**MASTER OF BUSINESS ADMINISTRATION**

**(under Budgeted and under Self Financing Scheme)**

**(W.E.F. SESSION 2017-18 in phased manner)**

The Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure of the programme is given hereunder:

**SEMESTER-I**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Paper Code | ***Title of Course*** | ***Total Marks*** | ***Ext. Marks*** | ***Int. Marks*** | ***Hrs*** | ***Credits*** |
| CP-101 | Management Process and Organization Behaviour | 100 | 70 | 30 | 5 | 4 |
| CP-102 | Fundamentals of Statistics for Business Analytics  | 100 | 70 | 30 | 5 | 4 |
| CP-103 | Managerial Economics | 100 | 70 | 30 | 5 | 4 |
| CP-104 | Financial Accounting | 100 | 70 | 30 | 5 | 4 |
| CP-105 | Business Communication | 100 | 70 | 30 | 5 | 4 |
| CP-106 | Economic Environment of Business | 100 | 70 | 30 | 5 | 4 |
| CP-107 | IT in Management | 100 | 70 | 30 | 5 | 4 |
| **SEMESTER-II** |
| CP-201 | Human Resource Management  | 100 | 70 | 30 | 5 | 4 |
| CP-202 | Optimization Models for Business Decisions  | 100 | 70 | 30 | 5 | 4 |
| CP-203 | Marketing Management | 100 | 70 | 30 | 5 | 4 |
| CP-204 | Financial Management | 100 | 70 | 30 | 5 | 4 |
| CP-205 | Business Research Methodology  | 100 | 70 | 30 | 5 | 4 |
| CP-206 | Production and Operational Management | 100 | 70 | 30 | 5 | 4 |
| CP-207 | Management Information System | 100 | 70 | 30 | 5 | 4 |
| OE | Open Elective | 50 |  |  |  | 2 |
| **SEMESTER-III** |
| CP-301 | Strategic Management  | 100 | 70 | 30 | 5 | 4 |
| CP-302 | Legal Business Environment | 100 | 70 | 30 | 5 | 4 |
| CP-303 | Summer Training | 100 | 50 | 50 | 5 | 4 |
| OE | Open Elective | 50 |  |  |  | 2 |
| **SEMESTER-IV** |
| CP-401 | Business Ethics and Corporate Governance  | 100 | 70 | 30 | 5 | 4 |
| CP-402 | Research Project | 100 | 100 | - | - | 4 |
| CP-403 | Comprehensive Viva-Voce | 50 | 50 | - | - | 2 |
| During Second year, in addition to compulsory papers and research project, students shall have to choose six optional papers each in third and fourth semesters from the list of optional papers announced at the beginning of each semester. A student is required to specialize in two areas (One Major and other Minor) by opting at least four papers (in major area) two papers from (in minor area) in third and fourth semester. |
| **FINANCE** |
| **Semester-III** |
| FM-301  | Quantitative Analysis for Financial Decision Making  | 100 | 70 | 30 | 5 | 4 |
| FM-302 | Foreign Exchange Management | 100 | 70 | 30 | 5 | 4 |
| FM-303 | Derivatives Trading in India  | 100 | 70 | 30 | 5 | 4 |
| FM-304 | Banking and Financial Services  | 100 | 70 | 30 | 5 | 4 |
| FM-305 | Corporate Restructuring & Control  | 100 | 70 | 30 | 5 | 4 |
| FM-306 | Security Analysis  | 100 | 70 | 30 | 5 | 4 |
| **Semester-IV** |
| FM-401 | Financial Engineering  | 100 | 70 | 30 | 5 | 4 |
| FM-402 | Project Planning and Management  | 100 | 70 | 30 | 5 | 4 |
| FM-403 | Behavioral Finance | 100 | 70 | 30 | 5 | 4 |
| FM-404 | Portfolio Management | 100 | 70 | 30 | 5 | 4 |
| FM-405 | Insurance and Risk Management | 100 | 70 | 30 | 5 | 4 |
| FM-406 | Private Equity and Wealth Management | 100 | 70 | 30 | 5 | 4 |
| **MARKETING** |
| **Semester-III** |
| MM-301 | Advertising Management | 100 | 70 | 30 | 5 | 4 |
| MM-302 | Marketing Research and Analytics  | 100 | 70 | 30 | 5 | 4 |
| MM-303 | Sales and Logistics Management | 100 | 70 | 30 | 5 | 4 |
| MM-304 | Consumer Behaviour | 100 | 70 | 30 | 5 | 4 |
| MM-305 | Strategic Brand Management  | 100 | 70 | 30 | 5 | 4 |
| MM-306 | Online and Digital Marketing | 100 | 70 | 30 | 5 | 4 |
| **Semester-IV** |
| MM-401 | International Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-402 | Business Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-403 | Service Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-404 | Strategic Marketing | 100 | 70 | 30 | 5 | 4 |
| MM-405 | Rural and Agribusiness Marketing  | 100 | 70 | 30 | 5 | 4 |
| MM-406 | Retail and Mall Management | 100 | 70 | 30 | 5 | 4 |
| **HRM** |
| **Semester-III** |
| HRM-301 | Management of Industrial Relations | 100 | 70 | 30 | 5 | 4 |
| HRM-302  | Indian Labour Legislation | 100 | 70 | 30 | 5 | 4 |
| HRM-303 | Group Dynamics and Leadership Excellence  | 100 | 70 | 30 | 5 | 4 |
| HRM-304 | HR Analytics  | 100 | 70 | 30 | 5 | 4 |
| HRM-305 | HRD: Systems & Strategies  | 100 | 70 | 30 | 5 | 4 |
| HRM-306 | Competency Mapping & Assessment Centres | 100 | 70 | 30 | 5 | 4 |
| **Semester-IV** |
| HRM-401 |  Training and Development | 100 | 70 | 30 | 5 | 4 |
| HRM-402  | Strategic Human Resource Management | 100 | 70 | 30 | 5 | 4 |
| HRM-403 | Change Management & Organisational Development  | 100 | 70 | 30 | 5 | 4 |
| HRM-404 | Counselling, Mentoring and Negotiation Skills  | 100 | 70 | 30 | 5 | 4 |
| HRM-405  | Compensation & Reward Management | 100 | 70 | 30 | 5 | 4 |
| HRM-406  | Talent Acquisition and Performance Management  | 100 | 70 | 30 | 5 | 4 |
| **INTERNATIONAL BUSINESS** |
| **Semester-III** |
| IB-301 | International Accounting | 100 | 70 | 30 | 5 | 4 |
| IB-302 | Foreign Exchange Management | 100 | 70 | 30 | 5 | 4 |
| IB-303  | Export-Import Procedures and Documentation | 100 | 70 | 30 | 5 | 4 |
| IB-304  | India’s Foreign Trade and Policy | 100 | 70 | 30 | 5 | 4 |
| IB-305  | International Business Environment | 100 | 70 | 30 | 5 | 4 |
| IB-306  | International Logistics | 100 | 70 | 30 | 5 | 4 |
| **Semester-IV** |
| IB-401 | International Financial Markets | 100 | 70 | 30 | 5 | 4 |
| IB-402 | International Marketing | 100 | 70 | 30 | 5 | 4 |
| IB-403 | International Financial Management | 100 | 70 | 30 | 5 | 4 |
| IB-404 | International Strategic Management | 100 | 70 | 30 | 5 | 4 |
| IB-405 | Cross-cultural and Global Management | 100 | 70 | 30 | 5 | 4 |
| IB-406 | Regional Economic Blocks | 100 | 70 | 30 | 5 | 4 |
| **INFORMATION TECHNOLOGY** |
| **SEMESTER-III** |
| ITM-301 | Business Intelligence and Analytics  | 100 | 70 | 30 | 5 | 4 |
| ITM-302 | Enterprise Resource Planning  | 100 | 70 | 30 | 5 | 4 |
| ITM-303 | Relational Database Management System | 100 | 70 | 30 | 5 | 4 |
| ITM-304 | E-Customer Relationship Management | 100 | 70 | 30 | 5 | 4 |
| ITM-305 | System Analysis and Design  | 100 | 70 | 30 | 5 | 4 |
| ITM-306 | Knowledge Management Systems | 100 | 70 | 30 | 5 | 4 |
| **SEMESTER-IV** |
| ITM-401 | Data Warehousing and Data Mining | 100 | 70 | 30 | 5 | 4 |
| ITM-402 | Software Engineering | 100 | 70 | 30 | 5 | 4 |
| ITM-403 | E-Business Financial Modeling  | 100 | 70 | 30 | 5 | 4 |
| ITM-404 | Internet and Web Designing  | 100 | 70 | 30 | 5 | 4 |
| ITM-405 | E-Commerce | 100 | 70 | 30 | 5 | 4 |
| ITM-406 | Information Security and Cyber Laws | 100 | 70 | 30 | 5 | 4 |
| **PRODUCTION AND OPERATIONS MANAGEMENT** |
| **SEMESTER-III** |
| POM-301 | Purchasing and Materials Management | 100 | 70 | 30 | 5 | 4 |
| POM-302 | Total Quality Management  | 100 | 70 | 30 | 5 | 4 |
| POM-303 | Production Planning and Control | 100 | 70 | 30 | 5 | 4 |
| POM-304 | Logistics Management | 100 | 70 | 30 | 5 | 4 |
| POM-305 | Service Operations Management | 100 | 70 | 30 | 5 | 4 |
| POM-306 | Technology Acquisition and Diffusion | 100 | 70 | 30 | 5 | 4 |
| **SEMESTER-IV** |
| POM-401 | Applied Operations Research | 100 | 70 | 30 | 5 | 4 |
| POM-402 | Goal Programming in Management | 100 | 70 | 30 | 5 | 4 |
| POM-403 | Transportation Management | 100 | 70 | 30 | 5 | 4 |
| POM-404 | Technology Forecasting | 100 | 70 | 30 | 5 | 4 |
| POM-405 | R&D Management | 100 | 70 | 30 | 5 | 4 |
| POM-406 | Programme Management | 100 | 70 | 30 | 5 | 4 |
| **ENTREPRENEURSHIP DEVELOPMENT**  |
| **SEMESTER-III** |
| ED-301 | Fundamentals of Entrepreneurship Development | 100 | 70 | 30 | 5 | 4 |
| ED-302 | Creativity and New Venture Creation | 100 | 70 | 30 | 5 | 4 |
| ED-303 | Institutional support to Entrepreneur & MSMEs | 100 | 70 | 30 | 5 | 4 |
| ED-304 | Family Business Management  | 100 | 70 | 30 | 5 | 4 |
| ED-305 | Legal Framework for New Age Businesses | 100 | 70 | 30 | 5 | 4 |
| ED-306 | Social Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| **ENTREPRENEURSHIP DEVELOPMENT**  |
| **SEMESTER-IV** |
| ED-401 | Enterprise Planning, Appraisal and Financing  | 100 | 70 | 30 | 5 | 4 |
| ED-402 | Financial Innovation and Entrepreneurship  | 100 | 70 | 30 | 5 | 4 |
| ED-403 | Marketing Management in New Age Businesses | 100 | 70 | 30 | 5 | 4 |
| ED-404 | New Enterprises Human Resource Management  | 100 | 70 | 30 | 5 | 4 |
| ED-405 | MSMEs Policy Framework | 100 | 70 | 30 | 5 | 4 |
| ED-406 |  Contemporary Environment in MSMEs | 100 | 70 | 30 | 5 | 4 |
| **BUSINESS ANALYTICS**  |
| **Semester-III** |
| BA-301 | Business Analysis using Excel | 100 | 70 | 30 | 5 | 4 |
| BA-302 | Fundamental of Econometrics | 100 | 70 | 30 | 5 | 4 |
| BA-303 | Data Mining and Data Warehousing  | 100 | 70 | 30 | 5 | 4 |
| BA-304 | Decision Modeling and Data Analysis  | 100 | 70 | 30 | 5 | 4 |
| **BUSINESS ANALYTICS**  |
| **Semester-IV** |
| BA-401 | Time Series Data Analysis | 100 | 70 | 30 | 5 | 4 |
| BA-402 | Applied Multi Variant Analysis | 100 | 70 | 30 | 5 | 4 |
| BA-403 | Financial Modeling | 100 | 70 | 30 | 5 | 4 |
| BA-404 | Predictive Analysis for Business Decision  | 100 | 70 | 30 | 5 | 4 |
| **AGRI-BUSINESS MANAGEMENT**  |
| **SEMESTER-III** |
| ABM-301 | Agri-Business Management | 100 | 70 | 30 | 5 | 4 |
| ABM-302 | Agricultural Economics | 100 | 70 | 30 | 5 | 4 |
| ABM-303 | Agricultural Marketing Management | 100 | 70 | 30 | 5 | 4 |
| ABM-304 | Agri- Entrepreneurship | 100 | 70 | 30 | 5 | 4 |
| ABM-305 | Agri-Business Finance | 100 | 70 | 30 | 5 | 4 |
| **SEMESTER-III** |
| ABM-401 | Changing Paradigm of Agri-Business | 100 | 70 | 30 | 5 | 4 |
| ABM-402 | Agri Supply Chain and Logistics Management | 100 | 70 | 30 | 5 | 4 |
| ABM-403 | Food Processing Management | 100 | 70 | 30 | 5 | 4 |
| ABM-404 | International Trade in Agri-Business | 100 | 70 | 30 | 5 | 4 |
| ABM-405 | Marketing of Agri-Inputs | 100 | 70 | 30 | 5 | 4 |

**CP-101: Management Process and Organisation Behavior**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

**Course Contents:**

Management: Meaning, Nature, Significance; Evolution of management thought; Managerial Processes, Principles, Functions, Skills and Roles of a Manager in an organization; Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures). Modern Management Approaches & Concepts; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence and Success in Contemporary business environment;

Understanding and Managing Individual Behaviour: Personality& Personality Attributes; Perception and Attribution; Values and Attitudes; Emotions & Emotional Intelligence, Learning; Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organisational Culture; Learning Organisations and Organisational Learning; Organizational Change; Organizational Development; Organisational Effectiveness: Concept, Perspectives & Approaches; Conflict Management, Negotiations and Stress Management; Workplace Spirituality; Happiness Quotient.

**Suggested Readings**

1. Robbins, S.P. Management Concepts, Pearson Education India, New Delhi.
2. Koontz, Weilhrich, Management: A Global and Entrepreneurial Perspective, McGraw Hill.
3. Jones and George, Contemporary Mangement , McGraw Hill.
4. Richard L. Draft, The New Era of Management, Cengage India
5. Mullins. J, Management and OB, 8th Edn. Pearson Education
6. Stoner, J., Management, Prentice Hall of India., New Delhi
7. Koontz. Essentials of Management, Tata McGraw-Hill, 8th Ed.,
8. Chandan, J.S. Management Concepts and Strategies, Vikas Publishing House.

**CP-102: Fundamentals of Statistics for Business Analytics**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The objective of this course is to make the students learn about the application of statistical tools and techniques for decision- making.

**Course Contents:**

Application of Probability and probability distributions in business decision making: probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Conditional probability and Baye’s Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions: characteristics and applications.

Application of Sampling and sampling methods in business decision-making; Sampling and non-s Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests, Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed— Rank tests; Kruskal—Wallis test.

Statistical Quality Control : Causes of variations in quality characteristics, Quality control charts, - purpose and. logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes -fraction defectives and number of defects Acceptance sampling.

Data Analysis using software packages: Microsoft Excel and SPSS.

**Suggested Readings:**

1. Hooda, R.P. : Statistics for Business and Economics, Macmillan, New Delhi.

2. Heinz; Kohler : Statistics for Business & Economics,. Harper Collins; New York.

3. Heinz, LW : Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.

4. Lawrence, B. Morse: Statistics for Business & Economics, Harper Collins, NY.

5. Levin, Richard I and David S Rubin : Statistics for Management Prentice Hail, Delhi.

6. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance international, Thompson Business Press, London.

The list of cases and specific references including recent articles will be announced in the class.

**CP-103: Managerial Economics**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Course Contents:**

Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.

Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics.

National Income— Alternative concepts, measurement and determination of National income; Inflation—types, measurement and control: Monetary and Fiscal Policies. Currency flows and exchange rate determination

**Suggested Readings:**

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.

2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.

3. EF. Brigham And J,L. Pappas, Managerial Economics, Dryden Press, illinois.

4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.

5. Mebta, P.L. Managerial Economics, Sultan Chand, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

**CP-104: Financial Accounting**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objective:** The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision-making and control.

**Course Contents:**

Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards, IFRS. Preparation of financial statements as per schedule VI of Companies Act, 2013, Depreciation accounting and inventory valuation: Introduction and methods of depreciation, methods of inventory valuation, ABC Analysis, VED, JIT analysis and inventory valuation policies of Indian Companies. Financial statement analysis: Meaning, significance, major tools of analysis- Ratio analysis; Funds flow analysis and Cash flow analysis; Marginal costing: Cost Volume Profit and Break even analysis, contribution margin, profit volume graph, make or buy decision, dropping a product line and accepting a special order. Budgeting: conceptual framework; types of budget: Master budget, Zero-base budgeting, fixed and flexible budgeting. Responsibility accounting and segmental analysis- meaning, types process, advantages, Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting, life cycle costing.

**Suggested Readings:**

Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). *Accounting: Text and Cases* (12th ed.). New Delhi: Tata McGraw Hill.

Albrecht, W. S., Stice, D. J., E. K., Monte, R., & Swain, R.M. (2010*). Accounting: Concepts and applications* (11th ed.). U.S.A: South Western.

Belverd, E., Needles, Jr. & Powers, M. (2010). *Principles of Financial Accounting* (11th ed.). South Western Publication.

Garrison, R.H., Noreen, E.W. (2007). *Managerial accounting* (12th ed.). New Delhi: Tata McGraw Hill.

**CP-105: Business Communication**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course objective: Basic objective of this course is to make students familiar with the basic fundamentals of business communication.

**Course Contents:**

Introduction to Business Communication: Definition, Classification, Purpose and Process of Business Communication; Effective Communication Skills and Barriers to Effective Communication. Emerging issues in Business Communication, Forms of Business Communication: Style of Business Writing Business Letters, Memos and Applications, Report Writing, Communication Skills: Negotiation Skills, Presentation Skills, Interview skills, Group Discussion, Body Language. Language Skills: Listening, Speaking, Reading, Writing. Business Etiquettes, Legal aspects of business communication. Organizational Communication: Components of Organization Communication, Internal and External communication in Organization, Importance of Communication Management, and Communication Structure in an Organization. Ethics and business communication.

Suggested Readings:

1. Sinha,K.K :Business Communication , Galgotia Publishing company.
2. Pradhan,Homai, et al : Business Communication, Himalaya Publishing House
3. Paul, Rajendra and : Business Communication, Sultan Chand and Sons

 Korthalli, J.S.

4. Murphy and Hilderbranth : Business Communication

5. M.K. Sehgal, Vandana : Business Communication

 Khetarpal

**CP-106: Economic Environment of Business**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Business Environment**

* Meaning and Nature.
* An in-depth analysis of various micro and macro environmental factors influencing firm.

**Policies and Acts Influencing Business in India-**

* Industrial Policy
* Monetary and Fiscal Policy
* EXIM Policy
* Competition Act
* FDI Policy
* FEMA and money laundering ,

**International Economic Linkage**

* WTO and its impact on Indian Business
* Prominent Economic Groupings and their relevance.

**Public Sector and SME Sector of India**

* Public Sector in India - Rationale, Performance and Reforms
* Public- Private Partnership
* Small and Medium Enterprises;- Significance, Problems and Government Support.

**Current State of Business Environment in India**

* Economic Reforms and the labour reforms
* FDI Trends and currency flows.
* Goods and services legislations.
* NPAs and SARFEASI Act.
* Emerging Sectors in Indian Economy.

**Suggested Readings:**

1. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand, 2012 Edition.
2. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher, 27th Edition.
3. Worthington, I and Britton, C, The Business Environment, Prentice Hall, 5th Edition.
4. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers, 1st Edition.
5. Daniel, JD and Radebangh,LH, International Business, Addison Wesley Publishing Company
6. Hill, CW, International Business, Tata Mcgraw Hill
7. Alhuwalia, IJ and Little, IMD, India's Economic Reforms and Development, Oxford University Press
8. Aswathapa, K, Business Environment, Excel Books Bedi, SK, Business Environment, Excel Books

The list of cases and specific references including recent articles will be announced in the class.

**CP-107: Information Technology in Management**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objective:** The basic purpose of this course is to enhance the insight regarding computer fundamentals and information technology and its application in management for planning decision-making and control.

**Course Contents:**

Introduction and definition of computer; Brief history (Analog, Digital, Binary language); Major components of a computer system; Interfacing with a computer; Hardware and Software, Introduction to languages, compiler, interpreter and assembler; Operating Systems: Definition, Functions, Types and Classification. Computer Networks: Overview and Types (LAN, WAN and MAN) and network topologies; Internet Basics: Basic ways of connecting to the internet, Web Browsers, Search Engines, Internet Protocols and IP Address. E-commerce: Introduction, Comparison between Traditional commerce and Ecommerce, Advantages & disadvantages of E-commerce; Buying & Selling on Internet. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management. MS-Office-Word, Excel and PowerPoint; Application of these software for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports; Database Management Systems: Overview of DBMS, Components of DBMS.

**Suggested Readings:**

1. Kenneth C. Laudon and Jane P. Laudon, “Information Systems”, Pearson Publication.2013. Dorling Kindersley (India) Pvt. Ltd.

 2. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.

3. D.Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage, Thomson.

4. Sinha, P. K., & Sinha, P. (2010). *Computer Fundamentals* (6th ed.). New Delhi: BPB Publications.

5. Rajaraman, V. & Adabala, N. ( 2014). Fundamentals of Computers (6th ed.). New Delhi: Prentice Hall of India Pvt. Ltd.

6. Kalakota, R. & Whinston, A. B. (1997). Electronic Commerce: A Manager’s Guide. Addison-Wesley Professional.

**CP-201: Human Resource Management**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objective:** The content of the course aims at increasing acquaintance of the students with basic as well as advanced HR concepts. In addition to this the course attempts to raise their level of understanding with respect to people dynamics in modern organisations and their subsequent significant impact on Organisational effectiveness and efficiency.

**Course Contents:**

Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Policies.; Theoretical Perspectives; HR Models; HR Challenges in a changing business environment. Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialisation; Learning, Training and Development, Performance Appraisal, Performance Management and Potential Appraisal; Career Management ; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices; Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health ;HR Ethics;

*Advance Concepts and Recent Trends in HRM (To be discussed Briefly)*

Talent Management, E-HRM; High Performance Work Systems; High Performance HR Practices; HR Analytics; HRIS, Competency Based HRM; Six Sigma in HR; Employee Counselling, Assessment Centers, Virtual Workspaces; Employee Engagement; Measurement of HR Function: HR Metrics, HR Accounting, HR Scorecard; Social Media and HR; HR Issues in Mergers and Acquisitions; HRM in Service Sector.

***Suggesting Readings***

1. Dessler & Varakkey, Human Resource Management, Pearson Education
2. K.Aswathapa , Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.
3. Seema Sanghi , Human Resource Management, Macmillan India Publication.2012
4. Aggarwala, Tanuja ,Strategic HRM, Oxford University Press.2010
5. Armstrong, Michael Handbook of HRM Practice, Kogan Page,
6. P. Jyothi , Human Resource Management, Oxford University Press.2012
7. Lepak & Gowan, Human Resource Management, Pearson Education. 2011
8. V.S.P.Rao , Human Resource Management, Himalaya Publication House.

**CP-202: Optimization Models for Business Decisions**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

**Course Contents:**

Management Science - Basic concepts and its role in decision- making.

Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems

Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

SIMULATION: simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages. WAITING LINES: Introduction – Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

**Suggested Reading :**

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englwood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand,

 1995.

1. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd., 1997.
2. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
3. Theirouf, R.J. and Klekamp, RC. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
4. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

The list of cases and specific references including recent articles will be announced in the class.

**CP-203: Marketing Management**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

**Course Contents:**

Marketing: Meaning, Nature, Scope, Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing. The dynamic marketing Environment. Marketing Mix and STP ( Segmentation, Targeting and Positioning) Marketing Information System: Concept and Components of a marketing information system. Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour. Product decisions: concept, classification, product-line decisions. New product development process, product life cycle, Packaging and Branding decisions. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing. Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.

**Suggested Readings**:

1 Michael J. Etzel : Marketing Concepts and Cases, Tata

Bruce J. Walker McGraw-Hill Publishing Company Limited.

 William J. Stanton

 Ajay Pandit

2 Michael R.Czinkota :Marketing Management, Thomson, South

Masaaki Kotabe Western.

 3 Philip Kotler : Marketing Management, Pearson Prentice-Hall.

 Kevin lane Keller

4 Dhru Greqal : Marketing, Tata McGraw Hill Publishing

Michael Levy Company Limited.

5. V.S. Ramaswamy : Marketing Management, Macmillan Publisher

S. Nama Kumari India Ltd.

6. Rajan Sexena : Marketing Management, Tata McGraw Hill

 Publishing Company Limited.

The list of cases and specific references including recent articles will be announced in the class

**CP-203: Financial Management**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objectives:** The purpose of this course is to acquaint the students with the broad framework of financial decision—making in a business unit.

**Course Contents**

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy. Financial Modelling, essentials and financial modeling framework.

**Suggested Readings:**

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.

2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.

3. Prasanna Chandra : Financial Management, McGraw Hill, 2002.

4. Pandey, IM. : Financial Management, Vikas Publication House, 2000.

5. Van Home, James C. : Financial Management and Policy,10th ed., New Delhi, Prentice Hall of India, 1997.

6. Winger, Bemard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing

Company, 1991.

7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

**CP-205: Business Research Methodology**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

**Course** Contents:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

 Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas

The list of cases and specific references including recent articles will be announced in the class.

**CP-206: Production and Operational Management**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Objective:** The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

**Course Contents:**

Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques; Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles & Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning; Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management; Work Study : Method Study and Work Measurement; Material Management: An Overview of Material Management; Inventory Management - Objectives, Factors, Process, Inventory control techniques; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

**Suggested Readings:**

1. Admn, E. E. & Ebert, RJ. : Production and Operations Management, 6th ed., New Delhi,

 Prentice Hall of India 1995.

1. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill,

 2ndEdition.

1. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
2. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York,

 McGraw Hill, 1984.

1. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing

 House, Nair:Production and Operations Manageemnt, TMH

The list of cases and specific references including recent articles will be announced in the class.

**CP-207: Management Information Systems**

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

**Note:** The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

**Course Contents:**

Management Information Systems - Need, Purpose and Objectives -,Contemporary Approaches to MIS , Information as a strategic resource , Managing digital firms and the use of IS by companies , MIS as an instrument for the organizational change.

Information Systems and Competitive Advantage, changing role of Information Systems, strategies for dealing with Competitive forces, Porter’s Value chain model, Strategic Information Systems

Ethical and Social Issues of Information Systems, IT Infrastructure and Emerging Technologies, Data Bases and Information management, Data models, Data Warehousing and Data Mining, Application of DBMS.

Telecommunications and securing Information, Securing Information Systems – Incident Handling and Continuity,

Enterprise Applications – Achieving Operational Excellence, Discussion on ERP, CRM and SCM

E-commerce, e-business, e-governance, Information Systems Development and Project Management

**Books Recommended**

1. Laudon, K. C., & Laudon, J. P. *Management information systems: managing the Digital Firm* (13th ed.). New Delhi: Pearson Education
2. *O'Brien, J. A., & Marakas, G. Management information systems (10th ed.). New Delhi: Tata McGraw Hill*
3. *W. S. Jawadekar .Management information systems (2nd ed.). New Delhi: Tata McGraw Hill*
4. *Dieter Gollman, Computer Security (5th e.d.) JOHN WILEY & SONS*
5. *Davis Olson, Management Information System (4th e.d.) Tata McGraw Hill.*

**OPEN ELECTIVE (to be offered in 2nd Semester)**

**OE ENTREPRENEURSHIP**  Maximum Marks: 50

 Internal: 50

 Credits: 02

**Objectives: -** The objective of the course is to acquaint the students with the importance of conceptual framework of entrepreneurship; opportunities available to entrepreneurs and challenges faced by the entrepreneur.

**Note:** For internal evaluation the students will be evaluated by the concerned teachers on the criteria such as – written test, class attendance, assignment writing, presentation, viva-voce etc.

**Course Contents:**

Entrepreneurship: Evolution, Characteristics, Types, Functions of Entrepreneur; Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Entrepreneur Vs. Intrapreneur; Growth of Entrepreneurship in India; Role of Entrepreneurship in Economic Development with special reference to Self-employment.

Entrepreneurial Culture; Basics of Business plan; contents of business plan; Women Entrepreneurship ; Social Entrepreneur – Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India . Creativity and idea generation, techniques of creativity; innovation, contemporary innovations.

Institutional Support to Entrepreneurs: Need for Institutional support – financial and non-financial incentives by national and state institutions; challenges faced by entrepreneurs; overview of MSME Act, 2005.

Legal aspects of business: forms of business; Intellectual property rights: An overview of copyright trademarks and patents.

**Suggested Readings:**

1. Roy Rajeev, Entrepreneurship, Oxford, Latest Edition
2. E. Gordon & K. Natarajan, Entrepreneurship Development, Himalaya 2008
3. Coulter, Entrepreneurship in Action, PHI 2nd Edition
4. Collins, Jim (2001), Good to Great (1st edition), New York, NY: HarperCollins Publishers.
5. Lesonsky, Rieva (2007), Start Your Own Business (4th edition), Canada: Entrepreneur Media.