Software Packages; Various Cloud Based Softwares and Tools.

**Unit-V:** Cyber-Physical System; Smart Health; Smart Transportation; Smart Infrastructure – Sensor Technology.

**Unit-VI:** Communication Technologies – Wi-fi Connection; BlueTooth Connection; Wired Connections.

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***Suggested Readings:***

1. Bandyopadhyay, S., Production and Operations Analysis: Traditional, Latest and Smart Views; CRC Press, Florida.



2. Elangovan, U., Smart Automation to Smart Manufacturing: Industrial Internet of Things; Momentum Pr.
3. Arockiarajan, A., Duraiselvam, M., Raju, R., Advances in Industrial Automation and Smart Manufacturing; Springer.
4. Luo, Z., Smart Manufacturing Innovation and Transformation: Interconnection and Intelligence; Idea Group, US.
5. Frontini, G., Kennedy, S., Manufacturing in Real-Time: A Guide for Managers and Engineers in an Age of Smart Machines; Butterworth-Heinemann.
6. Nithia, A., Achieve Manufacturing Excellence Lean and Smart Manufacturing: Requirement for the Successful implementation of the Factory of the Future; Partridge Publishing Singapore.

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## AREA – 8: Emerging Areas

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### MBAE-4804: Tourism and Hospitality Management (THM)

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- Unit-I:** Tourism Concepts and Impacts – Definition of Tourism; Tourist Destinations; Types of tourists; Inbound and Outbound Tourism; Domestic and International Tourism; Forms of tourism; New Trends of Travel.
- Unit-II:** Tourism Product – Elements and Characteristic; Topology; tourism Product Life Cycle; Natural Resources; World Heritage Sites in India; Fairs and Festivals; Dance and Music.
- Unit-III:** Travel Agency and tour Operations Management – Definition and Scope of Travel Agency; Tour Operator and Tour Operation; Travel Agency; Client Handling; Setting up of Travel Agency; Approval Procedure; IATA Rules; Organizational Structure of Travel Agency; Emerging Trends; International tourism Organizations.
- Unit-IV:** Hospitality Management – Introduction; types of Accommodation; Hotel Revenue Centers; Hotel Cost Centers – Marketing, Engineering, Accounting, Human Resources and Security.
- Unit-V:** Lodging Industry; Hotel Organizational Charts for Large, Medium and Small Hotels; Classification of Hotels; Ownership and Affiliation; Other Lodging Establishments; Commercial and Welfare Organizations.
- Unit-VI:** Ethics in Hospitality Management; Social Responsibility and Business Ethics; Ethical Issues in Hospitality; Discrimination and Sexual Harassment; Advertising Claims; Truth in Menus.
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#### ***Suggested Readings:***

1. KCK Rakesh Kadam, VRK Shaifaalee, VRK Chainickaa, A Textbook of Tourism and Hospitality Management; Bookman.
2. Metin Kozak, Nazmi Kozak, tourism and Hospitality Management; Emerald Publishing Limited.

3. Dimitrios Buhalis, Carlos Costa, *Tourism Management Dynamics: Trends, Management and Tools*; Butterworth-Heinemann.
4. Cathy A Enz, *Hospitality Strategic Management: Concepts and Cases*; Wiley.
5. O'Halloran, *Cases in Hospitality and Tourism Management*; Pearson Education.

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### **MBAE-4805: Health Care Management (HCM)**

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- Unit-I:** Introduction to Public Health; Public Health Acts; Healthcare Problems in India; Organizational Behaviour and Management Thinking for Healthcare; Concepts of Epidemiology; Types and Uses of Epidemiology; Healthcare Management and Leadership.
- Unit-II:** Healthcare Marketing – Steps of Developing Customer-Oriented Healthcare Organization; Customer Satisfaction and Role of Marketing /information System and Market Research; Marketing Audit; Developing Marketing Plan; Healthcare Marketing Mix; Internal Marketing.
- Unit-III:** Healthcare Quality Management – Building Blocks of Quality Management; Performance Measurement; Continuous Improvement; Tools for Performance Improvement; Improving Patient Safety; Use of Healthcare Resources.
- Unit-IV:** Financing Healthcare and Health Insurance - Sickness insurance, Accident insurance, Critical illness covers, Income protection, Long-term care insurance, Health-related benefit; Moral Hazards in Health Insurance.
- Unit-V:** Healthcare Information system – Basics of Clinical Decision Support; Features and Functions of Electronic Health Record (EHR); Electronic Health Records' Functionality and Use; Coordination of EHR; Healthcare Information Technology; Difficulty in Interoperability; Incorporating Patient Generated Health Data into Chronic Disease Management; Emerging Roles in Health and Healthcare; Impact of Digital Age on Transforming Healthcare; Patient-Interactive Healthcare Management; Participatory Medicine and Emerging Technologies; Data Driven Patient Safety and Clinical Information Technology.
- Unit-VI:** Hospital Operation Management; Medical Record Science; Inventory Control & Purchase Management.
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***Suggested Readings:***

1. Sharon B. Buchbinder, Nancy H. Shanks, *Introduction to Health Care Management*; Jones and Bartlett Learning.
2. Colin Gilligan, Robin Lowe, *Marketing and Health Care Organizations*; CRC Press.
3. Spath Patrice, *Introduction to Healthcare Quality Management*; Foundation of the American College of Healthcare Executives.
4. Charlotte A. Weaver, Marion J. Ball, George R. Kim, Joan M. Kiel (Editors), *Healthcare Information Management Systems: Cases, Strategies and Solutions*; Springer.
5. Ermanno Pitacco, *Health Insurance: Basic Actuarial Models*; Springer.

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## MBAE-4806: Agri Business Management (ABM)

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- Unit-I:** Introduction – Food Policy and Related Acts; Agricultural Finance; Management of Agribusiness Projects; Economics of Agribusiness Managers.
- Unit-II:** Marketing of Agricultural Inputs; Strategic Food Marketing; Market Research and Information system; International Agribusiness.
- Unit-III:** Value Chain Management – Applications in Agribusiness; Food and Agribusiness International Strategies and Organizations; Micro Finance Management.
- Unit-IV:** Agribusiness Supply Chain Management - Food Supply Chain Management in India – Problems and Solutions; Carbon Finance.
- Unit-V:** Financial Management for Agribusiness – Financing Agribusiness; Tools for Evaluating Capital Investment Decision; Agricultural Futures and Option Markets; Agricultural Markets and Pricing; Food Quality Control in India; Social Entrepreneurship: Innovating Social Change; Agribusiness Entrepreneurship.
- Unit-VI:** Operations Management for Agribusiness – production Planning and Management; Human Resource Management for Agribusiness – Managing Organizational Structure; Managing Human Resources.

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### *Suggested Readings:*

1. Smita Diwase, Indian Agriculture and Agribusiness Management; KRISHI Resource Management Network.
2. Feddie Barnard, Jay Akridge, Frank Dooley, John Foltz, Agribusiness Management; Routledge.
3. N. Chandrasekaran, G. Raghuram, Agribusiness Supply Chain Management; CRC Press.
4. W.J. Obst, R. Graham, G. Christie, Financial Management for Agribusiness; CSIRO Publishing.
5. David Van Fleet, Ella Van Fleet, George J. Seperich, Agribusiness: Principles of Management; Cengage Learning.
6. Talathi Naik, Introduction to Agricultural Economics and Agri Business Management; ANE Books.

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## MBAE-4807: Innovation Management (IM)

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- Unit I:** Innovation: Fundamentals, Nature and Domain—Innovation Taxonomy like Technological Innovation, Interorganisational, Network etc.—Models of Innovation, Sources and Transfer of Innovation—Strategizing—Implementation—Different aspects of Innovation—Agents of Innovation—Creativity and Innovation—Basic Innovation Principles—Radical vs Routine Innovation.

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- Unit II:** Innovation as a core business process—Evolving models of the process—Managing Innovation—Measuring innovation success—'Creative regeneration'.
- Unit III:** Strategizing — Financing — Implementation — Nurturing of Innovation — Management Creativity: Forms and Aspects.
- Unit IV:** Human Resource Management Practices and Innovation—Innovation and HRD.
- Unit V:** Globalization for Innovations—Innovating for Emerging Economies, Role of Government in Innovation.

***Suggested Readings:***

1. Shlomo Maital, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response
2. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
3. Allan Afuah, Innovation Management: Strategies, Implementation, and Profits, Oxford University Press.
4. Joe Tidd and John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley.
5. Roman Boutellier and Mareike Heinzen, Growth Through Innovation: Managing the Technology—Driven Enterprise (Management for Professionals), Springer International.
6. Harvard Business Review on Innovation, Harvard Business School Press.

**MBAE-4808: Management of Rural Business (MRB)**

- Unit I:** Rural Business and Rural Development: Perspective and Prospect—Agro and Rural Industries in India: Overview and Opportunities—Rural Business Environment—Institutional Support to Rural Business— Identification of business opportunities and best business practice in a rural context.
- Unit II:** Rural Enterprise Business Development: Critical Issues and Models—Rural Business Development Strategies—Rural Enterprise and Community Engagement—Knowledge Development, Innovation and Creativity vis-à-vis Rural Business—Rural Business: Collaboration, Networking and Alliances.
- Unit III:** Marketing of Rural Business Products: Aspects, Approaches and Challenges— Consumers of Rural Business Enterprises—Promotion and Marketing channels available to rural entrepreneurs—Rural Marketing strategies.
- Unit IV:** Sources of Finance and Financial Management of Rural Business: Important aspects and challenges.
- Unit V:** Important Issues relating to Human Resource Management in Rural Business.

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***Suggested Readings:***

1. Rajagopal, Organising Rural Business: Policy, Planning and Management, SAGE Publications
  2. Ade Oriade, Peter Robinson, Rural Tourism and Enterprise: Management, Marketing and Sustainability, CABI
  3. Jonathan Reuvid, A Guide to Rural Business Opportunities & Ideas for Developing Your Country Enterprise, Kogan Page.
  4. Andrew C. Hobbs, Rural Business Management: Maintenance of Physical Resources, Longerenong College, The University of Melbourne.
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