

**JAGANNATH**  
UNIVERSITY

*SCHEME OF EXAMINATION*

*&*

*DETAILED SYLLABUS*

*MBA*

*(w.e.f. 2015-16)*

**Faculty of Management, Jagan Nath University**

**University Campus:** NH-12, Chaksu Bypass, Tonk Road, Jaipur-303901 (Rajasthan).

**City Campus:** Plot No. IP-2,3, Phase-IV, Sitapura Ind. Area, Opp. Chokhi Dhani,  
Jaipur.

## **List of courses**

### **A. Core Courses**

- Principles & Practices of Management
- Managerial Economics
- Business Statistics
- Managerial Accounting
- Marketing Management
- Organization Behaviour
- Legal Aspects of Business
- Financial Management
- Production and operations Management
- Business Research Methods
- Human Resource Management
- Managerial Information System
- Quantitative Techniques
- Strategic Management
- Consumer Behavior
- Corporate Governance & Social Responsibility
- Project Planning and Control

### **B. Elective Courses (Discipline Centric)**

- Business Environment
- Fundamentals of Entrepreneurship
- Business Ethics
- International Business Management

#### **i. Electives of Human Resource Specialization**

- Training and Development
- Performance Management
- Organizational change & Development
- Manpower Planning & control
- Conflict resolution & Negotiation
- Strategic Human Resource Management
- International Human Resource Management
- Industrial relation & Labor Legislation
- Compensation Management
- Global Cultural Management

**ii. Electives of Finance Specialization**

- Financial Strategic Decision
- Security Analysis and Portfolio Management
- Income tax: Theory & Practice
- Management of Financial Services
- Cost & Management Audit
- Management of banking and Insurance
- International Financial Management
- Merger, Acquisition and Corporate Restructuring
- Financial Derivatives Management
- Tax Planning

**iii. Electives of Marketing Specialization**

- Advertising Management
- Retail Marketing
- Marketing of services
- Sales and Distribution Management
- Marketing Research
- Product and Brand Management
- Rural and Industrial Marketing
- International Marketing Management
- Customer Relationship Management
- E-Commerce

**iv. Electives of Information Technology Specialization**

- Data Mining for Business Decisions
- Managing Software Projects
- Managing Digital Innovation and Transformation
- IT Consulting
- E-Commerce and Digital Markets
- Managing Digital Platforms
- Strategic Management of IT
- System Analysis and Design

**C. Skill Enhancement Course (SEC)**

- Computer Application in Management



**Course Structure (MBA)**  
**Dual Specialization Scheme**  
**First Semester Examination**

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA101	Computer Application in Management	SEC	30	50(Th.)+20(P)	100	2	2	3
MBA102	Principles & Practices of Management	Core	30	70	100	3	-	3
MBA103	Managerial Accounting	Core	30	70	100	3	-	3
MBA104	Marketing Management	Core	30	70	100	3	-	3
MBA105	Organizational Behavior	Core	30	70	100	3	-	3
MBA106	Business Statistics	Core	30	70	100	3	-	3
MBA107	Managerial Economics	Core	30	70	100	3	-	3
MBA108A	Business Environment	Elective	30	70	100	3	-	3
MBA108B	Fundamentals of Entrepreneurship	Elective	30	70	100	3	-	3
<b>Total (with Any one Elective)</b>			<b>240</b>	<b>560</b>	<b>800</b>	<b>23</b>	<b>2</b>	<b>24</b>

**Second Semester Examination**

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA201	Legal Aspects of Business	Core	30	70	100	3	-	3
MBA202	Financial Management	Core	30	70	100	3	-	3
MBA203	Quantitative Techniques	Core	30	70	100	3	-	3
MBA204	Production and Operations Management	Core	30	70	100	3	-	3
MBA205	Business Research Methods	Core	30	70	100	3	-	3
MBA206	Human Resource Management	Core	30	70	100	3	-	3
MBA207	Managerial Information System	Core	30	70	100	3	-	3
MBA208A	International Business Management	Elective	30	70	100	3	-	3
MBA 208B	Business Ethics	Elective	30	70	100	3	-	3
<b>Total(with Any one Elective)</b>			<b>240</b>	<b>560</b>	<b>800</b>	<b>24</b>	<b>-</b>	<b>24</b>

**Third Semester Examination**

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 301	Strategic Management	Core	30	70	100	3	-	3
MBA 302	Consumer Behavior	Core	30	70	100	3	-	3
MBA 303	Summer Internship	Core	50	100	150	-	-	6
Select any 2 specializations (4 papers from each of the specialization of 3 credits each)								
<b>Total</b>			<b>350</b>	<b>800</b>	<b>1150</b>	<b>30</b>	<b>-</b>	<b>36</b>

**Note:** At the end of the Second Semester all the students shall have to undergo Summer Training for Eight-Ten Weeks

## Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	Core	30	70	100	3	-	3
MBA 402	Project Planning and Control	Core	30	70	100	3	-	3
MBA 403	Comprehensive Viva	Core	-	150	150	-	-	6
Select any 2 specializations (4 papers from each of the specialization of 3 credits each)								
<b>Total</b>			<b>300</b>	<b>850</b>	<b>1150</b>	<b>30</b>	<b>-</b>	<b>36</b>

### HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAHR-304	Training & Development	Elective	30	70	100	3	-	3
MBAHR 305	Performance Management	Elective	30	70	100	3	-	3
MBAHR-306	Organizational Change & Development	Elective	30	70	100	3	-	3
MBAHR-307	Manpower Planning & Control	Elective	30	70	100	3	-	3
MBAHR-308	Conflict Resolution & Negotiation	Elective	30	70	100	3	-	3
MBAHR 404	Strategic HRM	Elective	30	70	100	3	-	3
MBAHR 405	International HRM	Elective	30	70	100	3	-	3
MBAHR-406	Industrial Relations & Labor Legislation	Elective	30	70	100	3	-	3
MBAHR-407	Compensation Management	Elective	30	70	100	3	-	3
MBAHR-408	Global Cultural Management	Elective	30	70	100	3	-	3

### FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAFM-304	Financial Strategic Decision	Elective	30	70	100	3	-	3
MBAFM-305	Security Analysis and Portfolio Management	Elective	30	70	100	3	-	3
MBAFM-306	Income Tax: Theory & Practice	Elective	30	70	100	3	-	3
MBAFM-307	Management of Financial Services	Elective	30	70	100	3	-	3
MBAFM-308	Cost & Management Audit	Elective	30	70	100	3	-	3
MBAFM-404	Management of Banking & Insurance	Elective	30	70	100	3	-	3
MBAFM-405	International Financial Management	Elective	30	70	100	3	-	3
MBAFM-406	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	3	-	3
MBAFM-407	Financial Derivatives Management	Elective	30	70	100	3	-	3
MBAFM-408	Tax Planning	Elective	30	70	100	3	-	3

## MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAMKT-304	Advertising Management	Elective	30	70	100	3		3
MBAMKT-305	Retail Marketing	Elective	30	70	100	3	-	3
MBAMKT-306	Marketing of Services	Elective	30	70	100	3	-	3
MBAMKT-307	Sales and Distribution Management	Elective	30	70	100	3	-	3
MBAMKT-308	Marketing Research	Elective	30	70	100	3	-	3
MBAMKT-404	Product and Brand Management	Elective	30	70	100	3	-	3
MBAMKT-405	Rural and Industrial Marketing	Elective	30	70	100	3	-	3
MBAMKT-406	International Marketing Management	Elective	30	70	100	3	-	3
MBAMKT-407	Customer Relationship Management	Elective	30	70	100	3	-	3
MBAMKT-408	E Commerce	Elective	30	70	100	3	-	3

## IT SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAIT-304	Data Mining for Business Decisions	Elective	30	70	100	3		3
MBAIT-305	Managing Software Projects	Elective	30	70	100	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	Elective	30	70	100	3	-	3
MBAIT-307	E-Commerce and Digital Markets	Elective	30	70	100	3	-	3
MBAIT-308	ERP- I	Elective	30	70	100	3	-	3
MBAIT-404	Big Data & Business Analytics	Elective	30	70	100	3	-	3
MBAIT-405	Managing Digital Platforms	Elective	30	70	100	3	-	3
MBAIT-406	Strategic Information Technology Management	Elective	30	70	100	3	-	3
MBAIT-407	Network Application and Management	Elective	30	70	100	3	-	3
MBAIT-408	ERP- II	Elective	30	70	100	3	-	3

**A student is required to obtain min. 40% marks in individual paper to pass.**

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

**The total number of the credits of the MBA Programmes is 120.**

Each student shall be required to appear for examinations in all courses. However, for **the award of the degree a student should secure at least 114 credits**. A student may drop one course in one year out of electives only.

## First Semester Examination

Code No.	Paper	L	T/P	Credit
MBA101	Computer Application in Management	2	2	3
MBA102	Principles & Practices of Management	3	-	3
MBA103	Managerial Accounting	3	-	3
MBA104	Marketing Management	3	-	3
MBA105	Organizational Behavior	3	-	3
MBA106	Business Statistics	3	-	3
MBA107	Managerial Economics	3	-	3
MBA108A	Business Environment	3	-	3
MBA108B	Fundamentals of Entrepreneurship	3	-	3
	<b>Total (with Any one Elective)</b>	<b>23</b>	<b>2</b>	<b>24</b>

# MBA 101: Computers Applications in Management

L-2 T/P-2 Credits-3

## Objectives

1. To introduce the basic concepts of computers.
2. To understand and operate MS-Office.
3. To familiarize with computer and its applications in the relevant fields and expose them to other related papers of IT

## Course Contents

Lectures-07

### Unit – I Basics of Computer and its evolution

Evolution of computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers **i) On the basis of technology** (Digital, Analog and Hybrid) **ii) On the basis of processing speed and storage capacity** (Micro, Mini, mainframe and Super), Different Generation of computers (I to V), Types of software (System and Application)

Lectures-07

### Unit-II Input and Output Devices

Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and its type (VGA, SVGA and XGA), Printer and its type (Impact and Non-Impact with example), Plotter

*Computer Memory* : Primary Memory (ROM & RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and its type (CD ROM, CD ROM-RW, DVD ROM )

Lectures-07

### Unit-III Concept of Data Communication and Networking

Networking Concepts, Types of networking (LAN,MAN AND WAN), Advantages & Disadvantages of Networking , Different Topologies

Internet: Network, Client and Servers, Host & Terminals, TCP/IP, World Wide Web, Hypertext, Uniform Resource Locator, Web Browsers, IP Address, Domain Name, Internet Services Providers, Internet Security, Internet Requirements, Web Search Engine, Net Surfing, Internet Services, Intranet

Lectures-07

### Unit-IV Introduction to GUI using Windows Operating System



*All Directory Manipulation:* Creating directory, Sub directory, Renaming, Coping and Deleting the directory

*File Manipulation:* Creating a file, deleting, coping, Renaming a file

*Introduction to MS-Word :* Introduction to Word Processing , Features of Word Processors, Getting started with MS-Word, Starting MS-Word, Contents of the Word Window, Formatting Documents , List, Tabs and Tables, Finding, Replacing and Proofing Text, Mail Merge, Printing and Getting Help

## **Lectures-07**

### **Unit-V Introduction to MS-Excel**

Introduction to Electronic Spreadsheets, Applications of Electronic Spreadsheets, Types of Spreadsheets, Features of MS-Excel, Starting MS-Excel, Contents of the MS-Excel window, Cell Referencing, Ranges and Functions, Formatting Worksheets and Creating Charts, Data Forms and Printing

*Introduction to MS-PowerPoint :* Introduction to MS-PowerPoint, What is a Presentations?, Slides, Working with Slides, Slides Show and Printing Presentation

### **Text Books:**

- 1 Sinha, Kr. Pradeep and Preeti Sinha; *Foundations of Computing*, BPB Publication.
- 2 Special edition using Ms-Office 2007 by ed bott woody leonhard, pearson education

### **Suggested Readings:**

1. Leon and Leon: Introduction to Information Technology, Leon Tech World.
2. Jain, V.K.: Computers and Beginners
3. Microsoft Office-2007 by Greg Perry , SAMS Teach yourself Techmedia.publication

# **MBA 102: Principles & Practices of Management**

**L-3 T/P-0 Credits-3**

**Course objective:** The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

## **Course Contents**

### **Unit I: Introduction to Management**

**Lectures 7**

Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies, Evolution and various schools to management thought, Recent Trends in Management–quality and performance excellence, characteristics of 21st century executives, Social responsibility of managers

### **Unit II: Planning**

**Lectures 7**

Meaning and nature of planning, types of plans, steps in planning process; Objectives, managing by objectives; Strategies, Policies; Forecasting - Need & Techniques, Decision making: Types - Process of rational decision making & techniques of decision making

### **Unit III: Organizing**

**Lecture 7**

Organizing as managerial function–organization structures–functional, divisional, matrix, team structure, network structure, boundary less structure, Mechanistic and Organic structure.

Elements of Organizing – chain of command, span of control, delegation, centralization and decentralization, organizational design.

### **Unit–IV: Leading and Controlling:**

**Lecture 7**

Leadership traits, Leadership styles, Likert's four systems, managerial grid, Controlling: control function in management, the basic control process, types of control–feed forward, concurrent and feedback controls, control effectiveness

### **Unit V: Managerial Communication**

**Lecture 7**

Types of Organizational Communication, Channels of Communication, Oral communication – Presentations, meetings, interviews, listening – types and importance;

Written Communication - E-mails, Memorandums, Different Types of Business Messages, Direct Request, Good-News, Bad news and Neutral Messages, Persuasive;

Importance of Non-Verbal Communication, Components: Kinesics, Occulesics, Proxemics, Hepatics, Chronemics, Paralanguage,

**Text Books:**

1. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
2. Heinz Weihrich & Harold Koontz, Essentials of Management (12th Edition) Tata McGraw Hill New Delhi.
- 3.. Herta A Murphy & Herbert W. Hidebrand, Effective Business Communication, Tata McGraw-Hill.

**Reference Books**

1. Aswathapa, K., Essential of Business Administration, Himalaya Publishing House
2. Satya Raju, Management-Text & cases, PHI, New Delhi.
3. Rajendra Pal & JSD Korlahalli, Essentials of Business Communication, Sultand Chand & Sons

## **MBA 103: Managerial Accounting**

L-3 T/P-0 Credits-3

### **Objectives**

The basic purpose of this course is to help the student in acquiring the knowledge about the basics of Financial & Management Accounting and the use of accounting information for decision-making.

### **Course Contents**

**Lectures-07**

#### **Unit-I Introduction to Accounting**

Meaning of Accounting, the Users of Accounting Information, Generally Accepted Accounting Principles, Accounting Standards, Branches of Accounting.

**Lectures-07**

#### **Unit-II Financial Statements**

Types of Accounts, Rules of Debit and Credit, Books of Accounts Journalizing the Transaction Posting Entries in Ledger Accounts, Trial Balance & Financial Statements

**Lectures-07**

#### **Unit-III Analysis of Financial Statements**

Ratio Analysis and Cash Flow Analysis.

**Lectures-07**

#### **Unit-IV Cost Accounting**

Meaning & Scope of Cost Accounting, Elements of Cost, Unit Costing.

**Lectures-07**

#### **Unit-V Techniques of Cost Accounting**

Process Costing (Excluding equivalent production) and Standard Costing (Material & Labour variances).

### **Text Books:**

1. M.N. Arora, Cost and Management Accounting, Vikas Publishing House.
2. S.N. Maheshwari, Principles of Management Accounting, Sultan Chand & Sons.

### **Suggested Readings:**

1. Foster, George, Financial Statement Analysis, Prentice Hall
2. Khan, Jain, Management Accounting, Tata McGraw Hill Publishing Co.
3. T.S. Grewal, Introduction to Accounting, S. Chand&sons.

# **MBA 104: Marketing Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

1. Introduce students to the substantive and procedural aspects of marketing.
2. To sharpen skills for critical analytical thinking on Marketing. Introduce students to the elements of marketing analysis.
3. To familiarize students with the consumer behavior of the entire buying process and its decision making.
4. To enhance problem solving and decision making ability through segmentation, market targeting and positioning process.

## **Course contents**

**Lectures-07**

### **Unit I Introduction:**

Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Strategic Planning of the Marketing Process, Production concept, Product concept, Selling concept, Understanding Marketing Environment – Micro and Macro Environment, Role of Marketing in a Modern Organization

**Lectures-07**

### **Unit II Consumer Behaviour and Market:**

Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions. Business Markets, Business Buyer Behaviour, Institutional and Government Markets– Participants, Influences on Buyer Behaviour

**Lectures-07**

### **Unit III Market Segmentation, Targeting and Positioning:**

Market Segmentation Process, Identifying and Evaluation Segments, Market Targeting and Positioning for Competitive Advantage.

**Lectures-07**

### **Unit IV Shaping the Market Offerings and Branding:**

The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision New Product Development, Product Mix Strategies, Product Differentiation Strategies, Branding and Packaging Strategies and Decisions

**Lectures-07**

### **Unit V Distribution channels & Marketing Communications:**

Role of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management, Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.

Marketing Communications : Communications mix, Advertising-five M's of advertising, Advertising decisions

**Text Books:**

1. Philip Kotler, Koshi and Jha, **Marketing Management: Analysis Planning, Implementation & Control**, Prentice Hall of India.
2. Rajan Saxena, **Marketing Management**, Tata McGraw Hill Education Private Ltd., New Delhi

**Suggested Readings :**

1. Joel R. Evans, Barry Berman, **Marketing Management**, Cengage Learning Publications
2. William M. Pride, O.C. Ferrell, **Marketing : Concepts and Strategies**, Biztantra Publications

# **MBA 105: Organizational Behavior**

**L-3 T/P-0 Credits-3**

## **Objectives**

- 1.To give an overview of the field of organizational behavior
- 2.To explain the role of human factors, organizational structure and organizational process relate to each other and to influence the performance of individual, team and organization.
3. To give real examples of application of the concept in organizational settings.
- 4.To develop critical thinking in organizational behavior through analysis of the real life cases.

## **Course Contents**

### **Unit I            Fundamentals of Organizational Behaviour            Lectures-7**

Definition and importance of Organizational Behavior. Historical background of OB Recent trends in Organizational Behavior - TQM, Managing Cultural Diversity, leaner organizations.

### **Unit II            Individual Behaviour            Lectures-7**

*Personality* - Meaning and theories, MBTI, Big five personality dimensions, Locus of Control, Type A and Type B Assessment of Personality.

*Perception*–Meaning and definition, Perceptual process, perceptual errors, Attribution Process.

*Value & Attitude*- Type of Value, Dominant values in today's workforce, Meaning and dimensions of Attitude- Job Satisfaction, Organizational commitment.

*Learning*-Meaning and Importance of learning, Approaches to learning- classical Conditioning, Operant Conditioning, Social Learning

### **Unit III            Interpersonal and Team Behavior            Lectures-7**

Motivation: meaning and importance, Theories of motivation- Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's Dual-Factor Theory, Mc Clelland's Achievement Motivation Theory, Vroom's expectancy Theory, Equity, goal-setting theories.

Group Dynamics and Teams - Group Formation - Formal Organization and Informal Groups and their interaction - Importance of teams - Formation of teams - Team Work

### **Unit IV            Organizational Climate            Lectures-07**

Conflict: Meaning of Conflict, Functional and Dysfunctional Conflict, Stages of Conflict, Strategies for managing conflict.

Culture: Meaning and Functions of Organizational culture, managing Organizational culture, Organisational Effectiveness

## **Unit V Organisational Change & Development**

## **Lectures-07**

Meaning and importance of organizational change, internal and external changes. Models of planned change- system model, Lewin's Force Field Analysis. Resistance to change, overcoming Resistance

Organisational Development - Meaning, objectives and Process.

### **Text Books:**

1. Robbins, Judge, Sanghi "Organizational Behavior" 12th ed. Prentice Hall New Delhi
2. Margie Parikh and Rajen Gupta "Organizational Behavior" McGraw Hill

### **Suggested Readings:**

1. Luthans Fred - Organizational Behaviour, Tata Mc Graw Hill
2. Udai Pareek, "Understanding Organizational Behaviour" Oxford University Press.
3. L M Prashad "Organizational Behavior" Sultan Chand & Sons Publication



# **MBA 106: Business Statistics**

**L-3 T/P-0 Credits-3**

## **Objectives**

To develop diagnostic and analytical skills through solving suitable logical problems. To develop their abilities to measure and judge quantities. To provide a probabilistic base for all functional areas of management.

## **Course Contents**

**Lectures-07**

### **Unit I Statistics Introduction**

Growth of statistics, definition, scope, function and limitation of statistics Collection and editing of data, sample and census survey, collection of primary and secondary data. Meaning Objective and characteristics of Classification, Bases, frequency distribution, simple and manifold distribution

**Lectures-07**

### **Unit II Measures of Central Value**

Introduction, Objecting of averaging , Calculation of Mean, Median, and Mode in different series, uses and limitation of averages.

**Lectures-07**

### **Unit III Measures of Dispersion**

Absolute and relative measures of dispersion; range, quartile deviation, mean Deviation, standard deviation, and their coefficients, uses and interpretation of Measures of dispersion

**Lectures-07**

### **Unit IV Index Number**

Meaning and uses of index numbers, simple and weighted price index numbers, method of construction of index numbers, selection of variables, base, weights, Fishers ideal index number.

**Lectures-07**

### **Unit V Correlation and Regression**

Meaning, significance, Karl Pearsons coefficient of linear corelation between two variables in grouped and ungrouped data by direct and short cut methods, coefficient of correlation by spearman's rank differences.

## **Text Books:**

1. S. P. Gupta Statistical Methods, Sultan Chand & Sons
2. Levin, Rubin Statistics for Management, Prantice Hall

**Suggested Readings:**

1. Khanna and Gupta, Prantice
2. N.D. Vohra, Quantitative Techniques for Management, Tata McGraw

# MBA 107: Managerial Economics

L-3 T/P-0 Credits-3

## Objectives

1. To provides an overview of basic economic theory and applies it to both business decision-making and public policy debates.
2. To focus on how the consistent application of relatively simple insights can help us to interpret and understand an increasingly complex world.
3. To define economics as “exchange, and the institutions through which exchange takes place” and therefore focus on individual choice and how this generates market outcomes via supply and demand.

## Course Contents

Lectures-07

### Unit I Basic Concept of Economics and Demand Analysis:

Nature and Scope of Managerial (Micro and Macro) Economics; Application of Economics Analysis; Micro Vs Macro Economics; Static and Dynamic Analysis; Equilibrium : Partial and General.

*Consumer Behavior:* Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.

*Demand Analysis:-* Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.

Lectures-07

### Unit II Production and Cost Analysis:

*Production Analysis:* Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Propertions). Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).

*Cost Analysis:* Various Cost Concepts, Short Run and Long Run Cost Function. Cost Output Relationship,

Lectures-07

### Unit III Market Structure and Price and Output Determination:

*Price and Output Determination in Different Market:-* Various Forms of Market Perfect Competition, Monopoly, Monopolistic Compilation. Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market.

Lectures-07

### Unit IV Concept of National Income And Trade Cycle:

*National Income Analysis:* Gross Domestic Product, Gross National Product, Net

National Product, Per Capita Income. Measurement of National Income. Difficulties in Measurement of National Income.

*Theory of Trade Cycle*: Concept and Phases of Trade Cycle; Method to Control Trade Cycles.

#### Lectures-07

#### Unit V Classical And Keynesian Macroeconomics:

*Classical Macroeconomics*: Classical Theory of Output, Income and Full Employment.

*Keynesian Macroeconomics*: Keynesian Theory of Output, Income and Employment.

*Inflation*: Meaning of Inflation. Types of Inflation. Cause and Control of Inflation. Monetary and Fiscal Policies.

#### Text Books:

1. Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
2. Managerial Economics; D.N. Dwivedi; Vikas Publishing House Pvt Ltd

#### Suggested Readings:

1. Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
2. Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
3. Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
4. Froyen Richard T, Macro Economics Theories and Policies, Pearson Education, New Delhi

# MBA 108A : Business Environment

L-3 T/P-0 Credits-3

## Objectives

To make candidates aware about the conditions / environment in which business is conducted.

To Understand the environment is beyond the control of the management / firm as they are largely determined by various policies and institutional factors. As business manager, one has to constantly evaluate one's business environment.

## Course Contents

Lectures-07

### Unit-I Business Environment

Nature and Concept, Components (Economic and Non-Economic), Significance of Study of Business Environment and its Impact on the Economy, Concept of Indian Financial System

Lectures-07

### Unit-II State versus Market

*Market Economy* : Merits and Demerits, Need for State Intervention, Demarcating the Representative Areas of Operation of a State and the Market Mixed Economy, Role of Planning in Changing Composition of Mixed Economy, Role of Government in Business, Social Responsibilities of Business

Lectures-07

### Unit-III Economic Policies

*Monetary Policy* : Concept, Instrument of Monetary Policy and its Effectiveness in India, Money Supply and Prices, Monetary Policy of Reserve Bank of India

*Fiscal Policy* : Nature and Concepts; Government Budget and its Components; Concept of Deficit in the Budget, Direct Control Measures; Positive-negative, Direct-Indirect, Price Control, Rationing Quota, Exchange Control etc.

Lectures-07

### Unit-IV Economic Reform in India

*Industry Policy* : An overview - Public Sector Enterprises (PSEs) and Privatization Debate in India, Trends in Disinvestments, Foreign Capital; Rationale Behind Foreign Capital and Investment, Government Policy Towards Foreign Capital, Role of Multinational Corporation (MNCs)

*Globalization* : Nature and Concept; Globalization of Indian Economy, **World Trade Organization** (WTO) and its Impact on Business

**Unit-V Some Contemporary Issues Relating to Business Environment in Indian Economy**

Economic Growth and Social Justice, External Sector : Balance of Payment, Growing Inflows of Foreign Exchange; Reserves; Convertibility of Rupee; Integration in Global Economy, Welfare Role of State, Poverty in India – Measurement and Reduction Measures, Concentration of Eco. Power, Corporate Social Responsibility, Role of NGO's, Self-help Groups & Environment, Environmental Concerns

**Text Books:**

1. Adhikari, M.; Economics Environment of Business, Sultan Chand & Sons, Delhi.
2. Aggarwal, Raj and Parag Diwan, Business Environment, Excel Books, New Delhi.

**Suggested Readings:**

1. Aswatnsppa, K, Essentials of Business Environment, Himalayas Publishing House, New Delhi.
2. Cherunilam, Francis, Business Environment, Himalayas Publishing House

# **MBA 108B: Fundamental of Entrepreneurship**

**L-3 T/P-0 Credits-3**

## **Objectives**

The course is designed to simulate the real life activities of entrepreneurs in the startup age of a new venture. Building on the above concept the course aims to provide the skills to start and build enterprise, implement it successfully and manage its transition to a full fledged business entity.

## **Course Contents**

**Lectures-07**

### **Unit I Entrepreneur & Opportunity Recognition**

Entrepreneur:- characteristics, functions, types, Entrepreneurship:- meaning - Role of Entrepreneurs in Economic Development, Motivations to start a business, Major Motives Influencing an Entrepreneur, self Rating, Stress management, Entrepreneurship Development Programs – Need, Objectives. The Entrepreneur Personality, (Mental Sequences in Idea Development, Go/No-Go Decisions,) Preliminary Screening Questions.

**Lectures-07**

### **Unit II Writing Business Plan**

Feasibility study:- Market, Technical & Financial Analysis, Product selection , Ownership structures - Licensing etc, projection Identification - Meaning, Significance, contents and formulation of a project report ,Developing business plan, Business plan appraisal.

**Lectures-07**

### **Unit III Start-Up Factors**

Small Enterprises – Definition, Classification – Characteristics, Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Project Appraisal – Sources of Information – Classification of Needs and Agencies. Entry barriers and firm positioning, Comparison of a large and small start up, (Technology absorption), Institutional support to entrepreneurship Development (networking with Industries and Institutions)

**Lectures-07**

### **Unit IV Stages of Growth in Entrepreneurial Ventures**

Stages of growth model, Business crisis, Barriers to small firm, growth Factors in continued entrepreneurship in small firms, International entrepreneurship

Sickness in small Business – Concept, Magnitude, causes and consequences, Corrective Measures – Government Policy for Small Scale Enterprises – Growth

Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and SubContracting.

## Lectures-07

### Unit V Entrepreneurship

The middle manager and innovator, Changing face of family business Replacing the founder, exploding the myth of entrepreneur's disease Family business and multiple levels of conflict, Successor development: Impact of timing and Mode of Entry ,Women & minority entrepreneurs

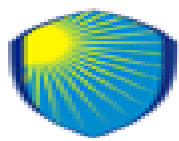
#### Text Books:

1. Dollinger Marc J, **Entrepreneurship: Strategies and Resources**, III Ed., 1995, Irwin Press
2. S.S.KHANKA “Entrepreneurial Development” S.Chand & Co. Ltd. Ram Nagar New Delhi, 1999.

#### Suggested Readings:

1. Kuratko Donald F and Hodgetts Richard M. Entrepreneurship: A Contemporary Approach Harcourt College Publisher.
2. Zimmerer and Scarborough, Entrepreneurship and New Venture Formation. Prentice Hall
3. Timmons Jeffry A, New Venture Creation: Entrepreneurship for the Twenty First Century, Irwin





### Second Semester Examination

Code No.	Paper	L	T/P	Credits
MBA201	Legal Aspects of Business	3	-	3
MBA202	Financial Management	3	-	3
MBA203	Quantitative Techniques	3	-	3
MBA204	Production and Operations Management	3	-	3
MBA205	Business Research Methods	3	-	3
MBA206	Human Resource Management	3	-	3
MBA207	Managerial Information System	3	-	3
MBA208A	International Business Management	3	-	3
MBA 208B	Business Ethics	3	-	3
	<b>Total(with Any one Elective)</b>	<b>24</b>	<b>-</b>	<b>24</b>

## **MBA 201: Legal Aspects of Business**

**L-3 T/P-0 Credits-3**

### **Objectives**

To give an exposure to students for developing basic understanding of the law relating to business dealings and contracts

### **Course Contents**

**Lectures-07**

#### **Unit I The Indian Contract Act, 1872**

Meaning and nature of contracts, types of contracts, essentials of a valid contract, offer, acceptance, capacity to contract, free consent, consideration, performance of contract, discharge of contract & remedied for breach of contract.

**Lectures-07**

#### **Unit II The Sale of Goods Act, 1930**

Definition of Sale of goods, essentials of valid contract of sale of goods, conditions and warranties, passing of property, rule of caveat emptor and its exceptions, rights of unpaid seller, remedies for breach of contract.

**Lectures-07**

#### **Unit III The Negotiable Instruments Act, 1881**

Definition and meaning of negotiable instruments, kinds of negotiable instruments, holder in due course, maturity of negotiable instruments, endorsement, presentation and dishonor of negotiable instrument, crossing of cheques, discharge from liability.

**Lectures-07**

#### **Unit IV The Indian Companies Act, 2013 (Part-I)**

Meaning and definition of Company, characteristics of company, memorandum of association and its contents, articles of association and its contents, various legal rules regarding prospectus.

**Lectures-07**

#### **Unit V The Indian Companies Act, 2013 (Part-II)**

Meetings, meaning of director, rights, duties and liabilities of director, dissolution and winding up of company, compulsory winding up, winding up by members and creditors.

### **Text Books:**

1. Busines Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, Akhileshwar Pathak, Tata Mc Graw Hills

3. Business Law, Bose, D. Chandra, PHI Ltd.

**Suggested Readings:**

1. Sen & Mitra, Commercial Law, World Press
2. Indian Contract Act (Students Edition), N.M. Tripathy Publisher
3. Dr. Avtar Singh, Mercantile Law, Eastern Book Co.
4. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons
5. K.R. Bulchandani, Business Law, Himalya Publishing House

# **MBA 202: Financial Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

To develop knowledge of financial system, financial institutions and basic Concepts / techniques of corporate finance.

## **Course Contents**

**Lectures-07**

### **Unit I Financial Management**

Meaning, Scope, Function & Objective of Financial Management, Decision Making, Role of Financial Manager in a company.

**Lectures-07**

### **Unit II Break Even Analysis**

Concept of Marginal Costing, Cost Volume Profit Analysis, Advantages & Limitations of Cost Volume Profit Analysis, Break Even Charts.

**Lectures-07**

### **Unit III Capital Structure and Cost of Capital**

*Cost of Capital* : Specific, Weighted Average and Marginal Cost of Capital, Leverage Analysis, EBIT-EPS Analysis, Capital Structure – Planning & Designing Theories of Capital Structure and Value of the Firm

**Lectures-07**

### **Unit IV Working Capital Management**

Management and Financing of Current Assets, Working Capital Cycle, *Working Capital* : Estimation & Calculation, Management of Cash, Cash Budget and Inventory Management.

**Lectures-07**

### **Unit V Capital Budgeting**

Features of capital budgeting, Estimation of Cash Flows, Capital Budgeting – Techniques of

## **Text Books:**

1. Financial Management; Dr. Paresh Shah; Biztantra Publication; New Delhi
2. Prasanna Chandra, Fundamental of Financial Management

## **Suggested Readings:**

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practical.
2. I.M. Pandey & Ramesh Bhat, Cases in Financial Management.

## **MBA 203: Quantitative Techniques**

L-3 T/P-0 Credits-3

### **Objectives**

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

### **Course Contents**

**Lectures-07**

#### **Unit I Introduction to Quantitative Techniques**

Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion. Solving linear equations by using matrices. Correlation and Regression.

**Lectures-07**

#### **Unit II Linear Programme**

Problem formulation and Graphical methods of solution. Simplex method & duality and Sensitivity Analysis.

**Lectures-07**

#### **Unit III Specially Structured Programming**

Transportation: North West corner, Least cost Method, VAM & Assignment Problems.

**Lectures-07**

#### **Unit IV Game Theory**

Types of Games. Two person zero sum games. Mixed strategy. Method of solution.

**Lectures-07**

#### **Unit V Decision Theory**

Decision making under uncertainty, Criterion of Maximum, Min., Maxmin and Minmax. Decision making under risk. Decision Trees-Applications, decision making in a Competitive Situation-

### **Text Books:**

1. N.D. Vohra, Quantitative Techniques for Management, 4<sup>th</sup> Edition Tata McGraw Hill New Delhi.
2. Sancheti Kapur, Quantitative Techniques,

### **Suggested Readings:**

1. Paneer Selvam, Quantitative Techniques, Prantice Hall New Delhi.
2. Khandelwal Gupta & Gupta, Quantitative Techniques, JPH

## **MBA 204: Production and Operations Management**

**L-3 T/P-0 Credits-3**

### **Objectives**

The course is designed to acquaint the students with decision making in : Planning, Organizing and Controlling of Production and Operation functions in both manufacturing and services; improvement in operations through maintaining high quality standards, value engineering and value analysis.

### **Course Contents**

**Lectures-07**

#### **Unit I Managing Production and Operations**

Linking Organizational Objective to Production and Operations Objective, Development of Operational Strategies for Competitive Advantage.

**Lectures-07**

#### **Unit II Planning the Conversion System**

Forecasting, Designing Product, Services and Processes, Locating Production and Service Facilities, Layout Planning, Capacity Planning, Transportation Method

**Lectures-07**

#### **Unit III Organising the Conversion System**

Job Design, Work Measurement, Work Study, Method Study, Monte Carlo Simulation Techniques

**Lectures-07**

#### **Unit IV Controlling the Conversion System**

Production Planning and Control, Inventory Control with Lead Time and EOQ Analysis, Networking Techniques- CPM,PERT

**Lectures-07**

#### **Unit V Managing for World Class Competition**

Just in Time, Managing for Quality, Value Added Manufacturing, Quality Analysis and Control

### **Text Books:**

1. R.B.Khanna, Production and Operation Management Prantice Hall Publication
2. Adam Jr Ebert, Production and Operation Management Prantice Hall Publication

### **Suggested Readings:**

1. Buffa Sarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N.Cherry Production and Operation Management, Mc Graw Hill
3. Aswathappa Bhat Production and Operation Management Himalya Publishing House

# **MBA 205: Business Research Methods**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the basic concepts, tools and techniques of business research.
- To develop ability for conducting the same independently.

## **Course Contents**

**Lectures-07**

### **Unit I Introduction to Business Research**

Meaning, Objective and Types of Research; Research and Scientific Methods; Defining of Research Problem; The Research Process: an overview.

**Lectures-07**

### **Unit II Research Proposal and Research Design**

Introduction of Research Proposal, Types of Research Proposals, Meaning and need of Research design; Classification of Research design : Exploratory research studies, Descriptive Research studies and Experimental research studies;

Qualitative Research: Process and Methodologies.

**Lectures-07**

### **Unit III Sampling Techniques & Hypothesis Testing**

Meaning and need of sample, Steps in sample designs, Different types of sample design.

One sample test: z test, t test and Chi square test.

Two sample test: z test, t test and Chi square test.

Analysis of Variance ( ANOVA)

**Lectures-07**

### **Unit IV Data Collection**

Primary and Secondary data, Methods of collection of primary data : observation method, Questionnaires method and Interview method, Questionnaire design and administration, Collection of Secondary data. Exploring, Displaying and Examining of data.

**Lectures-07**

### **Unit V Report Writing and Presentation**

Interpretation, Significance of report writing, Types of research report, Different steps in writing report; Presentation of report: Communication dimensions.

**Text Books:**

1. Business Research Methods; Donald R Cooper and Pamela S Schindler; Tata McGraw Hills
2. Business Research Methods – William G. Zikmund; 7<sup>th</sup> Ed. VII Indian Reprint 2008; Cengage, New Delhi

**Suggested Readings:**

1. Zikmund, Business Research Methods, Dryden Press
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi



# **MBA 206: Human Resource Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To think systematically and strategically about aspects of managing the organization's human assets, and
- To understand what needs to be done to implement these policies and, if appropriate for a given organization, to achieve competitive advantage through people.
- To appreciate and recognize diversity of motives along with psychological, sociological & To legalistic determinants to resolve human problems in organization

## **Course contents**

**Lectures-07**

### **Unit I Impression of HRM and Procurement of HR**

Evolution of HRM, Concept, Nature, Importance of HRM, Changing Environment and HRM , Functions of HRM, Concept, Process and Importance of HRP, Job Analysis and Design, Recruitment, Selection, Induction & Placement, Psychometric Test, Interview Techniques, Internal Mobility of HR .

**Lectures-07**

### **Unit II Development of HR**

Meaning and Need of Training and Development, Training Process, Methods of Training and Development, Designing Training Programs, Evaluation of Training Program.

**Lectures-07**

### **Unit III Performance and Compensation Management**

Performance Management Concepts, performance appraisal- concept and process Potential Assessment, Concept of Job Evaluation, Employee Compensation- purpose and important components, Performance Linked Pay.

**Lectures-07**

### **Unit IV Integration of HR**

Empowering employees, Worker's Participation in Management- importance, techniques of workers participation in management, principles and procedure of Collective Bargaining, Concept of Employee Counseling.

**Lectures-07**

### **Unit V Maintenance of HR and Employment Relation**

Industrial dispute management- nature, settlement of disputes, discipline and grievance management, Concept of Employment Relations, Statutory and Non-

## Statutory Provision for Employee Health and Safety.

### **Text Books:**

1. K. Aswathappa, , Human Resource Management: Text and Cases, Tata McGraw Hill
2. Dwivedi R S, Managing Human Resource: Personnel Management in Indian Enterprise, Galgotia Publication

### **Suggested Readings:**

1. Gary Dessler Biju Varkkey, Human Resource Management, Pearson Education.
2. Pattanayak Byers, Human Resource Management, Prentice Hall of India
3. P. Jyothi , D. N. Venkatesh, , Human Resource Management, Oxford University Press.

# **MBA 207: Managerial Information System**

**L-3 T/P-0 Credits-3**

## **Objectives:-**

- Provide an understanding of the Information Systems (IS) management framework.
- Explores MIS subsystems and technologies including hardware, software and networking, however the coursework focuses on technology management not on engineering.
- Provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.
- Develop the core information systems management skills and competencies. The core competencies include MIS knowledge, planning, control, problem-solving and communication.

## **Course contents**

**Lectures-07**

### **Unit I Information Technology and Systems Concept**

1. **Information & System Concepts**-Introduction –information, data, System: Types, Decomposition, Integration, Elements of a System. MIS: Definition, Nature, Scope, Characteristics, Structure of MIS, Contemporary approaches to Information systems-Technical, Behavioral approach, Socio-Technical systems.
2. **Business Process And Information Systems**-Types Of Information Systems- Systems: Functional Perspective- Constituency Perspective.

**Lectures-07**

### **Unit II MIS Planning-I**

1. **Information systems organization and strategy**- Information systems impact on Business firms-economic, organizational and behavioral, Porter's competitive forces model,
2. **IT Infrastructure**- Definition, Evolution, Technology Drivers, Infrastructure Components, Hardware Platforms, Software Platforms, Consulting And System Integration Services, Software outsourcing.
3. **Telecommunication**- Networking, Communication Networks, Types of Networking, Internet.
4. **Storage and retrieval of Data**-Traditional file environment, Database approach, Data warehouse, Data mining, Data Mart, Managing data resources.

**Lectures-07**

### **Unit III MIS Planning-II**

1. **Development Of MIS-** Process Of MIS Development, Ascertaining The Class Of Information, Determining The Information Requirement, Development And Implementation Of MIS, Management Of Information Quality In The MIS.
2. **Building and Managing Systems-**System Development And Organizational Change, BPR Process Improvement, Total Quality Management. Six Sigma, Overview Of Systems Development, SDLC, Alternative Systems Building Approach, Rapid Application Development.
3. **Planning for Information Systems:** Identification of Applications, Method of Identifying Applications and Risks, Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

**Lectures-07**

#### **Unit IV MIS-security and effectiveness**

1. **Information Security Management-** information security threats, security policy and enforcement, standard management and global practices, security access control systems and technologies, risk management framework.
2. **Information Systems For Business Effectiveness-**The Impact Of Information Systems On Organizational Performance, Business Effectiveness As A Function Of Cost, Value, Performance And Competitive Positioning.
3. **Implementation of Information systems-** Delone and Mclean model, Seddon model, organization transformation model, Critical Success Factors of IS Implementation.

**Lectures-07**

#### **Unit V MIS-emerging Trends**

1. **Enterprise Resource systems-**enterprise systems-software, business value of enterprise systems, supply chain management systems, Customer relationship management systems.
2. **Intelligent Information systems-** business analytics, Business intelligence, Intelligence architecture, tools, user groups, Potential Industry application area, Verification v/s Discovery.
3. **Ethical and social issues in MIS-**ethical and social issues related to systems, responsibility, accountability, and Liability, Ethical Analysis, Professional code of conduct, Moral dimensions of Information systems- Privacy, Intellectual property rights, system quality, quality of life.

#### **Text books:-**

1. Laudon Kenenth C, Jane P. Laudon, Management Information Sytems-Managing The Digital Firm, Perason Education, First Impression -2007
2. Mahadeo Jaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

**Refernce books**

1. W. S. Jawadekar Management Information Systems Tata McGraw Hill Edition, 3/e, 2004
2. Murdick, Ross &Claggett Information Systems for Modern Management 3rd Prentice Hall India
3. Davis & Olson Management Information Systems 2nd McGraw hill
4. Kanter, Managing with Information 4th Prentice Hall India

# **MBA 208A: International Business Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

To develop awareness of issues related to globalization of business in the context of changing environment and to develop strategic decision-making skills in consonance with country and sector specific requirements.

## **Course Contents**

**Lectures-07**

### **Unit I Conceptual Framework of International Business**

Introduction to International Business: Nature of International Business and Economic Interdependence, Drivers of International Business, Theories of International Trade

**Lectures-07**

### **Unit II World Economy and International Business Environment**

Technological Environment of Business, Legal Environment and International Business Tariffs and Non-Tariff Measures,

Corporate Organizational Structure of Multi-National Corporations, Nature, Role and Goals of Multi-National Corporations,

International Financial Flows: Types, Components and Trends Including FDI and Mergers and Acquisitions.

**Lectures-07**

### **Unit III Globalization and Global Realities**

Privatization and Liberalization, Fundamentals and Facets of Globalization, Process of Globalization and Governing Factors, Import of Globalization across Regions, Routes of Globalization, Mode of entry in foreign markets

**Lectures-07**

### **Unit IV International Economic and Financial Institutions**

Conceptual Framework of Economic integration. WTO Framework, Organizational Structure, Basic, Critical Issues and Dispute Settlement Mechanism. Bilateral and Regional Trading Agreements and WTO Framework. Role and Schemes of IMF and IBRD Role of UNCTAD and Developing Countries

**Lectures-07**

### **Unit V Social Responsibility and Ethical Issues**

Social Responsibility of Business : Origin and Growth, Need for Social Responsibility, Barriers to Social Responsibility, Corporate Accountability, International Business and Ethics, National Differences in Ethics and Social Responsibility

**Text Books:**

1. Aswathappa K, International Business, Tata Mc Graw-Hill
2. Sundaram and Black, The International Business Environment, Prentice- Hall of India Private Limited

**Suggested Readings:**

1. Saleem, Shaikh, Business Environment, Pearson Education

# **MBA 208B: Business Ethics**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To enable the students to understand the basic concepts of Business Ethics.
- Inculcate values in decision making process
- Understand ethical elements in the organizational setup in a global scenario

## **Course Contents**

**Lectures-07**

### **Unit I Introduction to Ethics**

Ethics, culture and values, Moral Behavior, Characteristics of Moral Standards, Indian ethos and value systems- Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties

**Lectures-07**

### **Unit II Business Ethics**

Ethics in Business - Meaning and Definition, Nature of Ethics; Importance & Factors influencing Business ethics; Work Ethics, Ethical abuses, Ethical decision-making process, Utilitarianism, Trusteeship

**Lectures-07**

### **Unit III Management of Ethics**

Ethics in practice - professional ethics for managers; resolving Ethical Dilemma, Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

**Lectures-07**

### **Unit IV Ethics and Organization**

The rational organization, employees' obligation to the firm, firms duties to the employees, current ethical issues in organization-Corporate Governance and Ethics

Ethical issues and corporate social responsibility: Concept of Corporate Social Responsibility (CSR), Stakeholders Perspective; Ethical issues - Environmental Protection, Fair Trade Practices, Safeguarding Health and well being of Customers

**Lectures-07**

### **Unit V Application of Business Ethics**

Marketing Ethics; Bluffing in Indian Marketing Practices; Ethical Issues in Advertisements; Subliminal Advertisements: The Indian Way; Ethics in Finance: Ethics in Tax Planning and



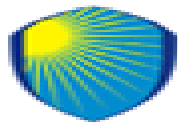
Financial Statements; Speculation and Insider Trading; Ethics in Information Technology and Systems Usage

**Text books:**

1. “Business Ethics”, Richardson, John E., McGraw-Hill Higher Education
2. “Ethics in Management” by S.A. Sherlekar, Himalaya Publishing House
3. “Management Ethics - integrity at work’, Joseph A. Petrick and John F. Quinn, Response Books, New Delhi

**Suggested Readings:**

1. Chakraborty, S.K.; *Ethics in Management: A Vedantic Perspective*, Oxford University Press.
2. Kaur, Tripat; *Values & Ethics in Management*, Galgotia Publishers



### Third Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 301	Strategic Management	3	-	3
MBA 302	Consumer Behavior	3	-	3
MBA 303	Summer Internship	-	-	6
Select any 2 specializations (4 papers from each of the specialization of 3 credits each)				
Code No.	Paper	L	T/P	Credits
MBAHR-304	Training & Development	3	-	3
MBAHR 305	Performance Management	3	-	3
MBAHR- 306	Organizational Change & Development	3	-	3
MBAHR- 307	Manpower Planning & Control	3	-	3
MBA HR 308	Conflict Resolution & Negotiation	3	-	3
MBAFM-304	Financial Strategic Decision	3	-	3
MBAFM-305	Security Analysis & Portfolio Management	3	-	3
MBAFM-306	Income Tax: Theory & Practice	3	-	3
MBAFM-307	Management of Financial Services	3	-	3
MBA FM 308	Cost & Management Audit	3	-	3
MBAMKT-304	Advertising Management	3	-	3
MBAMKT-305	Retail Marketing	3	-	3
MBAMKT-306	Marketing of Services	3	-	3
MBAMKT-307	Sales and Distribution Management	3	-	3
MBAMKT-308	Marketing Research	3	-	3
MBAIT-304	Data mining for Business Decision	3	-	3
MBAIT-305	Managing Software Projects	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	3	-	3
MBAIT-307	E-commerce and Digital Markets	3	-	3
MBAIT-308	ERP -I			
	<b>Total</b>	<b>30</b>	<b>-</b>	<b>36</b>

# MBA 301: Strategic Management

L-3 T/P-0 Credits-3

## Objectives

To integrate the skills and knowledge you have acquired in your program and develop a “general management” perspective, i.e. the capacity to view the firm in its totality and in the context of its environment.

## Course Contents

Lectures-07

### Unit I Introduction to Strategic Management

Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment, Levels of Strategy: Corporate Level, Business Level, Functional, Strategic Management Process, Resource-Based Model & Industrial - Organizational Model

Lectures-07

### Unit II Analyzing the Environment

Analyzing the External Environment: Porter’s 5-Forces Model, PESTEL, Analyzing the Internal Environment: Resources, Capabilities & Core Competencies, Value-Chain Analysis, SWOT

Lectures-07

### Unit III Strategy Formulation

Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Formulating Long-Term Objectives: Grand Strategies

**Corporate Combinations:** Joint Ventures, Strategies Alliances, Consortia, Keiretsus & Chaebols

Lectures-07

### Unit IV Strategic Analysis and Choice

Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid, Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive, Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

Lectures-07

### Unit V Principal of Competitive Advantage

Value Chain & Competitive Scope, Value Chain & Generic Strategies

**Text Books:**

1. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy Forth Edition, Prentice Hall of India.
2. John A Pearce-II, Richard B, Robinson Jr. Strategic Management, Strategy Formulation and Implementation

**Suggested Readings:**

1. Hitt. Ireland & Hoskisson, Strategic Management, Thomson Learning

# **MBA 302: Consumer Behavior**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To provide the students with a conceptual base for understanding the behavior of consumers in different existing situations within the marketing system in a society.
- To focused on developing the concept of usage of consumer behavior knowledge for other related fields of management like; product or service development, advertising and branding.

## **Course Contents**

**Lectures-07**

### **Unit I Introduction and Overview of Consumer Behavior**

Definition of Consumer Behavior, Consumer Behavior & Marketing strategy, Nature of Consumer Behavior, Consumer Market Demographics, Consumer Research.

**Lectures-07**

### **Unit II Consumer as Individuals**

*Consumer Motivation:* Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers.

*Personality & Consumer Behavior:* Personality Theories, Use of personality in marketing practice. Communicating Brand Personality.

*Consumer Perception:* Nature of Perception, Perception and Marketing Strategy.

*Consumer Learning:* Nature of Consumer Learning, Learning Theories.

*Consumer Attitude:* Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change.

*Communication & Consumer Behavior*

**Lectures-07**

### **Unit III Consumer in Social & Cultural Settings**

Reference Groups & Family Influences on Consumer Behavior, Consumer Socialization, Impact of Culture, Subculture & Cross Cultural Factors on Consumer Behavior.

**Lectures-07**

### **Unit IV Consumer Decision Making Process**

Views of Consumer Decision Making, Buying Process & Decisions, Purchase Process & Post Purchase Behavior, Models of Consumer Behavior.

**Unit V Organizational Buying Behavior**

Introduction to Organizational Buying Behavior, Organizational Purchase Process, Organizational Culture, External and Internal factors influencing Organizational culture.

**Text Books:**

1. Leon Schiffman, Lesslie Lazar Kanuk, “Consumer Behaviour”, Prentice Hall of India.
2. Blackwell; Miniard and Engel, “Consumer Behavior”, Tata McGraw Hill.

**Suggested Readings:**

1. Hawkins, Best & Coney, “Consumer Behavior”, McGraw Hill.
2. David Loudon, Albert Della Bitta “Consumer Behavior: Concepts & Applications Tata McGraw Hill.
3. Nair Suja S, “Consumer Behavior: Text and Cases”, Himalaya Publication House.

## **MBA 303: Summer Internship**

**L-0 T/P-0 Credits-6**

Each student shall undergo practical training of eight-ten weeks during the vacations after second semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Dean/Director of the Institution within two weeks of the commencement of the third Semester. The Summer Training shall Carry 150 marks. The evaluation would be based on the project report, presentation and viva-voce.

# MBA HR-304: Training & Development

L-3 T/P-0 Credits-3

## Objectives

- To provide an in-depth understanding of the role of training in HRD.
- To enable the course participants to manage the Training system and processes.

## Course Contents

**Lectures-07**

### Unit I Introduction to Training Concept

Definition, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions.

**Lectures-07**

### Unit II Learning

Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Pedagogy and Andragogy.

**Lectures-07**

### Unit III Process of Training

Training design process, Assessment of Training Needs, Criteria for Identifying Training Needs, Methods and Process of Needs Assessment. Concept of Job Competency.

**Lectures-07**

### Unit IV Implementation and Evaluation of Training Program

Role and skills of Trainer, Methods and Techniques of Training: on-the-job and off-the-job.

Kirkpatrick Model of Evaluation, pre-test, post-test, Cost-Benefit Analysis, ROI of Training.

**Lectures-07**

### Unit V Technology in Training

CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

## Text Books:

1. Employee training and development- Raymond A Noe, Tata McGraw-Hill



**Suggested Readings:**

1. Effective Training: Systems, Strategies, and Practices - Blanchard N & Thacker, James W, Pearson Education.
2. Training in Organizations - Goldstein, I L & Ford, J K, Wadsworth Cengage Learning
3. Training for Development - Lynton, Rolf P and Pareek, Udai, Sage Publications

## **MBA HR-305: Performance Management**

**L-3 T/P-0 Credits-3**

### **Objectives**

- To provide framework for understanding and thinking strategically about performance appraisal and management in organizations.
- To explore how employee performance influences motivation, morale, reward and recognition.
- To know what needs to be done to develop, implement and manage the performance management system for organization

### **Course contents**

**Lectures-07**

#### **Unit I Performance Management**

Hostility to traditional Appraisals, Performance Appraisal to Performance Management, Performance Management Objectives, Scope of PFM, PFM Model and elements of Effective Performance Management.

**Lectures-07**

#### **Unit II Performance Management System**

Concept of Performance Management System, Prerequisites for Effective Performance Management, Elements and Characteristics of Performance Management System, Model of performance management system, Objectives and Functions PFM.

**Lectures-07**

#### **Unit III Performance Planning and Managing**

Concept, Need and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process, Performance Measurement.

**Lectures-07**

#### **Unit IV Performance Appraisal and Competency**

Performance Appraisal – objectives and importance, Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal, Rating errors. Competency Mapping - meaning, Methods of Competence Mapping, Competency Mapping and its linkage to Performance Planning, Competency based HR.

**Lectures-07**

#### **Unit V Performance Management – Role of HR, Linkage to Rewards**

Potential Appraisals, Role of Feed Back in Performance Management, Linking Performance Management to Rewards and Recognitions, Performance Management – Role of HR professionals.

**Text Books:**

1. Kohli and Deb “Performance Management” Oxford
2. Robert Bacal “Performance Management” McGraw-Hill; update edition
3. Dr.G.Pandu Naik & Siraj Ur Rahman “Competency Mapping, Assessment & Development” IHRD Publication

**Suggested Readings:**

1. Robert Bacal “How to manage Performance” McGraw-Hill; update edition
2. Pedagogy of Competency Mapping By Dr. Ashish Manohar Urkude *PhD, PDF* Professor Alliance Business School Bangalore
3. Rao T.V., Appraising and developing managerial performance
4. Performance management: key strategies and practical guidelines, By Michael Armstrong

# **MBA HR-306: Organizational Change & Development**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To get know how effectively manage organizational change in a variety of contexts and settings.
- Describe the process of organizational change from multiple theoretical vantage points (e.g. life cycle, teleological, dialectic, and evolutionary).
- To identify the type and significance of various drivers of organizational change.
- To identify the nature and significance of various impediments to organizational change (e.g. organizational inertia, resistance to change).
- To explain the nature of the relationship between organizational change drivers and impediments.
- Recognize an improvement in ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.

## **Course contents**

**Lectures-07**

### **Unit I Making Sense of Organizational Change**

Understanding the changing environment , concept of change and its nature

Importance and Process of Organizational Change, Change Forces, Change Models, Types of Organizational Change

**Lectures-07**

### **Unit II Change Consideration**

Change Consideration, Resistance to Change, Managing Resistance to Change, Managing Organizational Change

**Lectures-07**

### **Unit III Leadership for Organizational Change and Development**

Concept of Leadership, Leadership Styles, Traits motives and characteristics of leadership, Transformational Vs Transactional Leadership, Cross Cultural & Gender issues in Leadership, Selecting best leadership style for Organizational Change and Development

**Lectures-07**

### **Unit IV Making Sense of Organizational Development**

Definition and Historical overview of Organization development

Principles of Organizational Development, Managing the Organizational Development process, Action research and OD, Human Resource and Organizational Development

## Lectures-07

### Unit V Intervention for Organizational Development

Intervention for Organizational Development ,Human Process Interventions (Group and Individual Human Relations), Techno Structural Interventions (Structures, Technologies, Positions, etc.), Human Resource Management Interventions (Individual and Group Performance Management) Strategic Interventions (Organization and Its External Environment)

#### Text Books:

1. French W.L. & Bell. D.H, “Organizational Development: Behavioral Science Intervention for Organizational Improvement,
2. Kavita Singh, “Organization Change and Development”, Excel Books.

#### Suggested Readings:

1. Craige C. Pinder“Work Motivation in Organizational Behavior”, II ed. Psychology Press
2. Cummings G.Thomas & Worley G.Christopher, “Organisation Development and Change”, Thomson, seventh edition

# **MBA HR-307: Manpower Planning & Control**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements.
- To create practical awareness about the current trends in human resource planning in global companies.

## **Course contents**

**Lectures-07**

### **Unit I HR Planning and Corporate**

Strategic HR Planning Process, Employees as Resources, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System.

**Lectures-07**

### **Unit II Job**

Meaning and Definition, Purpose, Uses of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Quantitative Job Analysis Techniques, Job Design

**Lectures-07**

### **Unit III HR Forecasting**

Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique, Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables, HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget.

**Lectures-07**

### **Unit IV Career Planning and Succession Management**

Definitions, Concepts, Stages of Career Development and Organizational HR Policies, Career Anchors, Career Planning Process, Succession Management – Planning and Challenges, Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's,

**Lectures-07**

### **Unit V Emerging Trends and Issues in MPP**

New HR Roles and Competencies, HR as Strategic Partner, HR and Six Sigma

Practice, HR Research, HR and Innovation and Creativity, HR and BPO and HRO, Talent Management

**Text Books:**

1. Deepak Kumar Bhattacharya “Human Resource Planning” Excel Books Up Date Edition
2. Personnel Management by David DeCenzo and Stephen Robbins, Prentice Hall.
3. Human Resource Management by K Aswathappa, Tata Mgraw Hill.

**Suggested Readings:**

1. Planning & managing HR. William II<sup>nd</sup> J. Rothwell & HC kazanas.
2. Human Resource Mangement: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited.
3. Abha, Vijai, Prakash “Manpower Planning and Control” Up Date Edition

# **MBA HR 308 Conflict Resolution & Negotiation**

**L-3 T/P-0 Credits-3**

## **Objectives:**

- To understand conflict and strategies to resolve the conflict
- To develop an understanding of the nature and strategies of negotiation

## **Course Contents**

**Lectures-07**

### **UNIT I Introduction to Conflict:**

Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict

**Lectures-07**

### **UNIT II Conflict Management**

Conflict management process, conflict trends, conflict distribution, mapping and tracking; Conflict handling intentions, managerial approaches to conflict- resolving conflicts with difficult subordinates & boss, resolving team conflict, resolving organizational conflict, effective listening and dialogue skills, power and influence; Conflict and Organisational Culture

**Lectures-07**

### **UNIT III Conflict resolution and Cost**

Conflict resolution models - framework model, classical ideas, new developments in conflict resolution; Environmental conflict resolution, gender and conflict resolution; Assessing the cost of workplace conflict

**Lectures-07**

### **UNIT IV Fundamentals of Negotiation**

Fundamentals of Negotiation: Nature of negotiation, Dimensions of Negotiation, Structure, norms & values, Strategy & planning- factors for successful negotiations, essential skills for negotiation;; psychological advantage of negotiations

**Lectures-07**

### **UNIT V Negotiation Processes**

Negotiation Processes: Techniques of Negotiation - Integrative bargaining- Targets and



aspirations- Contingent contracts – Trust and relationships; Ethics in negotiation, Agreement

**Text Books:**

1. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI
2. Negotiation by Lewicki, Saunders, Barry, Tata Mac Graw Hill
3. Negotiation-Communication for diverse settings - Michael Spangle, Sage Publication

**Reference Books:**

1. Conflict Management, Barbara Corvette, Pearson Education
2. Negotiation, Harvard Business Essentials, Harvard Business School Press
3. Conflict Resolution Techniques by Subbulakshmi, ICAI University press
4. A Handbook of Human Relations, M.H. Shookla, Macmillan India Ltd

# **MBA FM-304 Financial Strategic Decision**

**L-3 T/P-0 Credits-3**

## **Objectives**

The basic objective of this subject is to familiarize the student with the Indian Financial System so as to make them conversant with the intricacies of the functioning of Strategic Decision for Financial System.

## **Course Contents**

**Lectures-07**

### **Unit I Strategic Financial Management**

Meaning and concept of Strategic Decisions, Strategy and Strategist, The 'Nine References' for Strategic Financial Management, Strategic investigation of Growth or Profit.

**Lectures-07**

### **Unit II Financial System in INDIA:**

Nature and Role of Money, Functions and Types of Money, Importance of Money, Demand and Supply of Money:

Nature and Concept of Interest, Main Types of interest in the Market,

Inflation: Meaning and concept, Effects on Financial System of India, Controlling Factors of Inflation.

**Lectures-07**

### **Unit III Financial Markets: Money Market & its Instruments:**

Introduction to Money Market: Concept, Features, Objectives, Importance and Composition,

Money Market Instruments: Call Money, Treasury Bill, Commercial Paper, Certificate of Deposits,

**Lectures-07**

### **Unit IV Concept of Strategic Decision**

Valuation of Strategic Options- Valuation of Exchange Rate Mechanism,

Strategic Decision Regarding Factoring: Recourse and Non-Recourse Factoring.

**Lectures-07**

### **Unit V Analysis of Enterprise**

Concept of Valuation: EVA, MVA, Enterprise Value.

**Text Books:**

1. Khan M.Y., Indian Financial System, TMH Publication
2. Chandra Prasanna, Fundamental of Financial Mgmt., TMH Publication

**Suggested Readings:**

1. Bhole I., M., Financial Institutions & Markets, TMH Publication
2. Machiraju H.R. Indian Financial System, Vikas Publication
3. G.P. Jakhotiya, Strategic Financial Management, Vikas Pub.

# **MBA FM – 305 Security Analysis and Portfolio Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

The course is structured around investment management process, Knowledge of which is essential both to the users and suppliers of funds. It strive to familiarize the students with Capital Markets, Valuating Techniques for Securities and analysis of Risk and Return implications of various investment decisions.

## **Course Contents**

**Lectures-07**

### **UNIT –I Introduction of Investment & Securities**

*Investment:* Concept of investment-investment objectives, Investment Process, Investment Policy.

*Security analysis:* Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.

*Listing of Securities:* Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.

**Lectures-07**

### **UNIT-II FUNDAMENTAL ANALYSIS**

Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis: Earnings of Company, Financial Analysis, Growth in Earnings.

**Lectures-07**

### **UNIT-III Technical Analysis**

Tenents of Technical Analysis, Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.

*Efficient Market Hypothesis:* Random Walk theory, M.M. Hypothesis, Gordon Hypothesis.

**Lectures-07**

### **UNIT-IV Introduction to portfolio management:**

*Portfolio:* Meaning of Portfolio, concept of Portfolio, Portfolio Management Process, Construction of Portfolio, and Approaches of Portfolio Construction.

*Capital market theory:* Capital asset pricing model, Assumption of CAPM model, The capital Market Line, The security Market line & APT (Arbitrage Pricing Theory).

**UNIT-V PORTFOLIO ANALYSIS:**

Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model,

The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.

Portfolio Evaluation: Sharpe's Performance Index.

**Text Books:**

1. Fischer Donald E. & Jordan Ronald J., Security Analysis & Portfolio Management, 6<sup>th</sup> Edition, Pearson Education.
2. Dun & Bradstreet, Equity Research & Valuation, 1<sup>st</sup> Edition Tata McGraw Hill.
3. V. K. Bhalla

**Suggested Readings:**

1. Warren Buffett, Benjamin Graham, David Dodd 6<sup>th</sup> Edition, Securities Analysis
2. Sharpe W., Investment, Prentice Hall of India. New Delhi.
3. V.A. Avadhani, Securities analysis & Portfolio Management, Himalaya Publishing House.

## **MBA FM – 306 Income Tax : Theory & Practice**

**L-3 T/P-0 Credits-3**

### **Objectives**

The students should be able to demonstrate an understanding of the tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances.

### **Course Contents**

**Lectures-07**

#### **UNIT I Sources of Income - I**

Important definitions under Income Tax Act-1961, Residential Status, Basic knowledge of Income from Salary, Income from House Property-calculation of annual value and deductions available out of annual income.

**Lectures-07**

#### **UNIT II Sources of Income - II**

Income from Business & Profession- various allowed and disallowed expenses. Income from capital gains- calculation of short term and long term capital gains, various taxfree capital gains. Income from other sources

**Lectures-07**

#### **UNIT III Assessment of Individual & HUF**

Deemed Incomes, set-off and carry forward of losses, deductions of section 80, tax rates, computation of taxable income and tax, tax adjustment regarding agricultural income & Marginal relief.

**Lectures-07**

#### **UNIT IV Assessment of Co-operative societies**

Various deductions available to co-operative societies, computation of taxable income of co-operative societies, tax rates applicable to co-operative societies and calculation of tax.

**Lectures-07**

#### **UNIT V Assessment of Companies**

Deductions of Sec. 80, computation of taxable income of companies, Tax rates applicable to companies, various provisions related to MAT (Minimum Alternate Tax

### **Text Books:**

1. Singhania, Vinod K. and Monica Singhania -- Students' Guide to Income Tax (Taxmann Publications Pvt. Ltd., New Delhi)

2. Income Tax Law & Practice- N. Hariharan (Tata McGraw hill publications)
3. Ahuja Girish and Ravi Gupta -- Systematic Approach to Income Tax (Bharat Law House, Delhi)

**Suggested Readings:**

1. Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)
2. Patel, Choudhary –Income Tax (Choudhary Prakashan)

# **MBA FM 307: Management of Financial Services**

**L-3 T/P-0 Credits-3**

## **Objective**

The objective of course is to develop the skills required for understanding India's most challenging and important financial services.

## **Course Contents**

**Lectures-07**

### **Unit I Financial System:**

Meaning and functions of financial system, financial concepts, financial assets, financial intermediaries, financial markets, financial rates of return and financial instruments.

**Lectures-07**

### **Unit II Leasing & Hire**

Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement, Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale, Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.

**Lectures-07**

### **Unit III Venture Capital & Merchant Banking**

Meaning features and importance of venture Capital, Venture capital guidelines, Methods of venture financing, Suggestions for growth of venture capital. Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.

**Lectures-07**

### **Unit IV Mutual Funds, Housing Finance\$ Insurance Services**

Types of Mutual Funds, Schemes of Funding, National Housing Bank(NHB), Housing Financial System, Insurance: Types, Services and Products

**Lectures-07**

### **Unit V Other Services**

Credit cards, credit rating, bill discounting. Forfaiting, factoring- recourse and non recourse factoring.

## **Text Books:**

1. M Y Khan Financial Services, Mc Graw Hill
2. Gorden Natrajan Financial Services

## **Suggested Readings:**

1. Avadhani V. A. Marketing of Financial Services Himalyan Publication



## 2. Bhatia B.S. Management of Financial Services

# **MBA FM 308 Cost and Management Audit**

L-3 T/P-0 Credits-3

## **Objectives**

The course emphasizes on the understanding of the theory, concepts, professional and legal standards and procedures of Cost & Management Auditing.

## **Course Contents**

### **Unit I Introduction of cost Audit**

**Lectures-07**

Meaning & objects of cost Audit, Role & importance of cost Audit in capacity utilization, Better Labor Management, Verification & Valuation of inventories, Inter firm comparison, Export promotion etc, Difference between Cost Audit & financial audit, Advantages of cost audit, Efficiency audit.

### **Unit II Cost auditor**

**Lectures-07**

Qualifications & Disqualifications and Qualities of cost auditor, Rights & Duties of cost auditor, Relationship between cost & Liabilities, Auditor, Financial Auditor & Statutory Auditor, Professional ethics & code of conduct of Auditor.

### **Unit III Cost Audit**

**Lectures-07**

Preparation & verification of cost records. Uses of statistical sampling Method for Audit, Cost audit, Programme Form & contents of cost Audit Report, Various Annexures to the cost audit report, considerations prior to drafting the final report.

### **Unit IV Introduction of Management Audit**

**Lectures-07**

Meaning, Nature, Scope & Concept of Management Audit, Recruiting & Training of Audit Staff, Difference between Management Audit & Financial Audit, Purpose & Goal of Management Audit, Key features of Management Audit, Limiting factors and functions of management audit.

### **Unit V Review of Policies**

**Lectures-07**

Review of Internal Control, Review of Purchasing Control, Review of selling & Distribution Policies, Review of manufacturing policies. Corporate Social Audit – Social Cost & Social Benefits

**Text Books:**

1. Ramnathan , Cost & management Audit
2. Cona W.L., Mgmt & Cost Audit.

**Reference books:**

1. A. Ramarathan, Cost & Management Audit, Excel Books
2. Dr. Arun Kumar, Cost & Management Audit, Shuchita Prakashan
3. Dr. D.K. Jain, Guide to Cost Audit, Bharat Publishing House

# MBA MKT-304 Advertising Management

L-3 T/P-0 Credits-3

## Objectives:

Expose participants to principles and practices of advertising. Develop Conceptual clarity and provide analytical application skills of advertising.

## Course contents

**Lectures-07**

### UNIT 1 Introduction

Meaning of Advertising – Roles and functions of Advertising . Advertising as a Business Process, The Key Players, Communication Objectives, Communication Process, Marketing Communication Mix, Integrated Marketing Communication Brief history of Advertising in India.

**Lectures-07**

### UNIT II Advertising and Society and Target Audience

Social, Ethical and regulatory aspects of Advertising, Advertising Ethics and Social Responsibilities – Criticism And Regulation. Market Segmentation, Targeting , Positioning and Matching products to Market Advertising Communication. The Buying Decision Process

**Lectures-07**

### UNIT III Advertising Planning and role of advertising Agencies

Advertising Planning Process-- Developing Advertising plan, Campaign plan, Role of advertising Managers, Functions and Selection of Advertising agencies, Client Agency Relationship, Agency Compensation.

**Lectures-07**

### UNIT IV Preparing the Message and Creative Strategy

Creative Strategy and Creative Execution in Advertising: Message Objectives, Facets of Creative Strategy, Planning and Managing Creative Strategy: Preparing a Creative Brief, Creative Execution Elements, Use of Celebrity Endorsement positions,

*Copywriting and Actual Production of Advertisement:* Creative Copy writing-Writing copy for Print, Radio, TV Ads, Production in Print Advertising and TV advertising

**Lectures-07**

### UNIT V Media Management

Media Planning Process - Setting Media Objectives: Impression, Reach & Frequency, Understanding media strategies in terms of Target audience, the Media mix and Scheduling. **Evaluation of advertising effectiveness:** The advertising testing process: Pretesting and posttesting tools and techniques.

**Text Books:**

1. O Guinn, Allen, Semnik Advertising and Brand Position Thomson Publication
2. Wells, Burnett and Moriarty, Advertising Principles & Practice, PH

**Suggested Readings:**

1. Kruti Shah, Allan D' Souza Advertising and Promotions an IMC perspective Tata Mc Graw Hill
2. Belch & Belch, Advertising & Promotion, McGraw Hill

## **MBA MKT-305: Retail Marketing**

**L-3 T/P-0 Credits-3**

### **Objectives**

To acquaint the students with the retail concepts & practices through contemporary examples and provide insights into various functions & tools of retail management.

### **Course contents**

**Lectures -07**

#### **Unit-I Introduction to Retailing**

Nature, Scope, Environment, Retail Institutions, Formats & types, Product Categories, Understanding the customer, Pioneers of Retail, Indian Retailing Scenario

**Lectures - 07**

#### **Unit-II Retailing Strategy**

Achieving competitive advantage and positioning, Retail store location and layout ,Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements, Retail Promotion mix,

**Lectures - 07**

#### **Unit-III Merchandise Management**

Merchandise Assortment Planning, Purchasing Systems, Merchandise sourcing , Merchandise Pricing, buying and vendor relations ,Distribution & logistics

**Lectures - 07**

#### **Unit-IV Managing the Retail Store (Operations)**

Store Management – Cost control & maintenance, Information systems & Processes, Design & Visual Merchandizing, Customer Service, Sales: Performance & Evaluation, Retail selling process, Retail database

**Lectures - 07**

#### **Unit-V Contemporary Issues(National & Global)**

Indian Retail: How it is different from western Retail, Case studies. Ethical and Legal Issues in Retailing, Careers in Retailing, Globalisation and changing retail formats - Virtual store - E-relating International Retailing & Opportunities, new customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades')

**Text Books:**

1. Chetan Bajaj, Nidhi, and Rajneesh Tuli Arya Retail management, Oxford University Press
2. Michael Levy, Barton Weitz, Retailing Management, Richard d Irwin

**Suggested Readings:**

1. Kishore Biyani, It happened in India, Rupa & Co
2. Sam Walton, Made in America, Bantam books
3. Paco Underhill, Why We Buy: The Science of Shopping, Simon & Schuster

# **MBA MKT-306: Marketing of Services**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and special Knowledge and skills required for being in this sector.
- To explore complexity in marketing of services due to it's differentiating characteristics.
- To acquire new concepts and applications to effectively and efficiently market service products for ever-increasing demands of the widening customer base.

## **Course Contents:**

**Lectures-07**

### **UNIT 1 Concepts of Marketing of Services**

Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence, Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services), Classification of services, Characteristics of services (4-I's of Services).

**Lectures-07**

### **UNIT II Service Consumer and Buying Process**

Phases in purchase Process and Roles of Service Marketer therein, understanding & minimizing risks as perceived by customers ,Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations, Factors influencing customer Expectations of service, Managing Misbehaving Customers

**Lectures-07**

### **UNIT III Managing Service Product, Promotion, Place and Service Inventory**

*Physical Evidence and Servicescape:* Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services, New Service development, Developing an Integrated Communication Program for services, Sales Promotion for Services. Service Delivery Process (Flowcharting and Blueprinting of service products), Role of distribution channels: Channel structure, distribution growth strategies, Agency, Franchising & Electronic Channels, Managing demand and capacity, Yield-Management

**Lectures-07**

### **UNIT IV Quality and Pricing the Services**

Measuring and Enhancing Service Product Quality, Service Quality Model, Hard and soft Measures in Improving Service Quality, Pricing Objectives, Foundations for setting Prices (Approaches of pricing)



**UNIT V 'People' Element in Marketing Mix and Relationship Marketing.**

Importance of 'People' Element of Service Marketing Mix, Managing Employees and Customers for Profitability, Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction, Customer Relationship & Loyalty, Relationship building Strategies,

**Text Books:**

1. Christopher Lovelock, Services Marketing, Pearson Publication
2. Zeithamal and Bitner Service Marketing, TMH Publication

**Suggested Readings:**

1. Rampal & Gupta, Service Marketing, Galgotia Publication
2. Kurtz & Clow, Service Marketing John Wiley

# **MBA MKT-307 : Sales and Distribution Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

To acquaint the students with the concepts, which are helpful in developing a sound sales policy and in organizing and managing the sales force with some learning on the aspects of effective personal selling.

## **Course contents**

**Lectures-07**

### **Unit I Concept of Sales Management**

Nature and Dimension of Sales Management, Role of Sales Management, Selling Process, Sales Objectives, Strategies and Tactics, Determining Sales Related Marketing Policies, Personal Selling Function, Different Strategies – Sales

**Lectures-07**

### **Unit II Sales Department and Management**

Basic Marketing Plans for the Sales Manager, Managing the Sales Training Process, Staffing the Sales Force : Recruitment & Selection, Training, Managing Expenses and Compensation, Motivating the Sales Force, Forecasting, Territory Management, Sales Analysis, Designing Sales Evaluation Program

**Lectures-07**

### **Unit III Distribution Management**

Evolution of Distribution Channels, Channel functions, Importance and Framework of Channel Management, Distribution Channels-Form & Management, Levels of Channel-Segmentation for Channel Design, Channel integration- vertical & horizontal marketing systems, Channel Design Process – Channel Structure

**Lectures-07**

### **Unit IV Channel control & Channel Institutions**

Evaluating channel performance, channel profitability, Managing Channel Conflict. Wholesaling, Retailing.

**Lectures-07**

### **Unit V Physical distribution & Logistics Management**

Importance of Logistics, Building Blocks of Logistics, Concept and Principles of Supply Chain Management

**Text Books:**

1. K.K.Havaladar and Vasant M.Cavale, Sales and Distribution Management, Tata McGraw Hill Education Private Ltd., New Delhi
2. Bert Rosenbloom, Marketing Channels, Cengage Learning Publications

**Suggested Readings:**

1. Ingram, Laforge, Avila, Schwepker Jr., Williams, Sales Management : Analysis and Decision Making, Cengage Learning Publications
2. P.K.Sahu and K.C.Raut, Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd.

# **MBA MKT 308: Marketing Research**

**L-3 T/P-0 Credits-3**

## **Objectives**

The objective of this paper is to understand the various aspects of marketing research, identify the various tools available to a marketing researcher. Marketing research can help the marketing manager in decision-making.

## **Course Contents**

### **Unit I**

**Lecture-07**

Introduction of Marketing Research: Define marketing research, aims and objectives of marketing research. Marketing information system, value of information in decision making, steps in marketing research. Research Design: Formulating the research problem, choice of research design, types of research design, sources of experimental errors.

### **Unit II**

**Lecture-07**

Sample and Sampling Design: Some basic terms, advantages and limitation of sampling, sampling process, types of sampling, types of sample designs, testing of hypothesis, determining the sample size, sampling distribution of the mean. Scaling Techniques: The concept of attitude, difficulty of attitude measurement, types of scales, criteria for good test, use of scaling in marketing research.

### **Unit III**

**Lecture-07**

Data Collection: Methods of data collection: secondary data, sources of secondary data, primary data, collection of primary data observation, questionnaire, designing of questionnaire, interviewing. Data Processing and Tabulation: Editing coding, problems in editing, tabulation.

### **Unit IV**

**Lecture-07**

Data Analysis: Measurement of central tendency, dispersion, univariate analysis, bivariate analysis, multidimensional analysis. Interpretation and Report Writing: Interpretation, types of research reports, guidelines for writing a report, writing a report format, evaluation of research report.

**Lecture-07**

## **Unit V**

Marketing Research Applications : Consumer research– behaviour and motivation research, Product research; Advertising research; Marketing and sales forecasting; Sales analysis.

Marketing Research in India : Status, organization and developments; Ethical issues in marketing research.

### **Text Books:**

1. Beri, G.C., “ Marketing Research,” Tata McGraw Hill,2003.
2. Gupta, S.L., “ Marketing Research”, Excel Books, 2004.

### **Reference Books:**

1. Aaker, “Marketing Research”, John Willey & Sons, 2001.
2. Tull & Hawkins, “Marketing Research”, Prentice Hall of India, 2002
3. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, Marketing research : Text and Cases,2005
4. Malhotra, Naresh K., Marketing Research, 5<sup>th</sup> Ed., Prentice Hall of India.

# **MBA IT 304: Data Mining For Business Decisions**

**L-3 T/P-0 Credits-3**

**Course Objective:** This course will enable help the student to:

1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tools, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technologies in data mining.

## **Course Content**

### **UNIT I Overview of Data Mining Process Lecture – 6**

Data Mining-Introduction, Origins, Application, Growth. Supervised and unsupervised learning algorithms, steps in Data Mining, Preliminary steps, using Excel for Data Mining

### **UNIT II Data Exploration and Dimension Reduction Lecture – 6**

Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations. Dimension reduction-Introduction, Data Summaries, Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.

### **UNIT III Prediction and classification methods Lecture – 6**

Multiple Linear Regression, K\_NN, Naïve Byes, Classification and Regression trees, Regression, Neural Nets, Discriminate Analysis

### **UNIT IV Mining Relation, Forecasting and Smoothing Lecture – 6**

Mining Relationship among records, Association rules, Cluster Analysis, Forecasting Time Series-handling time series, regression based forecasting, smoothing methods

### **UNIT V Performance Evaluation and Emerging Trends in Data Mining Lecture – 6**

Evaluating Classification and Predictive Performance, Legal Issues, Privacy , Ethics in Decision Making and Support , The Future of Data mining; Social Networks : Collaborative Decision Making, RFID, Reality Mining,

## **Text books:**

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, Dursun Delen, David King; Pearson Education

2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLminer; 2nd edition, Galit Shmueli, Nitin R. Patel and Peter C. Bruce; John Wiley

**References:**

1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
2. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

# **MBAIT 305: Managing Software Projects**

**L-3T/P-0 CREDITS-3**

## **Course Objectives:**

The course will enable the student to:

1. Comprehend and manage the components involved software project management
2. Plan for software project that is, estimate size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.
3. To understand Software Project Models, Software Management Concepts and Project Evaluation.

## **UNIT I Introduction to Software Project Management**

**Lecture – 6**

An overview of IT Project Management - Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), project selection and approval, project contracting, stakeholder interaction, requirement specification, and problems with software projects.

## **UNIT II Selection of Appropriate Project Approach**

**Lecture – 6**

Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development

## **UNIT III Project Context**

**Lecture – 6**

Project management process, Project integration Management, the Project charter, Project planning framework, the contents of a project plan, the planning process; Work Breakdown Structure (WBS), the linear responsibility chart.

## **UNIT IV Project Scheduling and Procurement**

**Lecture – 6**

Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure, Project Monitoring & Control Techniques. Managing Project Procurement and Outsourcing , project procurement management, outsourcing.

## **UNIT V Risk Management, Project Evaluation and Emerging Trends**

**Lecture – 6**

The Implementation Plan and Project Closure\_ project implementation, administrative closure, project evaluation, project audit. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

## **Text Books:**



1. Ramesh Gopaldaswamy , “Managing and global Software Projects”, Tata McGraw Hill Tenth Reprint, 2011.
2. Bob Hughes and Mike Cotterell, “Software Project Management” Second Edition,1999

### **References Books**

1. Roger S. Pressman, “Software Engineering - a Practitioner’s Approach“, 7th Edition, McGraw Hill, 2010. 3. Daniel Galin, “Software Quality Assurance: from Theory to Implementation”, Addison Wesley, 2003.
2. Royce, W. “Software Project Management: A Unified Framework”, Addison-Wesley, 1998.
3. Pankaj Jalote, (2002), Software Project Management in Practice, 1st Edition. Pearson Education.

### **Course Outcomes:**

After completion this course, the student will be able to:

CO1- Apply the knowledge of software project management-Project life cycle and IT development, extreme project management, etc.

CO2-Plan for software project that is, estimates size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.

CO3-Identify related problems and formulate solutions of Software project management.

# **MBAIT 306: Managing Digital Innovation and Transformation**

**L-3 T/P-0 Credits-3**

## **Course Objectives:**

this course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

## **Course Contents**

### **UNIT I Introduction to Digital Innovation**

**Lecture - 05**

Introduction to Digital Innovation, Digital/Virtual World, innovation and its relevance, Kinds of innovations, Role & Advantages for organizations

### **UNIT II Transformation of Organization**

**Lecture – 05**

Transformation of Organization, Digital Transformation - classification of Digital Transformation; Challenges of Digital Transformation, factors driving Innovation & Transformation.

### **UNIT III Digital Innovation Process**

**Lecture - 06**

Role of Innovation in digital world, Management process involving innovation: Process model, approach for successful innovation; Innovation in Teams for organizational Transformation.

### **UNIT IV Emerging Trends in Digital Transformation**

**Lecture - 08**

Digital transformation and social media; Impact of social media in virtual world; Digital innovation with social media and role in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation; Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media

### **UNIT V Cloud Computing**

**Lecture - 06**

Cloud Computing: introduction, technology involved; Role of Cloud computing in digital transformation; Driving forces for digital innovation & transformation.

## **Text Books:**

1. Managing Innovation” by Tidd & Bessant, Publisher: Wiley (2005).
2. Strategic Management of Technology & Innovation” by Robert A. Burgelman, Publisher: McGraw-Hill Education.

***References Books:***

1. “SMAC-Social Mobility Analytics Cloud – Digital Disciplines” by Feroz Knan, McGraw-Hill Education.
2. Digital Transformation: Build Your Organization's Future for the Innovation Age Lindsay Herber by Bloomsbury Business, December 2017.

# **MBA-IT 307: E-Commerce and Digital Markets**

**L-3 T/P-0 Credits-3**

**Course Objectives:** this course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

## **UNIT I E -Commerce Introduction and Business Models**

**Lecture - 06**

Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models: E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C), Consumer to Business (C to B).

## **UNIT II E-Commerce Infrastructure and Building an E commerce website Lecture - 06**

Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP, Internet Technologies and Middleware, World Wide Web, Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.

## **UNIT III E Marketing**

**Lecture - 06**

E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts. E commerce marketing and branding strategies, Online Market Research, Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,

## **UNIT IV Payment systems, Security and Encryption**

**Lecture - 06**

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

## **UNIT V E Commerce: Supply Chain Management**

**Lecture - 06**

Definition, Evolution, Procurement Process and the Supply chain, Trends in SCM, Net Marketplaces and Private Industrial Networks

**Text Books:**

1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi

2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.

**References Books:**

1. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business-Tata McGraw-Hill, New Delhi, 2002.

**Course Objectives:**

this course will enable the student to:

1. To develop an understanding about ERP
2. Understand the related technologies
3. Comprehend and understand the ERP modules structure

Unit 1

**Enterprise: An Overview:** Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model

Unit 2

**Introduction to ERP:** Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation

Unit 3

**ERP and Related Technologies:** Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security

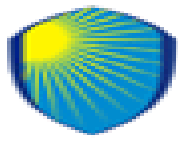
Unit 4

**ERP Implementation Life Cycle:** ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation

Unit 5

**ERP Modules Structure:** Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management;

Engineering Change Control ; Configuration Management ;Serialisation / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection



## Forth Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	3	-	3
MBA 402	Project Planning and Control	3	-	3
MBA 403	Comprehensive Viva	-	-	6
Select any 2 specializations (4 papers from each of the specialization of 3 credits each)				
Code No.	Paper	L	T/P	Credits
MBAHR 404	Strategic HRM	3	-	3
MBAHR 405	International HRM	3	-	3
MBAHR-406	Industrial Relations & Labour Legislation	3	-	3
MBAHR- 407	Compensation Management	3	-	3
MBA HR 408	Global Cultural Management	3	-	3
MBAFM-404	Management of Banking & Insurance	3	-	3
MBAFM-405	International Financial Management	3	-	3
MBAFM-406	Merger, Acquisition and Corporate Restructuring	3	-	3
MBAFM-407	Financial Derivatives Management	3	-	3
MBAFM-408	Tax Planning			3
MBAMKT-404	Product and Brand Management	3	-	3
MBAMKT-405	Rural and Industrial Marketing	3	-	3
MBAMKT- 406	International Marketing Management	3	-	3
MBAMKT-407	Customer Relationship Management	3	-	3
MBAMKT-408	E commerce	3	-	3
MBAIT-404	Big Data & Business Analytics	3	-	3
MBAIT-405	Managing Digital Platforms	3	-	3
MBAIT-406	Strategic Information Technology Management	3	-	3
MBAIT-407	Network Application and Management	3	-	3
MBAIT-408	ERP II			
<b>Total</b>		<b>30</b>		<b>36</b>



# **MBA 401: Corporate Governance and Social Responsibility**

**L-3 T/P-0 Credits-3**

## **Objectives**

- The law and ethics underlying and governing the structure and operation of the business corporation, the legal evolution of the corporation as an economic and moral “person”
- To Enable the Students to Understand the Parameters of Accountability, Control and Reporting System by the Corporate Board
- To Help the Students to have an Insight into the Interactive Relationship Among Various Corporate and Related Constituents in Determining Directions and Performance of Business Organizations

## **Course Contents**

**Lectures-07**

### **Unit I Corporation – An Overview**

Definition of the word ‘ corporation’, Evolution of the corporate structure, Purpose of corporation, corporation as a ‘person’, corporation as a ‘moral person’ corporation-expectations of society, corporation-expectations of the market.

**Lectures-07**

### **Unit II Introduction to Corporate Governance**

Definition, roles and importance of corporate governance in modern business, evolution of corporate governance, capitalism, free enterprises and the corporation, the legal obligation of directors, ownership and control of corporate.

**Lectures-07**

### **Unit III Business Ethics and Corporate Social Responsibilities**

Business ethics, Corporate Governance & Ethics, Ethical organization and its corporate code, Importance and need for business ethics.

*Corporate Social Responsibility* – Definition, Justification of CSR, Scope of Social Responsibility, Corporate Social Responsibility - Stakeholders (Internal and External), the Role of Business in Society

**Lectures-07**

### **Unit IV Responsibility for Corporate Governance–The Board & Top Management**

*Corporate governance*: Board Structures & styles, corporate governance: Roles and Responsibilities of Directors, Role, Functions of Chairman, Role of CEO, Functions of CEO, CEO Succession Planning, CEO Compensation, Independent “Outside” Directors, Functions of the Board.

**Unit V Codes and Laws, Practices of Corporate Governance**

Self regulatory codes, Reports of committees on corporate governance, Corporate governance – Company Law, Not for profit Organizations – the Differences, Future of Corporate Governance in India

**Text Books:**

1. What Is Corporate Governance?, John L. Colley, Jr., Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius; McGraw-Hill
2. Corporate governance Principles, Policies and Practices, A.C. Fernando, Pearson Education.
3. Corporate governance Principles, Mechanisms and Practice, Swami (Dr.) Parthasarathy, biztantra, Indian Text Edition.

**Suggested Readings:**

1. Robert A.G. Monks & Nell Minow “Corporate governance”
2. Corporate Responsibility: A textbook on business ethic, governance, exact: Roles Responsibility Cannon Tom.
3. Corporate Social Responsibility: The Corporate Governance of the 21<sup>st</sup> century Ramon mullerat Danel Brennan
4. best Practice in Corporate Governance
5. Building repute & Sustainable success, Adrian Dareies

# **MBA 402: Project Planning and Control**

**L-3 T/P-0 Credits-3**

## **Objectives**

- Describe the importance of project management to modern organizations and demonstrate an understanding of the forces that have led to the development of project management as a professional discipline
- Define the roles of the project manager, functional manager, and executives in a project management environment
- To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.

## **Course Contents**

**Lectures-07**

### **Unit I Managing Project**

Definition, Functions, Evolution of Project Management, Classification of Projects, Project Life Cycle, the Phase of System Development Life Cycle Project Contracting

**Lectures-07**

### **Unit II Project Feasibility Study**

Market, Demand and Technical Analysis, Financial Analysis Evaluation of Project Proposals, Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis

**Lectures-07**

### **Unit III Project Planning**

Planning Fundamentals, Project Master Plan, Work Breakdown Structure and Other Tools of Planning, Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix.

**Lectures-07**

### **Unit IV PERT, CPM, Resource Allocation**

Tools and Techniques for Scheduling Development, Crashing of Networks, Time-Cost Relationship. Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting

**Lectures-07**

### **Unit V Managing Risks in Projects, Evaluation & Reporting**

Risk Concept & Identification, Project Management Information System, Project Evaluation & Reporting, Closing the Contract.

**Text Books:**

1. Sapru R.K., Project Management, Excel Books
2. Chandra Prasanna, Projects: Planning, Analysis , Selection, Implementation and Review, TMH

**Suggested Readings:**

1. Gopalakrishnan P. and Ramamoorthy V.E., Textbook of Project Management
2. Joy R. P Total Project Management: The Indian Context, Mac Millian India

# **MBA HR 404: Strategic Human Resource Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the paradigm shift in the management of human resources
- To highlight the human resource management to be dynamic rather than static
- To internalize the meaning, role, process and intervention in strategic human resource management
- To think strategically in human resource management for creating and sustaining competitive advantage for an organization

## **Course Contents**

**Lectures-07**

### **Unit I Strategic HRM and Environment**

The Concept of Strategic HRM in View of Current Business Realities Aligning Human Resources Strategies with Business Goals of Organizations. Traditional vs. Strategic HR, Typology of HR Activities, “Best Fit” Approach vs. “Best Practice” Approach. Environment: Technology and structure; Workforce diversity; Demographic changes Temporary and Contract Labour; Global Environment; Global competition Global sourcing of labour; WTO and labour standards

**Lectures-07**

### **Unit II Procurement and Development Strategies**

Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi Work Assignment; Telecommuting, Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams, Strategies for Employee shortage and Surplus, Psychological Contracting Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

**Lectures-07**

### **Unit III Evaluation and Compensation Strategy**

Performance Evaluation Strategies, Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions, Evaluating HRM Performance Employee Wastage and Turnover Rate, Cost of Absenteeism, Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay

**Lectures-07**

#### **Unit IV Retrenchment Strategies**

Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early Retirement plans; Project based employment Human Aspect of Strategic HRM: Behavioral issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

**Lectures-07**

#### **Unit V HR Scorecard**

HR as a strategic partner and measurement challenge, 8 step Model for implementing HR's strategic role, Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map

#### **Text Books:**

1. Charles R.Greer, "Strategic Human Resource Management", Pearson Education, New Delhi
2. Agrawal-Strategic Human Resource Management, Oxford Press

#### **Suggested Readings:**

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic Human Resource Management Randalls. Schuler & usas Jackson / Blackmeell pub. Oxford
3. Strategic Human Resource Management, Kesho Plashed. Macmillan

# **MBA HR 405: International HRM**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the concept of Human Resource Management from International perspective
- To understand the variables that moderate differences between domestic and International HRM
- To appreciate the HRM practices different countries follow with emphasis on international dimensions of HRM confronting organizations
- To understand issues, trends and practices in areas of international Procurement, Development and maintenance strategies

## **Course Contents**

**Lectures-07**

### **Unit I International HRM**

Conceptual Framework of IHRM, Difference Between Domestic and IHRM, IHR Policies, Organizational Process in International HRM, Role of Global HR Manager, IHRM Model.

**Lectures-07**

### **Unit II Functional Aspect of IHRM**

Recruitment, selection and staffing in International Context, training and Development of international staff, Compensation in International Context-objectives, approaches and practices across the countries.

**Lectures-07**

### **Unit III Global HR Issue**

Performance Management- Expatriate performance management, performance appraisal in international context, industrial relation in international context-objectives, approaches, Industrial Relation practices in- India, U.S., Japan and U.K.

**Lectures-07**

### **Unit IV IHRM and Organization**

Role of Culture in IHRM, Understanding Cultural Diversity in international organization- effects of cultural differences on work behaviors, implication on international management, inter-cultural communication.

**Lectures-07**

### **Unit V Special Issues in IHRM**

Women Expatriate, mergers ad acquisition and HRM, managing ethics in

international context.

**Text Books:**

1. K. Aswathappa, International Human resource Management : Text and Cases, Tata Mcgraw Hill.
2. Tony Edwards, Chris Rees, international Human resource Management, Pearson Education

**Suggested Readings:**

1. Dr. Nilanjan Sengupta, Dr. Mousumi S. Bhattachrya, International Human resource Management, Excel Books.
2. Peter J. Dowling, Denice E. Welch, International Human resource Management, Cengage Learning.
3. Monir Tayeb, International Human resource Management, Oxford University Press.



# **MBA HR 406: Industrial Relations & Labor Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the concept of Industrial Relations and its importance in Industry
- To appreciate different approaches to Industrial Relations and their impact on Industry's performance
- To understand the legislative concept and framework of labour laws in India
- To appreciate the importance of labour laws compliance, difficulties and practicality in managing industrial harmony

## **Course Contents**

**Lectures-07**

### **Unit I Industrial Relation – Conceptual Framework**

Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations, objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario.

**Lectures-07**

### **Unit II Industrial Democracy**

An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.

Workers participation in Management, concept, objectives, importance, forms of workers participation in Management. Quality of Work Life: concept, principles techniques for improving QWL.

**Lectures-07**

### **Unit III Trade Unions and Employers' Association**

Meaning, History of Trade, Functions and Importance of Trade Union, Negotiation and collective settlements, problems of Trade Union in India, Employer Association-concept.

**Lectures-07**

### **Unit IV Labor Laws**

Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution. The Factory Act -1948- definition, measures to be taken in factories for health, safety and welfare of labour, duties of occupier.

**Lectures-07**

### **Unit V Employee Benefits**

Minimum Wage Act- definition, object, scope; Workmen's Compensation Act-

definition, object ; Overview- Payment Wage Act, Employees Provident Fund Act, Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act.

**Text Books:**

1. Monappa Arun, industrial relations, Tata Mcgraw Hill, New Delhi
2. P. L. Malik's Handbook of labour and industrial law, Eastern Book Company.

**Suggested Readings:**

1. Kapoor N.D.: Handbook of labour and industrial law – Sultan Chand
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.
3. Dynamics of Industrial Relations, Mamoria CB, Himalaya Publishing House

# **MBA HR 407: Compensation Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To understand the concept of compensation management as a system to give support in rationalizing its logic in the organization
- To understand the steps and intricacies in designing and implementing the system
- To appreciate the key issues of the system related to rewards and contribution to performance in the organization
- To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.

## **Course Contents**

**Lectures-07**

### **Unit I Overview of Compensation Management**

Conceptual View of Compensation Management, Theories of Compensation Management, Compensation Management Strategies, Factors Influencing Compensation Management, Process of Compensation Management, Job Evaluation and Compensation

**Lectures-07**

### **Unit II Structural Design of Compensation Management**

Stake Holders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation, Compensation Planning: Level, Structure and System Design. Compensation Survey, Effectiveness of Compensation System. Behavioral Dimension of Compensation: Factors Influencing Effective Compensation, Motivation and Compensation, Employee Behavior and Compensation, Organizational Justice and Consequence of Dissatisfaction

**Lectures-07**

### **Unit III Performance Based Compensation and Benefits**

Concept of Performance Evaluation and Management, Performance Based Compensation Schemes, Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits, Rewarding Team, Special Pay Plans

**Lectures-07**

### **Unit IV Executive Compensation**

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation, Models of Executive Compensation, Executive Compensation System and Policy, Special Features: ESOPS; Taxation of Salary Income, Allowances, Perquisites and Retirement Benefits

**Unit V Managing Compensation System**

Union Role in Wages and Salary Administration, Compensation Legislation, Budget and Administration, International Pay System

**Text Books:**

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill

**Suggested Readings:**

1. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices” ICFAI
2. Dipak Kumar Bhattacharya “Compensation Management” Oxford
3. Chingos Peter T “Paying for Performance- A Guide to Compensation Management”

# MBA HR408: Global Cultural Management

L-3 T/P-0 Credits-3

## Objectives

- To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations
- To apply his /her understanding of cultural nuances to managerial / leadership effectiveness, interpersonal communication / negotiations, designing systems and structures, HR practices, etc.

## Course Contents

Lectures-07

### UNIT I Introduction to Culture

Understanding Culture – Introduction, Key Concepts, Determinants of Cultural Identity, Human and Cultural variables

Lectures-07

### UNIT II International Cultural Environment

Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: culture and management styles in selected countries, Cultural Orientation in International Business; cross cultural research methodology and Hofstede study, TE Hall

Lectures-07

### UNIT III Cross Cultural management

Study of national cultures, Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation

Lectures-07

### UNIT IV Implications for Management

Theory and Practice, Adjusting to the New Culture, Cultural Relativity of Management Theory, Competencies for Global Manager

Lectures-07

### UNIT V Diversity at Work

Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

**Text Books -**

1. Helen Deresky, International Management: Managing Across Borders and Cultures, Prentice Hall of India, 4th Edition.
2. S.C.Gupta, International HRM, Macmillan India Ltd. 2006.

**Reference Books –**

1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998
2. Monir H. Tayeb, International Human Resource Management, Oxford, 2008.

## **MBA FM-404: Management of Banking and Insurance**

**L-3 T/P-0 Credits-3**

### **Objective**

The objective of the course is to develop the skills required for understanding Banking and Insurance sector and how it works.

### **Course Contents**

**Lectures:07**

#### **Unit I Nature of Banking Services**

Banking services, Types of Banks, Types of Bank Deposits, Computation and Composition of Bank Deposits, Credit Policy : Components of Policy, Credit Culture.

**Lectures:07**

#### **Unit II Retail and Rural Banking**

Basics of Retail Banking, Forms and Emerging Issues, Sources of Rural Finance, Credit Delivery Mechanism, Rural Development Banks- **CARBD, SAA, NABARD**, Microfinance

**Lectures:07**

#### **Unit III Banking Operations and E-Banking**

Changing Nature of Banking Operations, Importance of Customer Relationship Management in Banks, E-Banking Strategies, Risk in E-Banking: Payment and Settlement Systems.

**Lectures:07**

#### **Unit IV Nature of Insurance and Legal Aspects**

Insurance Act 1938, General Insurance Business Insurance as a Social Security Tool, **IRDA** , Entry of Private Players into Insurance Business

**Lectures:07**

#### **Unit V Life Insurance and Non Life Insurance**

Life Insurance- Features, Calculation of Premiums, Different Plans, Non-Life Insurance-Types, Claim Settelement. LIC of India.

### **Text Books:**

1. Mishra M. N., Insurance Principles and Practices, S.Chand & Co.
2. Timothy and Scott, Bank Management, Thomson (South-Western), Bangalore

### **Suggested Readings:**

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli

2. Vasudev, E-Banking, Common Wealth Publisher: New Dehli
3. Life Insurance Corporation Act 1956



## **MBA FM-405 International Financial Management**

**L-3 T/P-0 Credits-3**

### **Objectives**

The objective of this paper is to give students an overall view of the International Financial System and how Multinational Corporation Operative.

### **Course Contents**

**Lectures-07**

#### **Unit-I Foreign Exchange Market**

Trans National Corporation (TNC) & its Operation Global financial Involvement Foreign Exchange Markets and Operations Exposures and Risk Management, Futures, Options, Swaps Exchange Rate Movements and Theories

**Lectures-07**

#### **Unit-II International Investments**

Direct Investments and Forms Portfolio Investments and Instruments ADS/ GDR/ FCCB/ Enquiry and Others Global Stock Markets

**Lectures-07**

#### **Unit-III International Financial Markets and Operations**

International Banking and Role of BIS Euro-Currency Markets Interest Rates – Currency Swaps Financial Innovations

**Lectures-07**

#### **Unit-IV TNC Financial Management**

International Cost of Capital MNC / TNC Capital Budgeting Transfer Pricing Global FDI Status and Movements Foreign Investments in India Indian Investments Abroad

**Lectures-07**

#### **Unit-V International Accounting and Taxation**

International Accounting & GAAP Taxation Including DTAA

### **Text Books:**

1. Bhalla V.K., International Financial Management: Text and Cases
2. Seth A.K., International Financial Management

### **Suggested Readings:**

1. Apte P.G., International Financial Management
2. Jain P.K., Josette Preyrard and Yadav Surendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

# **MBA FM 406: Merger, Acquisition & Corporate Restructuring**

**L-3 T/P-0 Credits-3**

## **Objectives**

- Recognize situations in which restructuring can add significant value or create opportunity
- Identify the best restructuring options for a specific problem or challenge
- Use financial valuation and credit analysis to measure the potential value gains available through restructuring
- Manage the complex accounting, tax, legal, and regulatory issues that characterize many restructuring actions, avoiding pitfalls that can delay or derail the process
- Implement an effective decision-making and execution process that enables you and your team to formulate and act on restructuring plans in a rational, systematic way

## **Course Contents**

**Lectures-07**

### **Unit I Corporate Restructuring**

Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale Forms & Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.

**Lectures-07**

### **Unit II Traget Valuations & Selection Process**

Different Methods of Valuation, Valuation on the Basis of Assets, Earnings etc. DCF Techniques, EVA, MVA , etc Dividend Decision.

**Lectures-07**

### **Unit III Funding of Merger & Acquisition & Performance Analysis**

Negotiation Approaches Determination of Swap Ratio & EPS analysis funding of Merger Post Merger Performance Measurement & Analysis.

**Lectures-07**

### **Unit IV Accounting And Tax Aspects of Merger & Acquisition**

Accounting Standards (AS-14) Taxation Issues Involved in merger & Acquisition.

**Lectures-07**

### **Unit V Legal Implications, Takeovers & Other Issues**

Legal Aspects of Mergers & acquisition Takeover Code Takeover Defense Mechanism Buyback of Shares Managing Post Merger Issues.

**Text Books:**

1. Verma J.C., Corporate Mergers, Amalgamations & Takeovers:
2. J.Fred Weston & Samuel C. Weaver. Merger & Acquisition, Tata McGraw Hill.

**Suggested Readings:**

1. Weston, Chung & Hoag Mergers Restructuring & corporate Control

# **MBA FM 407: Financial Derivatives Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

Options, futures and other derivatives securities are the fastest growing segments of the financial markets. The purpose of this course is to provide the conceptual basis for the valuation and use of futures and options in risk management.

## **Course Contents**

**Lectures-07**

### **Unit I Introduction**

Introduction to derivatives, Features and types of financial derivatives, History of derivatives market, various uses of derivatives.

**Lectures-07**

### **Unit II Future Markets**

Introduction, Types of financial futures contracts, evolution of future markets in India, Functions of future markets, future market trading mechanism.

**Lectures-07**

### **Unit III Forward Market**

Introduction and concept of forward contracts, features of forward contract. Differences between future contracts and forward contracts. Forward trading mechanism.

**Lectures-07**

### **Unit IV Options Market**

Introduction, concept and history of options, types of options- call and put options, American and European options, Exchange traded and over the counter traded options, Differences between options and Future contracts.

**Lectures-07**

### **Unit V Credit Derivatives**

Concept and features of credit derivatives, credit risk assessment, Growth of credit derivatives market, credit risk management, credit default swaps, total return swaps, benefits of credit derivatives, credit derivatives in India.

## **Text Books:**

1. Options, Futures and other Derivatives- John C Hull (Pearson Education)
2. Future and options- Vohra N.D. and Bagri

## **Suggested Readings:**

1. An Introduction to Futures, Forwards and swaps- Redhead Keith,
2. Financial Derivatives – Dr. S.L.Jain (Prentice Hall of India)

**OBJECTIVES:**

The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws having implications for various aspects of tax planning with a view to derive maximum possible tax benefits admissible under the law.

**Course Contents****Unit – I**

Lecture-7

Important Definitions, Residential Status and incidence of tax, Understanding the taxability of various components of salary, Allowances and perquisites. Basic tax planning in salary structures

**Unit II**

Lecture-7

tax planning of house property, Taxability of let out and self-occupied house property. Tax planning according to Depreciation rules. Computation of taxable income from business and profession, allowed and disallowed expenses, presumptive incomes.

**Unit III**

Lecture-7

Computation and exemptions of capital gains, Investment avenues to avoid capital gains. Tax planning regarding dividend, bank deposits, interest income, casual income and gifts.

**Unit – IV**

Lecture-7

Set off and carry forward of losses, deemed incomes. Tax planning regarding provisions of section 80. Provisions regarding TDS and advance tax, self assessment, Tax avoidance and Tax Evasion.

**Unit V**

Lecture-7

Introduction to wealth tax, Exempted wealth, Deemed wealth. Computation of net wealth, assessment of wealth tax. Tax planning regarding wealth tax.

**Text Books:**

1. Singhania, V. K., Taxman Direct Taxes Law and Practice, Taxman Delhi
2. Singhania V. K.; Kapil Singhania; Monika Singhania, Direct Taxes Planning and Management, Taxman Delhi

**References:**

1. Relevant ITR or CTR for Judgment of Supreme Court or High Court
2. Dr. Girish Ahuja, Dr. Ravi Gupta: Simplified Approach to Income Tax, Bharat Law House Pvt. Ltd.

# **MBA MKT 404: Product and Brand Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

The aim of the paper is to acquaint the students with concepts, Techniques and give experience in the application of concepts of product Management and Brand Building

## **Course Contents**

**Lectures-07**

### **Unit I New Product Planning**

New Product Planning, Strategic Product Planning, New Product Development Process, Launch Plan

**Lectures-07**

### **Unit II Researching and Designing New Product**

Conducting Market and Customer Analysis, Designing New Strategies, Target Customer and New Market, Managing Existing and Mature Product, Create and Manage Customer Demand

**Lectures-07**

### **Unit III Creating Brand Success and Building Brand Equity**

Strategic Success, Pioneer Advantage, Product Success, Product Failure, Success Brands, Common Sense Definitions, Other Approaches, Concept of Market Redefinition

Brand Equity: Equity Measurement-Cost Based Methods, Price-Based Methods, Customer-Based Brand Equity

**Lectures-07**

### **Unit IV Brand Identity, Positioning and Image**

Creation and Evaluation of Brand, Positioning the Brand, Importance of Brand Personality, Emotion-Centered Definitions, Brand Image, Brand Image and Celebrity, Brand Image and Imagery, Brand Image and User Status, Brand Image and Brand

**Lectures-07**

### **Unit V Brand Repositioning and Brand Extension**

Differentiating Brand From Competitors, Positioning, Repositioning.

Increasing Relevance to Consumer, Increasing Occasions for Use, Search for a Viable Position, Making the brand Serious, Falling Sales, Making the Brand Contemporary.

Brand Extension: Types of Brand Extension, Need for Three-Fold Classification, Need for brand extension, Pros and cons of Brand Extension, What to extend into parent – Extension Image fit Classic Paradox of Brand Extension.

## Image –Related Extensions, Examples of Image-Related Extensions

### **Text Books:**

1. Keller Kevin. L., Strategic Brand Management Pearson Prentice Hall
2. Dr. Anandan C., Product Management Tata McGraw-Hill Companies

### **Suggested Readings:**

1. Kap Ferer Jean-Noel, Strategic Brand Management, Global Business Press
2. Sengupta Subroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw

# **MBA MKT 405: Rural and Industrial Marketing**

**L-3 T/P-0 Credits-3**

## **Objectives**

- To develop understanding of Rural Markets in India particularly in view of social dynamics and various economic and operational gaps in these markets.
- To develop marketing skills appropriate to rural consumers and environment for achieving efficiency in operations.
- To provide complete knowledge of Industrial Markets, their process of buying and the distinguishing factors as compared to consumer markets.
- To enable students to appreciate the differences and formulate strategies for industrial marketing.

## **Course Contents**

**Lectures-07**

### **Unit I Rural Marketing, Environment and Rural Consumer**

Definition, Features and Relevance of Rural Marketing, Indian Rural Markets: Potential and Prospects. Opportunities and Challenges, Profile of Environment, Factors Contributing to Changes in Rural Markets, Customer Analysis and Rural Market Segmentation, Lifestyle of Rural Consumer; Influences and Consumer Behavior, Problems and Constraints, Rural Marketing Mix and various Promotional Tools

**Lectures-07**

### **Unit II Rural Marketing Strategies and Competitive Strategies**

Product and Services in Rural Marketing, Value Offerings. Product and Price as Strategic Variables, Product Profile or Specific Product such as Fertilizers, Seeds, Pesticides and Other Durables, Price Issues, Distribution Strategies, Communication and Sales Management issues as a competitive strategy for the Rural Markets, Entry Strategy and Challenges and Problems, Social Marketing : Corporate Social Responsibility in Rural Market

**Lectures-07**

### **Unit III Industrial Market and Industrial Customer**

The Industrial Marketing System, Participants, Channels, Relationships, Distinguishing Characteristics of Industrial & Consumer Marketing, The Industrial Marketing Concept, Market Definition, Mission and the Business Philosophy, Market Levels and Product Types Derived Demand, Environmental Forces Influencing Demand, The Industrial Customer, Buyer Motives, Purchasing by Public Institutions, Buyer Characteristics, Types of Purchasing Organizations



**Unit IV Organizational Buying Process, Segmentation and Product Development**

Purchasing System, Buying Situations, Evaluating Vendor Capability, Performance, Vendor Analysis, Segmenting Organizational Markets, Key Information Sources, SIC System, Bases of Segmentation, Macro, Micro, Industrial Product Policy, Product Evaluation Matrix, New Product Development Process and Adoption Process

**Unit V Industrial Marketing Channels, Price, Promotion Strategies**

Distributors Profile, Responsibilities, Classifications, Manufacturer's Representative, Other Industrial Middleman, Channel Alternative Approaches, Role of Advertising Publicity, Personal Selling-Buyer Seller Interactions, Personnel Profile, Selection, Supervision, Compensation, Sales Promotion and Public Relations

**Text Books:**

1. Kashyap, Pradeep and Siddhartha Raut, The Rural Marketing book, Biztantra Publications
2. Hawaldar., Industrial Marketing, Tata Mc Graw Hill

**Suggested Readings:**

1. Krishnamacharyulu, C.S.G., Rural Marketing, Pearson Education
2. Ghosh, P.K., Industrial Marketing

# **MBA MKT 406: International Marketing Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

This course will introduce students to marketing in an international context. It is designed to enable students to acquire expertise in developing marketing strategies for countries other than their own land thereby to understand market considerations in an international environment and evaluate strategic options in the implementation of international marketing program.

## **Course Contents**

**Lectures-07**

### **Unit I International Marketing and Environment**

Importance of International Marketing, How is it different from Domestic Marketing, International Marketing Concept, Drivers of international Expansion, Protectionism & Liberalization, The Economic Environment, Legal Environment, Social/Cultural Environment, Competitive Environment, Alternatives and Identifying Foreign Market Potential.

**Lectures-07**

### **Unit II Overseas Marketing and Market Entry Strategies**

Understanding Customer's Buying Behavior in Different countries, Factors Influencing Buyer Behavior, Using Marketing Research to identify opportunities, Similarities and differences, International constraints & barriers – Tariff and Non-Tariff, Deciding on the International Entry Modes, Factors Influencing Choice of Entry Mode.

*Strategic Alliances:* Manufacturing, Marketing and Distribution Alliances

**Lectures-07**

### **Unit III International Product Development & Pricing Strategies**

International Product and Service Strategies: The New Product Planning & Development Process, The international PLC Concept, Managing the International Product and Service Mix, New Product Success or Failure, Product Standardization & Adaptation, Branding Strategies & Packaging Decisions, Pricing decisions for international Markets: Pricing Objectives, Factors Affecting Pricing Decisions, Various Pricing Approaches for International Market, Feasibility of Marginal Cost Pricing, Terms of Payment in International Transactions.

**Lectures-07**

### **Unit IV International Distribution and Promotion Strategies**

Foreign Market Channel Management, Channel Members-Expectations and Performance,

Types of international Distribution Channels, The Strategic and Tactical use of Distribution to gain Competitive Advantage, International Logistics, International Retailing,

Integrated Marketing Communications and International Advertising: International promotional mix, International Publicity, Public Relations and Sales Promotion Strategies, Barriers to international communications, Standardization Vs Customization of promotional efforts

#### **Lectures-07**

### **Unit V International Marketing Strategies & Challenges before International Marketing**

Formulating a Marketing Plan, Evaluating and Controlling International Marketing Strategy, Challenges Ahead, Preparing for Future Challenges

#### **Text Books:**

1. Dana-Lascu Nicoleta, International Marketing, Biztantra Publication.
2. Philip R Cateora, John L Graham, Prashant Salwant, International Marketing, Tata McGraw-Hill Companies .

#### **Suggested Readings:**

1. Hollensen Svend, Benerjee Madhumita, Global Marketing , PHI Publisher
2. Joshi Mohan Rakesh, International Marketing, Oxford University Press

# **MBA MKT 407: Customer Relationship Management**

**L-3 T/P-0 Credits-3**

## **Objectives**

- Need and objective of the customer relationship management in competitive world
- Technology and process to build stronger relationship with customer
- Gain insight into building value for customer
- Retention of customer and building customer loyalty

## **Course Contents**

**Lectures-07**

### **Unit I Introduction and Role of CRM**

Meaning and Need of CRM in Current Scenario, Role and Importance of CRM, Major Benefits of CRM, CRM Strategy is the Best Strategy, CRM Rewards, CRM-Marketing & Relationship marketing, types of CRM

**Lectures-07**

### **Unit II Process and Practice of CRM**

CRM as a Marketing Tool, Decision Support System to CRM, CRM Software how to Choose the Best, Data Analysis Techniques for CRM, CRM Measurement

**Lectures-07**

### **Unit III CRM Evolution and Challenges**

Reasons for Growth of CRM, Traditional Business Methods and Process, Customer Service and CRM, Ethics and Legalities of Data Use, Developing & deploying CRM strategies

**Lectures-07**

### **Unit IV Complaint Handling and Retention of Customer**

Customer Life Cycle, Customer Satisfaction and Loyalty, Customer Complaint and Defection, CRM Initiative to Retention of Customer

**Lectures-07**

### **Unit V Web Based CRM and Internet Marketing**

CRM on the Internet, Choosing the Right Vehicle, E-commerce and Internet Marketing, Managing Conflicts, Building CRM Strategy

## **Text Books:**

- 1 Kristin Anderson, Carol Kerr “Customer Relationship Management”

- 2 Federico Rajola “Customer Relationship Management Organizational and Technical Perspective”
- 3 CRM: concepts and applications(Kumar sinha sharma)biztantra

**Suggested Readings:**

1. HBR on Customer Relationship Management by CK Prahalad (2009)
2. Paul Greenberg “CRM at Speed of light”
3. Don Popper and Martha Roger “Managing Customer Relationship: A strategic Frame Work”
4. CRM : by sheth.Jagdish N (TMH)

## **MBA MKT 402: E Commerce**

**L-3 T/P-0 Credits-3**

### **Objectives**

To provide all the conceptual knowledge about E-Commerce practices to the students.

To enable students to understand modern technology in Commercial Operations.

### **Course Contents**

**Lectures-07**

#### **Unit I Introduction to e-Commerce**

Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.

Network Infrastructure for e-commerce : Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet.

**Lectures-07**

#### **Unit II E-commerce Models**

Business to Consumer (B to C) model – Basic idea, major activities, major challenges. Models of B to C [portals, e-tailer, content provider, transaction broker]. Business to Business (B to B) model – Basic idea, major activities, types of B to B market [independent, buyer oriented, supplier oriented, vertical and horizontal e-market place]. Other models – Business to Government (B to G), Consumer to Consumer (C to C), Consumer to Business (C to B).

**Lectures-07**

**Unit III E-Advertising, Marketing & E-CRM :** The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

E-CRM : Concept & definition, features, Goals of E-CRM business framework, Three phases of E-CRM, Types of E-CRM, Functional Components of E-CRM, Strategies for E-CRM solutions.

**Lectures-07**

#### **Unit IV Electronic Payment Systems & EDI**

Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a

Payment System.

Electronic Data Exchange EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.

**Lectures-07**

**Unit V Introduction to ERP & E-security**

Concept & definition, features, major characteristics, levels of ERP, Benefits of ERP, Enterprise potentials of ERP, Modules of ERP, Phases of ERP implementation, Limitations of ERP.

E-Security : Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

**Text Books:**

1. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003.
2. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.

**References :**

1. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
2. Bharat Bhaskar: Electronic Commerce, Tata Mc-Graw-Hill, New Delhi, 2003.
3. Perry: E-Commerce, Thomson Publications, New Delhi, 2003.
4. Elias M.Awad: Electronic Commerce, Prentice-Hall India, New Delhi, 2002.

# **MBA IT 404: Big Data and System Analytics**

**L-3 T/P-0 Credits-3**

**Course Objectives:** The course will enable the student to:

1. Have an insight of the systems concept and the process involving the analysis and design of the same.
2. Understand the systems implementation and scheduling.

**Course Content:**

## **UNIT I Overview of Information System Development Lectures: 9**

Overview of Information System Development: What is a – Business System Concepts – Information system – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development. Managing Application Development: How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

## **UNIT II Requirement Analysis Lectures: 10**

Requirement Analysis: What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. **Structured Analysis:** Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions.

## **UNIT III Prototyping Lectures: 7**

Prototyping: Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies. Case Tools: Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

## **UNIT IV System Design Lectures: 7**

System Design: Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design. Output Design: Objectives – types of output – Key output questions – presenting information – Input Design: Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

## **UNIT V Quality Assurance, System Testing and Implementation Lectures: 7**

Quality Assurance, System Testing and Implementation: Levels – Testing verification,



validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit. Case and Problems

**Text Books:**

1. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999
2. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.

**Reference books:**

1. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
2. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.
3. Awaqd E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.

# **MBA IT 405: Managing Digital Platforms**

**L-3 T/P-0 Credits-3**

## **Course Objectives:**

This course will enable the student to:

1. To understand the Need and Significance of IT resource in management of digitally enabled platforms for commercial activities
2. Understand the process of determining IT and Information System's Resource Needs in web based business
3. IT & Information Systems resources applications and issues faced during the process

## **Course Contents:**

### **UNIT I : Introduction**

**Lecture 8**

Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries, growth, forecasts, trends, key players, reasons for their success etc. IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How

### **UNIT II: Innovation Management-issues and challenges**

#### **Lecture 8**

Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc

### **UNIT III: IT Resource Management-I**

**Lecture 8**

Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models, Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity

### **UNIT IV: IT Resource Management-II**

**Lecture 8**

Introduction to IT and Information System Resource Management, Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.

### **UNIT V: IT resources-determinants, challenges**

**Lecture 8**

Determining IT and Information System's Resource Needs: Needs Analysis, planning , System Cost Justifying and Investments, Automation and Artificial Intelligence

**Text Books:**

1. IT Infrastructure & Management , Phalguni Gupta, Surya Prakash, Umarani, Jayaraman
2. Managing the IT Resource: Leadership in the Information Age by Luftman Pearson

**Reference Books:**

1. Managing IT Infrastructure – TMI
2. A Guide to PMBoK- Project Management Institute

# **MBA IT 406: Strategic Information Technology Management**

**L-3 T/P-0 Credits-3**

## **Course Objectives:**

This course will enable the student to:

1. To understand the strategic use of Information Technology for Competitive Advantage
2. To understand Emerging trends of information technology to devise organization /business strategy

## **Course Content:**

### **UNIT I :Information Technology as competitive advantage**

**Lecture 8**

Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages

### **UNIT II: Information Technology and Business process**

**Lecture 8**

ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering

### **UNIT III : Information and business decision making**

**Lecture 8**

Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage

### **UNIT IV: IT as strategic tool**

**Lecture 8**

Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy

### **UNIT V : IT as strategic tool-recent trends**

**Lecture 8**

Technology Trends Emerging trends of information technology to devise business strategy, • Web related technologies, web media, how to use world wide web for business and marketing purpose • Mobile technology impact of mobile technologies on business and mobile strategy for a business

**Text Books:**

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson

**Reference Books:**

1. A Guide to Expert Systems by Donald Waterman
2. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3. Strategic Technology Management by Betz

# **MBA IT 407: Network Application and Management**

**L-3 T/P-0 Credits-3**

**Course Objectives:** The course will enable the student to:

3. Have an insight of the network application concept and the process involving the analysis and design of the same.
4. Understand the systems implementation and scheduling.

**Course Content:**

## **UNIT I A System Approach To Network Design And Requirement Analysis**

**Lectures: 9**

Introduction-Network Service And Service Based Networks- Systems And Services- Characterizing The Services. Requirement Analysis: Concepts – Background – User Requirements- Application Requirements- Host Requirements-Network Requirements – Requirement Analysis: Guidelines – Requirements Gathering And Listing- Developing Service Metrics To Measure Performance – Characterizing Behavior- Developing Performance Threshold – Distinguish Between Service Performance Levels.

## **Unit II Flow Analysis**

**Lectures: 10**

Individual And Composite Flows – Critical Flows - Identifying And Developing Flows – Data Sources And Sinks – Flow Models- Flow Prioritization – Flow Specification Algorithms – Example Applications Of Flow Analysis

## **Unit III Logical Design**

**Lectures: 7**

Background- Establishing Design Goals- Developing Criteria For Technology Evolution- Making Technology Choices For Design-Case Study- Shared Medium- Switching And Routing: Comparison And Contrast- Switching- Routing-Hybrid Routing/Switching Mechanisms – Applying Interconnection Mechanism To Design – Integrating Network Management And Security Into The Design- Defining Network Management- Designing With Manageable Resources- Network Management Architecture- Security- Security Mechanism- Examples- Network Management And

## **Unit IV Network Design: Physical, Addressing And Routing Lecture-7**

Design Concepts – Design Process - Network Layout – Design Traceability – Design Metrics – Logical Network Design – Topology Design – Bridging, Switching And Routing Protocols- Physical Network Design – Selecting Technologies And Devices For Campus And Enterprise Networks – Optimizing Network Design

## **Unit V Network Management And Snmp Protocol Model**

**Lectures: 7**

Network And System Management, Network Management System Platform; Current Snmp Broadband And Tmn Management, Network Management Standards. Snmpv1, Snmpv2 System Architecture, Snmpv2, Structure Of Management Information. Snmpv2 – Mib – Snmpv2 Protocol, Snmpv3- Architecture, Application, Mib, Security User Based Security Model, Access Control Rmon

**Text Books:**

3. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999
4. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.

**Reference books:**

4. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
5. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.
6. Awaqd E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.

## **MBAIT 408: ERP-System Administration II**

L-3 T/P-0 Credits-3

### **Course Objectives:**

this course will enable the student to:

1. To develop an understanding about ERP
2. Understand the role of ERP in related areas
3. Comprehend and understand its future directions

### Unit 1

*ERP – A Manufacturing Perspective:* Role of Enterprise Resource Planning (ERP) in manufacturing, Computer Aided Design/Computer Aided Manufacturing (CAD/CAM), Manufacturing and Production Planning Module of an ERP System , Distribution Requirements Planning (DRP), Just-in-Time(JIT) & KANBAN - Kanban; Benefits of JIT; Potential Pitfalls of JIT; Kanban, Product Data Management (PDM)- Data Management, Process Management; functions of PDM; Benefits of PDM, Manufacturing Operations- Make-to-Order (MTO) and Make-to-Stock (MTS); Assemble-to-Order (ATO); Engineer-to-Order (ETO); Configure-to-Order (CTO)

### Unit 2

*ERP: A Purchasing Perspective:* Role of ERP in Purchasing, Purchase Module: Features of purchase module; Benefits of purchase module, ERP Purchase System

### Unit 3

*ERP: Sales and Distribution Perspective:* Role of ERP in Sales and Distribution, Sub-Modules of the Sales and Distribution Module: Master data management, Order management, Warehouse management, Shipping and transportation, Billing and sales support, Foreign trade, Integration of Sales and Distribution Module with Other Modules

### Unit 4

*ERP: An Inventory Management Perspective:* Role of ERP in Inventory Management: Features of ERP inventory management system; Benefits of ERP inventory management system; Limitations of ERP inventory management system, Importance of Web ERP in



Inventory Management, ERP Inventory Management Module, Sub-Modules of the ERP Inventory Management Module, Installation of ERP Inventory Management System, Failure of ERP Inventory Installation

#### Unit 5

*ERP: An CRM Perspective:* Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence. *Future Directions in ERP:* New Trends in ERP, ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business