



JK Lakshmipat University

Laliya Ka Vas, P.O. Mahapura, Ajmer Road, Jaipur – 302026

Ph: 91-141-2259500/501/503/504

INSTITUTE OF MANAGEMENT

**Master of Business Administration
(Integrated- Dual Degree Programme)**

**Batch 2013-18
1st to 10th Semesters**

**Detailed Syllabus
&
Scheme of Examination**



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INSTITUTE OF MANAGEMENT

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1st to 4th Semesters

Detailed Syllabus & Scheme of Examination

Having been approved by
the Board of Studies at
Academic Council, JK
Syllabi at scheme of
Examination is approved
for implementation.

[Signature]
12/7/2013
Vice Chancellor

To
The VC
JKLU

[Signature]
Director - I
Academic Section

Please find herewith the first, second, third and fourth Semesters
Courses of Master of Business Administration (Integrated - Dual degree
2013-2018) which are thoroughly discussed and deliberated upon
in the Faculty Meeting of the Institute of Mgt.
Recommended and forwarded for your kind approval.

[Signature]
12/7/2013



Curriculum for MBA-Integrated Programme (Batch 2013-18)

Semester I			Semester II		
Course Code	Course Title	Credit	Course Code	Course Title	Credit
BBA011	Foundation of Management	4 A	BBA021	Organisation Structure and Design	4
BBA012	Financial Accounting	4 B	BBA022	Basic Communication Skills	4
BBA013	Introduction to Statistics	4	BBA023	Business Mathematics – I	4
BBA014	Indian Business Framework	4	BBA024	Computer Applications in Business	4
BBA015	Introduction to Micro Economics	4	BBA025	Introduction to Macro Economics	4
BBA016	Introduction to Social Psychology	4	BBA026	Introduction to Industrial Psychology	4
BBA017	Comprehensive Viva (CV)	1 D	BBA027	Comprehensive Viva (CV)	1

Semester III			Semester IV		
Course Code	Course Title	Credit	Course Code	Course Title	Credit
BBA031	Human Resource Management	4	BBA041	Introduction to Information Systems	4
BBA032	Introduction to Costing	4	BBA042	Introduction to Taxation	4
BBA033	Business Mathematics – II	4	BBA043	Research Methods	4
BBA034	Introduction to Database System Concepts	4	BBA044	Advertising and Sales Promotion	4
BBA035	Principles of Marketing	4	BBA045	Introduction to Indian Economy	4
BBA036	Creativity and Innovation	4	BBA046	Principles of Operations Management	4
BBA037	Summer Internship Project	2	BBA047	Comprehensive Viva (CV)	1
BBA038	Comprehensive Viva (CV)	1			

Semester V			Semester VI		
Course Code	Course Title	Credit	Course Code	Course Title	Credit
BBA051	Culture, Ethics and Values	4	BBA061	Entrepreneurship	4
BBA052	Business Finance	4	BBA062	Indian Financial Systems	4
BBA053	IT Applications in Business	4	BBA063	Organisational Culture	4
BBA054	Management Accounting	4	BBA064	Soft Skills Development	4
BBA055	Understanding Consumer Behaviour	4	BBA065	Foreign Language	4
BBA056	Summer Internship Project	2	BBA066	Managing Social Projects	4
BBA057	Comprehensive Viva (CV)	1	BBA067	Comprehensive Viva (CV)	1

Note: The curriculum for Semesters VII, VIII, IX and X of this programme will be the same as offered in MBA (Full Time Residential) programme of the University.



STRUCTURE OF QUESTION PAPER:

The question paper will comprise of two sections, A and B. Section A will be of 30 marks and section B will be of 20 marks. Section A will have 5 conceptual questions out of which a student will be required to attempt any 3 questions. Section B will have case study/practical problems and will be compulsory.

EXAMINATION SCHEME:

Sr. No.	Evaluation Component	Duration	Marks (100) (%)
1.	Mid Term Exam	2 hours	20%
2.	End Term Exam	3 hours	50%
3.	Continuous Evaluation (Quizzes, Assignments, Presentations, Class Participation)	-	30%



FOUNDATION OF MANAGEMENT

Course Code	:	BBA011
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Concepts of Management: Functions and responsibilities of managers, Fayol's principles of management, management thought; the classical school, the human relations school, systems theory, contingency approach, developing excellent managers.

Planning: Nature and purpose of planning, the planning process, principles of planning, types of planning, advantages and limitations of planning, concept of objectives and types of objectives.

Organizing: Nature and purpose of organizing, process of organizing, span of management, determinants of span of management, principles of organizing, departmentalization, delegation and decentralization.

Directing and Leading: Requirements of effective direction, giving orders, motivation, nature of leadership, leadership and management.

Controlling: Concept and process of control, need for control, types of control methods, and essentials of effective control, benefits and problems in the control system.

Social Responsibilities of the Business: Meaning, social responsibilities of the business towards different groups, social performance of business in India, social audit, business ethics and corporate governance.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Gain understanding of the functions and responsibilities of the managers.
2. Learn tools and techniques to be used in the performance of managerial jobs.
3. Analyze and understand the environment of the organization.

TEXT BOOK:

- Tripathy, P.C. and Reddy, P. N. (2008). *Principles of Management, 4e*. New Delhi: McGraw Hill.

REFERENCE BOOKS:

1. Koontz, H. and Weihrich, H. (1988). *Management, 9e*. New York: McGraw Hill.
2. Stoner, James A. F. and Freeman, R. E. (1989). *Management, 6e*. New Delhi: Prentice Hall of India.
3. Bateman, T. S. and Snell, S. A. (2009). *Management: Leading and Collaborating in a Competitive World, 8e*. McGraw Hill Irwin.
4. Daft, R. L. (2009). *Principles of Management*. New Delhi: Cengage Learning.
5. Schermerhron, J. R. (2009). *Introduction to Management, 10e*. New Delhi: Wiley India.

SESSION PLAN:

Session No.	Topic/Sub Topic	Session details	
1-2	Concepts of management: Functions and responsibilities of managers	Text book	Ch-1
3-4	Principles of management and visiting various schools of management thoughts in developing Excellent managers	Text book Koontz & Weihrich	Ch-2 P.18- 27
5	Planning: Nature and purpose of planning	Text book	Ch-4
6-7	Planning process and principles	Text book	Ch-4
8-9	Types of planning, advantages and disadvantages of planning	Text book	Ch-4
10-11	Concept of objectives and types of objectives, Case analysis	Text book	Ch-4
12	Organizing: Nature and purpose of organizing	Text book	Ch-7
13	Process of organizing	Text book	Ch-7
14-15	Span of management and determinants of span of management	Text book	Ch-7
16	Principles of organizing	Text book	Ch-7
17-18	Departmentation, delegation and decentralization. Case analysis	R.L Daft Text book	Pg.291 Ch-8
19-20	Directing and leading: Requirements of Effective directions	Text book	Ch-15
21	Giving orders, motivation	Text book	Ch-15
22-23	Nature of leadership, leadership and management	Text book	Ch-17
24	Recapitulation and case discussion	Case	
25	Controlling: Concept and process	Text book	Ch-18
26-27	Need for controlling and types of control methods	Text book	Ch-18
28	Essentials of effective control	Text book	Ch-18
29-30	Benefits and problems in control systems. Case analysis	Text book	Ch-18
31	Case analysis	Text book	Ch-4
32	Social responsibilities of business: Meaning	Text book	Ch-3
33	Social responsibility of business towards different groups	Text book	Ch-3
34	Social performance of business in India	Text book	Ch-3
35	Social audit	Text book	Ch-3
36	Business ethics and corporate governance	Text book	Ch-3
37-40	Presentations		

FINANCIAL ACCOUNTING

Course Code	:	BBA012
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Importance of Accounting in various functional areas, Various kinds of Accounting, Definition, scope and objectives of Financial Accounting, Scope, objectives of Financial Accounting

Accounting Cycle : Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance, Capital and Revenue Items, Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, Adjustment Entries.

Conceptual Framework: Concepts & Conventions, Indian Accounting Standards, International Accounting Standards, Provisions of Indian Companies Act (relating to preparation of books of accounts)

Depreciation, Reserves & Provisions: Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM), Revaluation of Assets, Different kinds of Reserves, Provisions and its requirement.

Introduction to Company Final Accounts: Important provisions of Companies Act, 1956 in respect of preparation of Final Accounts, Understanding of final accounts of a Company.

Computerized Accounting: Computers and Financial application, Accounting Software packages.

LEARNING OUTCOMES

1. Students should be able to prepare profit and loss account, balance sheet, bank reconciliation and cash book.
2. They should have understanding of Concepts, Conventions, Accounting Standards, which form the accounting environment.

TEXT BOOK:

- Chowdhry, A. *Fundamentals of Accounting & Financial Analysis*. Pearson Education.

REFERENCE BOOKS:

1. Agarwal, R.& Srinivasan, R. *Accounting Made Easy*. New Delhi: Tata McGraw-Hill.
2. Gupta, A. *Financial Accounting for Management*. New Delhi: Pearson Education.
3. Maheshwari, S. N. *Financial Accounting for Management*. New Delhi: Vikas Publishing.



SESSION PLAN:

Session	Topic	Reference and Methodology
1	Importance of Accounting in various functional areas	Study Material & Discussion
2	Various kinds of Accounting, Definition	Study Material & Discussion
3	scope and objectives of Financial Accounting	Study Material & Discussion
4-10	Accounting Process, Journals	Practice Exercises
11-12	Subsidiary Books, Ledger	Practice Exercises
13-16	Cash Book, Bank Reconciliation Statement	Practice Exercises
17-18	Trial Balance, Capital and Revenue Items	Practice Exercises
19-25	Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business	Practice Exercises
26-27	Adjustment Entries	Study Material and Practice Exercises
28	Concepts & Conventions	Study Material and Discussion
29-30	Indian Accounting Standards	Study Material and Discussion
31-32	International Accounting Standards	Study Material and Discussion
33	Provisions of Indian Companies Act (relating to preparation of books of accounts)	Study Material and Discussion
34-35	Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM), Revaluation of Assets,.	Practice Exercises
36	Different kinds of Reserves, Provisions and its requirement	Study Material and Discussion
37-38	Important provisions of Companies Act, 1956 in respect of preparation of Final Accounts, Understanding of final accounts of a Company.	Study Material and Discussion
39-40	Computers and Financial application, Accounting Software packages	Practical Exercises on Computer

INTRODUCTION TO STATISTICS

Course Code	:	BBA013
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Statistics: Importance, Scales of Data, Data Classification and Presentation, Frequency Distribution

Measures of Central Tendency: Central Tendency, Measures and Applications, Prerequisites for an ideal measure, Mathematical Averages (Arithmetic Mean, Geometric Mean, Harmonic Mean), Positional Averages (Median and Mode), Partition Values (quartiles, deciles, percentiles)

Measures of Dispersion: Dispersion and its measures, Properties of a good measure, Range, Interquartile range, standard deviation, variance, coefficient of variation, measures of skewness and kurtosis

Exploratory Data Analysis: Five-number summary, Box plots, Descriptive Statistics

Probability Distributions: Concept, Discrete and Continuous Probability Distributions (Binomial, Poisson, Normal), Checking for normality

Sampling Distributions and Estimating: Sample and Sampling terminology, sampling distributions, population point estimates, confidence intervals

Introduction to Parametric and Non-Parametric Hypothesis Testing: Hypothesis statements, One and two sample tests, Significance level, one and two tail tests, choosing an appropriate test, T-test, Z-test, F test, Chi-square, ANOVA

Linear Correlation and Regression Analysis: Scatter Plot, Covariance, Pearson's Correlation Coefficient, Spearman's rank correlation, Fitting line to sample data, Sum of squares, Regression assumptions, Test model reliability

Statistics using MS-Excel/SPSS: Using Data Analysis ToolPak add-in with MS-Excel, Using SPSS

LEARNING OUTCOMES:

After successful completion of the course, the student should be able to –

1. Understand the importance of statistics for managers,
2. Present data in various forms,
3. Compute various statistics and draw inferences from them,
4. Use MS-Excel for performing statistical data analysis.

TEXT BOOK:

- Levin, Richard, L. and Rubin, D.S. (2010). *Statistics for Management, 7e*. New Delhi: Pearson.



REFERENCE BOOKS:

1. Sharma, J.K. (2009). *Business Statistics, 2e*. New Delhi: Pearson Education.
2. Gupta, S.C. (2009). *Fundamentals of Statistics*. Mumbai: Himalaya.

SESSION PLAN:

Session	Topic	Session Details	
1-2	Introduction to Statistics	Text Book	Chapter 1
3-5	Data Classification and Presentation	Text Book	Chapter 2
6-7	Tabulation of data and Frequency Distribution	Text Book	Chapter 2
8-10	Measures of Central Tendency	Text Book	Chapter 3
11-12	Introducing Measures of Dispersion	Text Book	Chapter 3
13-15	Variance, Standard Deviation	Text Book	Chapter 3
16-18	Exploratory Data Analysis	Lecture Notes	
19-20	Concept of Probability	Text Book	Chapter 4
21-23	Probability Distributions	Text Book	Chapter 5
24-26	Sampling Distributions and Estimating	Text Book	Chapters 6,7
27-30	Parametric Hypothesis Testing	Text Book	Chapter 8,9,11
31-34	Non-Parametric Hypothesis Testing	Text Book	Chapters 11,14
35-38	Correlation & Regression Analysis	Text Book	Chapter 12
39-40	Statistics using MS-Excel	Practical Exercises on MS-Excel	



INDIAN BUSINESS FRAMEWORK

Course Code	:	BBA014
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Organisation of Business: Business organisation and Service Organisation. Role of Business, Business Model, Nature of a business, Producing Goods and Services, Profit, Employment, Incomes, Choice, Innovation, Entrepreneurship and risk, wealth Creation through Business, Viewpoint of Business,

Classification of Business : size, small to medium enterprises (SMEs), large local, national, global industry primary, secondary, tertiary, legal structure – sole trader, partnership, private company, public company, government enterprise; Guiding Factors of a structure of Business.

Legal Structure: size, ownership, finance, tax consideration, External influences – economic, financial, geographic, social, legal, political, institutional, technological, competitive situation, markets

Business Influences: Products, location, resources, management and business culture, Stakeholders of the business, Consideration for involving with the business, Remedy with the stakeholders during default of the business, business growth and decline stages of the business

Life cycle Challenges: Growth, maturity post-maturity responding to challenges at each stage of the business life cycle factors that can contribute to business decline voluntary and involuntary cessation – liquidation

LEARNING OUTCOMES:

Students will

1. Understand different business structure prevailing in our country
2. Understand the role of Stakeholders in the business
3. Appreciate environmental factors relating to the business.

TEXT BOOK:

- Pradip Khandwala (2003). *Lifelong Creativity: An Unending Quest*. Tata Mcgrawhill, New Delhi

REFERENCE BOOKS:

1. H.N. Tiwari and Puneet Mohan (2008). *Business Studies*. Sun India Publication
2. C.B.Gupta (2012). *Business Studies*. Mcgrawhill Education
3. Tulsian P.C. (2009). *Business Studies*. Ratna Sagar Private Limited

SESSION PLAN:

Session No.	Topic	Session Details
1-2	Organisation of Business: Business organisation and Service Organisation.	Text Book/ Presentation
3-4	Role of Business, Business Model	Text Book/ Presentation
5-7	Nature of a business, Producing Goods and Services,	Text Book/ Presentation
8-10	Profit, Employment, Incomes,	Text Book/ Presentation
11-14	Choice, Innovation, Entrepreneurship and risk, wealth Creation through Business,	Text Book/ Presentation
15	Viewpoint of Business,	Text Book/ Presentation
16-19	Classification of Business : size , small to medium enterprises (SMEs), large local, national, global industry primary, secondary, tertiary,	Text Book/ Presentation
20-23	legal structure – sole trader, partnership, private company, public company, government enterprise;	Text Book/ Presentation
24-26	Guiding Factors of a structure of choice of Legal Structure : size, ownership, finance , tax consideration ,	Text Book/ Presentation
27-30	External influences – economic, financial, geographic, social, legal, political, institutional, technological, competitive situation, markets	Text Book/ Presentation
31-32	Internal influences – products, location, resources, management and business culture, Stakeholders of the business, Consideration for involving with the business,	Text Book/ Presentation
32-34	Remedy with the stakeholders during default of the business,	Text Book/ Presentation
35	business growth and decline stages of the business life cycle establishment ,	Text Book/ Presentation
36-38	growth , maturity post-maturity responding to challenges at each stage of the business life cycle factors that can contribute to business decline.	Text Book/ Presentation
39	voluntary and involuntary cessation – liquidation	Text Book/ Presentation
40	Review	Text Book/ Presentation

INTRODUCTION TO MICRO ECONOMICS

Course Code	:	BBA015
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Business Economics and Economics: Definition, Nature and Difference between Economics and Business Economics

Some fundamentals Concepts used in Business Decision: Opportunity Cost, Time Value of Money, Marginal and Incremental Concepts, Optimization Rule

Analysis of Individual Demand: Cardinal Utility Approach, Diminishing Marginal Utility, Law of Equi Marginal Utility, Ordinal Utility Approach, Consumer Equilibrium, Concept of Consumer Surplus

Demand Side of the Market: Meaning of Demand, Determinants of Demand, Law of Demand, Change in Quantity Demanded Vs Change in Demand

Elasticity of Demand: Types of Elasticity of Demand, Measurements, Factors Affecting and Importance of the Elasticity of Demand

Supply Side of the Market: Law of Supply, Determinants of Supply, Market Equilibrium

Theory of Production: Factors of Production and Production Functions, Short Run Production Function and Long Run Production Function

Theory of Cost: Concepts, Cost Functions, Short Run Cost Function, Long Run Cost Function

Revenue Analysis: Concepts, Break even Analysis

Price and Output Decisions in Different Markets Structures: Price and Output Determination in Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures

LEARNING OUTCOMES:

1. The student should be able to understand the different concepts, tools and techniques of economic analysis.
2. Develop understanding between various variable of economics and ascertaining the relevant variables for decision making process.
3. The student should be able to explain and apply the concepts of Marginal Benefits and Marginal Costs to determine optimal economic decisions for both consumers and firms.
4. The student should be able to recognize and interpret a Demand Curve and a Supply Curve, and should be able to identify the underlying determinants of each.
5. Will develop skills that are needed for strategic decision making and decision making under uncertainty.



TEXT BOOKS:

- Dwivedi, D. N. (2012). **Essentials of Business Economics**. New Delhi: Vikas Publishing House Pvt Ltd.

REFERENCE BOOKS:

1. Mankiw (2012). **Principles of Micro Economics**. New Delhi: CENGAGE Learning
2. Paul, A. S. and William, D. N. (2009). **Economics**. 18th Edition. New Delhi: McGraw Hill Education.
3. Chrystal, L. (2011). **Economics**. Eleventh Edition. New Delhi: Oxford University Press.
4. Savaltore, D. (2011). **Micro Economics: Theory and Application**. Oxford (Schaum Series)

SESSION PLAN:

Session	Topics	Session Details
1	Definition of Business Economics, and Fundamental Concepts, Definition of Business Economics, Difference between Business Economics and Economics,	Text Book
2	Contribution and Application of Business Economics to Business, Some fundamentals concepts used in business decision.	Text Book
3-4	Cardinal Utility Approach	Text Book
5	Diminishing Marginal Utility,	Text Book
6	Law of Equi-Marginal Utility,	Text Book
7	Ordinal Utility Approach,	Text Book
8-9	Marginal Rate of Substitution, Budget Line and Consumer Equilibrium,	Text Book
10	Concept of Consumer Surplus.	Reference Book
11-12	Theory of Demand, Determinant of Demand	Text Book
13	Law of Demand	Text Book, Case: The law of demand in city of Gujrart
14	Change in Quantity Demanded Vs Change in Demand,	Text Book
15	Elasticity of Demand	Text Book
16	Measurements of elasticity of demands	Reference Book
17	Factors Affecting Elasticity of Demand, Supply ,	Reference Book and Case study
18	Importance of the Elasticity of Demand	Reference Book
19	Law of Supply, Determinants of Supply	Text Book
20	Market Equilibrium.	Text Book
21	Meaning and Concept of Production, Factors of	Text Book

	Production and Production Function, Fixed and Variable Factors	
22-23	Law of Variable Proportion	Reference Book
24	Law of Returns to Scale,	Text Book
25	Economics and Diseconomies of Scale	Text Book
26	Cost Concepts	Text Book
27-29	Cost Function, Short Run Cost Function	Reference Book
30-31	Concepts of Revenue, Relationship of AR, MR and Price Elasticity	Text Book
32	Break even Analysis	Text Book
33-34	Price Determination under Perfect Competition	Text Book
35	Pricing Under Monopoly	Text Book
36	Price Discrimination,	Text Book
37	Pricing Under Monopolistic Competition,	Text Book
38-39	Pricing Under Oligopoly,	Reference Book
40	Price Rigidity under Oligopoly.	Reference Book

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INTRODUCTION TO SOCIAL PSYCHOLOGY

Course Code	:	BBA016
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The Field of Social Psychology: Nature, Focus on behavior of Individuals, Causes of Social Behavior and Thought.

Social Perception: Understanding Others; Non Verbal Communication, Attribution, Impression Formation and Impression Management.

Social Cognition: Schemas and Prototypes, Heuristics, Potential Sources of Error in Social Cognition.

Attitudes: Forming Attitudes, Persuasion, Resistance to Persuasion, Cognitive Dissonance.

Social Identity: The Self, Self- Functioning.

Aggression: Nature, Causes, and Control.

Groups: Their Nature and Function, Decision Making by Groups.

Leadership: Patterns of influence within Groups.

LEARNING OUTCOMES:

1. The student should be able to understand how feelings influence many aspects of cognition and how cognition shape moods and feelings.
2. He/she should be able to draw how basic mechanisms influence the formulation of social judgments.
3. He/she should be able to understand how to determine the causes of other's behaviours by inferring from other's traits, motives and intentions by observing their behavior.

TEXT BOOK:

- Robert, A. Baron and Byrne, D. (2012). ***Social Psychology***. New Delhi: Pearson.

REFERENCE BOOK:

- Aronson, E., Wilson, T. D., & Akert, R. M. (2010). ***Social Psychology*** (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Baumeister, R. F., & Bushman, B. J. (2010). ***Social Psychology and Human Nature*** (2nd ed.). Belmont, CA: Thomson/Wadsworth.

- Crisp, R. J., & Turner, R. N. (2010). Essential Social Psychology (2nd ed.). Thousand Oaks, CA: Sage Publications.

SESSION PLAN:

Session	Topic	Session Details	
1-2	What is Social Psychology	Text Book	Chapters-1
3-4	Focus on behavior of Individuals	Text Book	Chapter-1
		Case	
5-6	Causes of Social Behavior and Thought	Text Book	Chapter-1
		Experiential Exercise	
7-8	Social Perception :Non Verbal Communication	Case	
9-10	Attribution	Text Book	Chapter-2
		Case	
11-12	Impression Formation and Impression Management	Exercise	
13-14	Social Cognition: Schemas and Prototypes-I	Text Book	Chapter-3
		Text Book	Chapter-3
15-16	Social Cognition: Schemas and Prototypes-II		
17-18	Heuristics	Case	
19-20	Potential Sources of Error in Social Cognition	Text Book	Chapter-3
21-22	Attitudes: Forming Attitudes,	Text Book	Chapter-4
23-24	Persuasion, Resistance to Persuasion	Text Book	Chapter-4
25-26	Cognitive Dissonance		
		Exercise	
		Text Book	Chapter-5
27-28	Social Identity :The Self,	Text Book	Chapter-5
29-30	Self- Functioning		
		Exercise	
31-32	Aggression: Nature, Causes,	Text Book	Chapter-11
33-34	Aggression Control		

		Exercise	
35-36	Groups: Their Nature and Function	Text Book	Chapter-12
37-38	Decision Making by Groups,	Exercise	
39-40	Leadership: Patterns of influence within Groups.	Text Book	Chapter-12

ORGANISATION STRUCTURE AND DESIGN

Course Code	:	BBA021
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Organization structure and Theory: Why organizations? Organization life cycle, Organization structure and organization theory, variables in structure

Design and Design Option: Profile of workforce, attitudes of manager, technology, environmental pressure, Design options: self-directed teams, centre of excellence, organization mirror, confrontation meeting, virtual organization, job enrichment, flexi-time, empowerment, job rotation, social technical system

Design Option Technology: What is technology, theories of technology, Impact of information technology on technology design, learning from technology.

Design option-Environment: Environment –organization relationship theory, Business environment and characteristics, learning from environment- design relationship.

Design Option- Strategy: Strategic management, kinds of strategy, new trends in strategy, theories of strategy- structure relationship.

Design Option-Culture: organizational culture, culture and performance, multi-culturism, multinational organization.

Design Option-Change: acceptance for change, prerequisite for change, resistance for change, theories of change, new concepts in change, organizational development, Organizational effectiveness.

LEARNING OUTCOMES:

Students at the end of the course will have the understanding of

1. The framework and process for constructing an organisation design,
2. The importance and components of aligning to the business strategy model and shared vision,
3. Able to determine the type of planning and design needed in their environment and culture.

TEXT BOOK:

- Saiyadain, M.S. and Gupta, P. (2009). *Organizational Structure and Design: An Indian Perspective*. New Delhi: McMillan.

REFERENCE BOOKS:

1. Jafee, D. *Organization Theory*. New York: McGraw-Hill International.
2. Robins, S. *Organization Structure, Design and application, 3e*. New Delhi: Pearson, PHI.

SESSION PLAN:

Session	Topic	Session Details	
1-3	Organisation structure and theory: Why organisations? Organisation life cycle, Organisation structure and organisation theory	Text book	Ch-1
4-6	Variables in structure	Text book	Ch-2
7-9	Design and design option: Profile of workforce, attitudes of manager, technology, environmental pressure.	Text book	Ch-3
10-13	Design options: self-directed teams, centre of excellence, organisation mirror, confrontation meeting, virtual organisation, job enrichment, flexitime, empowerment, job rotation, social technical system.	Text book	Ch-3
14-16	Design option: technology, What is technology, theories of technology		
17-18	Impact of information technology on technology design, learning from technology	Text book	Ch-5
19-20	Design option-environment: environment – organisation relationship theory	Text book	Ch-6
21-23	Business environment and characteristics, learning from environment- design relationship	Text book	Ch-6
24	Recapitulation and case analysis		
25-26	Design option- strategy: Strategic management, kinds of strategy	Text book	Ch-7
27-28	New trends in strategy	Text book	Ch-7
29-30	Theories of strategy- structure relationship	Text book	Ch-7
31	Recapitulation and case analysis		
32-34	Design option-culture: Organisational culture, Culture and performance	Text book	Ch-8
35	Multi-culturism, multinational organisation	Text book	Ch-8
36	Recapitulation and case analysis		
37	Design option-change: acceptance for change, prerequisite for change, resistance for change	Text book	Ch-9
38	Theories of change, new concepts in change, organisational development	Text book	Ch-9
39-40	Organisational effectiveness	Text book	Ch- 10

BASIC COMMUNICATION SKILLS

Course Code	:	BBA022
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Communication: An Overview; Importance, Types, Barriers.

Vocabulary Extension: Roots, Prefixes and Suffixes, Synonyms, Antonyms, Homophones, One Word Substitution, Learning words through Situations.

Basics of English Grammar: Nouns, Pronouns, Verbs, Adverbs, Adjectives, Conjunctions, Prepositions, Articles.

Applied Grammar and usage: Tense, Voice, Narration, Non-Finite Verbs, Moods of Verbs, Clauses, Tag Questions.

Common Errors: Maintaining Subject-Verb Concord, and Placing Dangling Modifiers Appropriately, Parallelism.

Listening Skills: Listening/ hearing, types of listening, effective listening

Phonetics and Spoken English: Sounds of English, Word Stress, Weak Forms, Sentence Stress, Intonation.

Reading Comprehension: Skimming, Scanning, Intensive, Extensive reading skills, Informative Passages, Analytical Passages, Point of View Passages, Narrative Passages, Abstract Passages, Literary Passages.

Paragraph Writing: Definition, Expansion, Emphasis, Comparison and Contrast.

Art of Condensation: Abstract, Summary, Précis.

Essay Writing: Types and Techniques

Essentials of Professional Communication: Oral Presentations, Groups Discussions, Job Interviews.

LEARNING OUTCOMES:

1. He/she should be able to improve the language proficiency in English.
2. He/she should be able to strengthen the skills required to speak with confidence, to read with comprehension, and to write with clarity and precision.

TEXT BOOK:

- Kumar, S. and Lata, P. (2011). *Communication Skills*. New Delhi: OUP.

REFERENCE BOOKS:

1. Raman, M. and Sharma, S. (2011). *Technical Communication: Principles and Practice, 2e*. New Delhi: OUP.
2. Mohan, K. and Raman, M. (2000). *Effective English Communication*. New Delhi: Tata-McGraw Hill.
3. Raman, M. and Singh, N.P. (1994). *Speaking English Effectively*. New Delhi: Macmillan.
4. Sasikumar, V. and Dhamija, P.V. (2007). *Spoken English: A Self-Learning Guide to Conversation Practice*. New Delhi: Tata-McGraw Hill.
5. Lewis, N. (1994). *Word Power Made Easy*. Delhi: GoyalSaab Publishers and Distributors.
6. Thomson, A.J. and Martinet, A.V. (1999). *A Practical English Grammar, 4e*. New Delhi: OUP.
7. Kaul, A. (2010). *Business Communication, 2e*. New Delhi: PHI.
8. Thorpe, E. and Thorpe, S. (2008). *Objective English, 2e*. New Delhi: Pearson Education.

SESSION PLAN:

Session	Learning Objectives	Topics to be covered	Reference Chap./ Sec. (Book)
1	Defining Communication with emphasis on various stages and skills in language acquisition	Introduction to the course.	-
2	Introducing students to characteristic features of effective communication; acquainting them with the barriers to communication and suggesting ways to overcome such barriers	Characteristic Features of Effective Communication and Ways to Overcome Barriers to Communication	Chapter 1
3-4	Introducing students to the Basic Etymological Structure of words in English; Discussing various Roots, Prefixes and Suffixes in the class	Vocabulary Extension: Roots, Prefixes and Suffixes	Chapter 8
5	Introducing students to innovative strategies in developing vocabulary. Discussing ways to adding new words through Synonyms, Antonyms, Homophones, One Word Substitution, Situations, etc.	Vocabulary Extension: Synonyms, Antonyms, Homophones, One Word Substitution	Chapter 8
6-7	Helping students create situations and use new words added to the vocabulary	Vocabulary Extension: Learning words through Situations	Chapter 8
8	Introduction to Grammar: Revising Basics of English Grammar such as Nouns, Pronouns, Verbs, Adverbs, Adjectives, Conjunctions, Prepositions, Articles, etc.	Basics of English Grammar	Chapters 2 & 3

9-10	Helping students attain more familiarity with Applied English Grammar through concepts such as Tense, Voice, Narration, Non-Finite Verbs, Moods of Verbs, Clauses, Tag Questions, etc	Applied English Grammar	Chapters 2 & 3
11-12	Introduction to Standard English Usage: Avoiding Common Errors, Maintaining Subject-Verb Concord, Placing Dangling Modifiers Appropriately, Avoiding Indianisms, etc.	Standard English Usage	Chapters 3, 4 & 6
13	Giving students an exposure in Listening Skills; Introducing Effective Listening Techniques	Listening Skills	Chapter 9 and the DVD accompanying the book
14	Helping students develop effective listening skills for Listening for General Content; Listening to fill up Information; Intensive Listening; Listening for Specific Information etc	Listening Skills	Chapter 9 and the DVD accompanying the book
15-16	Introducing students to the 20 Vowel Sounds of English. Distinguishing 12 Pure Vowel and 08 Diphthongal glides. Discussing words containing these sounds of English. Giving practice through examples in the class	Phonetics and Spoken English: Sounds of English	Chapter 7
17-18	Introducing students to the 24 Consonant Sounds of English. Discussing words containing these sounds of English. Giving practice through examples in the class	Phonetics and Spoken English: Sounds of English	Chapter 7
19-20	Introducing students to the rules of Word Accent and Weak Forms in English	Introducing students to the rules of Word Accent and Weak Forms in English	Chapter 7
21	Telling students different ways of reading with a purpose. Helping students employ different reading skills such as Skimming, Scanning, Intensive Reading and Extensive Reading; Discussing Tones and Styles; Discourse Features; Developing in students Inferential, Analytical Skills	Reading Comprehension	Chapters 16 & 17
22	Giving students adequate practice in attempting RC Passages by discussing passages of variegated types such as Informative Passages, Analytical Passages, Point of View Passages, Narrative Passages, Abstract	Reading Comprehension	Chapters 16 & 17

	Passages, Literary Passages, etc		
23-24	Introducing students to the basics of Paragraph Writing such as Structure, Unity, Coherence, Emphasis, Expansion in a paragraph	Paragraph Writing	Chapters 5 & 20
25	Helping students inculcate effective paragraph writing techniques by working on a variety of paragraphs such as Descriptive Paragraphs, Argumentative Paragraphs, Abstract Paragraphs, etc	Paragraph Writing	Chapter 20
26	Introducing students to the principles and steps in developing the Art of Condensation; Helping them distinguish between Summary, Abstract, Précis and Synopsis	Art of Condensation	Chapter 18
27	Helping students use principles of Effective Condensation by giving them practice through examples	Art of Condensation	Chapter 18
28	Discussing with students the techniques used for writing effective essays of various types	Essay Writing	Chapter 21
29-31	Introducing students to characteristic features of effective professional communication; acquainting them with the barriers to communication and suggesting ways to overcome such barriers	Characteristic Features of Effective Communication and Ways to Overcome Barriers to Communication	Chapter 1
32-33	Introducing students to essentials of Non-Verbal Communication for effective presentations; discussing with them various aspects of body language such as personal appearance, posture, gesture, hand movements, eye contact, facial expressions, proxemics, etc.	Non-Verbal Communication	Chapters 10, 11 and 14 and the accompanying DVD
34-36	Introducing students to the features of effective professional presentations and public speaking; discussing with them the structure, style, language of a presentation/speech; helping them imbibe traits required for making different speeches such as commemorative speech,	Oral Presentations and Other Public Speaking Tasks	Chapter 14 and the accompanying DVD

	welcome speech, introductory speech, vote of thanks, etc; helping them make effective professional presentations		
37-38	Discussing with students the purpose and relevance of Group Discussions in the recruitment process; introducing them to the various traits to be evaluated in professional situations such as reasoning ability, leadership, openness, assertiveness, initiative, motivation, etc.	Group Discussion	Chapter 12 and the accompanying DVD
39-40	Discussing with students the different steps and strategies required in job interviews; highlighting the importance of preparation, alertness, confidence, body language, knowledge; reviewing different job interviews	Job Interviews	Chapter 13 and the accompanying DVD

BUSINESS MATHEMATICS-I

Course Code	:	BBA023
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Sets : Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications.

Functions: Algebraic Functions (Polynomial - Linear and Quadratic, Rational), Transcendental Functions (Exponential, Log and Trigonometrically Functions with Identities).

Limits and Continuity of Functions: Introduction, Limit of a Variable and a Function, Implications of Limit of Functions, Continuity of a Function of one Variable.

Differentiation Concepts: Derivatives of a Function, Derivatives of Sum, Difference, Product and Quotient, Applications of Differentiation in Economic and Managerial Problems like Marginal Analysis, Elasticity, Maxima and Minima.

Integration Concepts: Elementary Integration, Integration by Parts, Integration by Partial Fractions, Definite Integrals, Economic Application, Consumer Surplus and Producer Surplus.

Determinants and Matrices with Business Application: Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/Output Analysis.

LEARNING OUTCOMES:

1. The student should be able to understand the concepts of Mathematics.
2. The student should be able to understand how mathematics helps in solving economic, managerial and business problems.

TEXT BOOK:

- Sharma, J.K., *Mathematics for Management and Computer Application*. New Delhi: Galgotia Publication.

REFERENCE BOOKS:

1. Ghosh, R. K. and Saha, S. *Business Mathematics and Statistics, 9e*. Calcutta: Central Book Agency.
2. Saha, S. (2000). *Business Mathematics and Quantitative Techniques*. Calcutta: Central Book Agency.
3. Bradley, T. and Patton, P. (2010). *Essential Mathematics for Economics and Business, 2e*. Wiley Publication.
4. Mittal, P.K., Sathyaprasad, B.K. and Rao, M.K. (2009). *Mathematics & Statistics for Management*. Himalaya Publishing House.

SESSION PLAN:

Session	Topic	No. of Sessions
1-6	Sets	6
7-12	Functions	6
13-18	Limits and Continuity	6
19-26	Differential Calculus	8
27-34	Integral Calculus	8
35-40	Determinants and Matrices	6

COMPUTER APPLICATIONS IN BUSINESS

Course Code	:	BBA024
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Computers: Overview, Model of a computer system, Classification of computers, Evolution of computers, Functional Components, Hardware and Software, Operating Systems

Number System: Decimal, Binary, Octal, Hexadecimal and Base-n Number Systems, Interconversions, Binary Arithmetic, Binary Codes

Problem Solving with Computers: Algorithms, Flow Charts, Pseudo Codes, Decision Tables, Computer Programming, Programming Languages, Software, Compilers, Interpreters

Telecommunication and Computer Networks: Analog and Digital Signals, Modulation, Computer Networks and their types, Communication Processors and Media

Internet, Intranet and World Wide Web: Internet Basics, Protocols, Internet Addressing, World Wide Web, E-mail, Internet vs. Intranet

Business Applications: Word processing – Creating, editing, formatting and printing documents, Mail merging; Spreadsheet – Structure of spreadsheet and its applications in business; creating a dynamic worksheet, absolute and relative cell referencing, using built-in functions, goal-seek analysis, sorting, filtering and validating data; Using charts and formatting worksheets; Presentation Software – Creating presentation, Animation, Customizing Slide Show, Using hyperlinks, adding audio-video clips to presentations

LEARNING OUTCOMES:

1. Upon successful completion of the course, students are expected to be able to:
2. understand the basic taxonomy of computers;
3. work with basic computer software like MS-Windows and MS-Office;
4. browse, search for and download information from Internet;
5. be aware of state-of-the-art IT and networking applications.

TEXT BOOK:

- Leon, A. and Leon, M. (2009). *Fundamentals of Information Technology, 2e*. Chennai: Leon Vikas.

REFERENCE BOOKS:

1. Rajaraman, V. (2010). *Fundamentals of Computers, 5e*. New Delhi: PHI Learning.
2. Balagurusamy, E. (2011). *Fundamentals of Computers*. New Delhi: Tata McGraw Hill.
3. Kumar, K. Mohan and S. Rajkumar (2010). *Computer Applications in Business, 2e*. New Delhi: Tata McGraw Hill.

4. Pierce, J. (2007). **2007Microsoft Office System: Inside Out**. New Delhi: PHI Learning.
5. James, K.L. (2010). **The Internet: A User's Guide, 2e**. New Delhi: PHI Learning.
6. Rajaraman, V. (2010). **Introduction to Information Technology**. New Delhi: PHI Learning.

SESSION PLAN:

Session	Topic	Session Details	
1-3	Computer hardware and software, types of computer systems, programming languages	Text Book	Chapters 1, 11, 13
4-6	Evolution of Computers and various generations of computers	Text Book	Chapter 2
7-10	Number Systems: Binary, Decimal, Octal, Hexadecimal, Base-n and Inter-conversions.	Text Book	Chapter 6
11-12	Operating System Fundamentals: Classification of Operating Systems	Text Book	Chapter 14
13-14	Introduction to popular operating systems, such as DOS, Windows and Unix.	Text Book	Chapter 14
15-18	Working with MS-Office: Working with various packages in MS-Office Suite (MS Word)	Reference Book	Pierce, John Chapters 1-3, 8-11
19-24	MS Excel	Reference Book	Pierce, John Chapters 12-15
25-28	MS PowerPoint; Managerial Applications of these packages	Reference Book	Pierce, John Chapters 16-21
29-32	Computer Networks and Internet: Data Communication and Networking; Types of Computer Networks	Text Book	Chapters 20, 21, 24, 26
33-36	Information Technology and Information Systems	Text Book	Chapters 27, 37, 41-45, 49
37-40	Contemporary computer applications and wrap up	Text Book	Chapters 33-35, 37, 48

INTRODUCTION TO MACRO ECONOMICS

Course Code	:	BBA025
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Macro-Economics: Meaning, Micro Economics Vs Macro Economics, Significance, limitations, Few Concepts used in Macro Economics

Circular flow Models of Economy: Circular Flow of Income and Expenditure in Two, Three and Four-Sector Model

National Income: National Income and Related Concepts, Nominal and Real GNP, Methods of Measurement

Classical model of Income Determination: The Classical Postulates, Say's Law, Classical theory of Employment

Keynesian theory of Income Determination: The Concepts and Functions, Income Determination in Two, Three and four -Sector Model

Concept of Multiplier: Shift in Aggregate Demand and Multiplier, The Paradox of Thrift and the Multiplier

Money: Definitions, kinds of Money and Functions of Money

Supply of Money: Sources of Money Supply in India, Measurements, the Theory of Money Supply

Demand for Money: The Classical Quantity theory of Money and Interest, Cambridge's version, Theory of Money and Interest (Keynesian)

IS- LM Model: Derivation of IS and LM curve, IS-LM Model in two, three sector model, General equilibrium determination with the help of IS-LM Curve, Shifts in IS-LM curve

Inflation and Employment: Meaning, types, Measures, Inflation and the Rate of Employment, Phillips Curve

Monetary and Fiscal policy: Meaning, Objectives and Instruments

Balance of Payment: Meaning, Accounts of BOP, Disequilibrium of BOP

Exchange Rate: Fixed and Flexible Exchange Rate, Determination of Exchange Rate, Purchasing Power Parity.

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LEARNING OUTCOMES:

1. The student should be able to understand the different concepts, tools and techniques of macroeconomic analysis.
2. Develops understanding about the various macro economic variables and their interlinking, interdependence and interrelation with each other like income, saving, consumption, investment, rate of interest, MEC and multiplier etc.
3. Enables the students to understand the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment and poverty.

TEXT BOOKS:

- Dwivedi, D. N. (2012). **Macroeconomics: Theory and Policy**. New Delhi: Vikas Publishing House Pvt Ltd.

REFERENCE BOOKS:

1. Mankiw (2012). **Principles of Macro Economics**. New Delhi: CENGAGE Learning
2. Samuelson, P. A., William, D. N. (2009). **Economics**. 18e. New Delhi: McGraw Hill Education.
3. Chrystal, L. (2011). **Economics**. Eleventh Edition. New Delhi: Oxford University Press.
4. Shapiro, E. **Macroeconomic Analysis**. New Delhi: Galotia Publications.

SESSION PLAN:

Session	Topic	Session Details
1-2	Introduction of basic concepts of macro-economics	Text Book
3	Circular Flow of Income in Two sector economy.	Text Book
4-5	Circular Flow of Income in Three and Four sector economy.	Text Book
6-7	National Income –concept and definition, methods of measurement of National Income,	Text Book
8-9	Classical Model of Income Determination	Text Book
9-10	Keynesian theory of income determination-A simple economy model	Reference Book
10-11	Income determination in Closed economy with government sector,	Reference Book
12-13	Income determination in open economy (a model with foreign sector)	Reference Book
14-15	Multiplier in two, three and four sector model,	Text Book
16-17	Money, kind of money and functions of money	Text Book
18-19	Supply of money	Reference Book

19-20	Demand for money	Reference Book
20-21	The Classical theory of money and Interest(Cambridge's)	Reference Book
22-23	Theory of money and interest(Keynesian)	Reference Book
24	Comparison between Keynesian and Cambridge's theory of interest and money.	Reference Book
25-27	IS- LM Model, Derivation of IS and LM curve	Text Book
	IS-LM Model in two, three sector model	Text book
28-29	general equilibrium determination with the help of IS-LM Curve	Reference Book
30-31	Shifts in IS-LM curve	Text book
32-33	Inflation and types of Inflation	Text book
34-35	Monetary and Fiscal policy-objectives and instruments.	Reference Book
36-37	Balance of Payment	Text book
38-39	Exchange rate-Fixed, Flexible (Types and theories),	Reference Book
40	Purchasing power parity	Text book

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INTRODUCTION TO INDUSTRIAL PSYCHOLOGY

Course Code	:	BBA026
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Industrial Psychology: Scope, Psychology Applied to Industrial Problems.

Methodology of Industrial Psychology: Essentials of Scientific Method, Naturalistic Observation, Experimental Method, Clinical Observations.

Prediction and Performance Criteria: Preliminary Considerations, Objective Criteria, Subjective Criteria, Criterion Combination, Predictive Validity, Group Predictions, Individual Prediction.

Job Analysis: Sources of information, Job Specification.

Principles of Psychological Testing: Test Construction, Reliability, Validity, Interpreting Test Scores.

Pre employment Evaluation Techniques: Application Forms, The Employment Interview, Testing.

Employee Training: Learning Principles, Developing and implementing Training Programs, Evaluating Training Outcomes, Training the Trainer.

LEARNING OUTCOMES:

1. The student should be able to understand the relationship between independent and dependent variables by means of the naturalistic, experimental method and clinical observation.
2. He/she should be able to draw how industry is able to best utilize the specific capabilities and interests of employees.
3. He/she should be able to determine how employers can seek workers who will be interested in and stimulated by their work to the maximum extent possible.
4. The student should be able to define the employee efficiency.

TEXT BOOK:

- Siegel, L. and Lane, I. M. (latest edition). *Psychology in Industrial Organizations*. Mumbai: Richard D Irvin.

REFERENCE BOOK:

- Blum, M. L. and Naylor, J.C. (Latest Edition). *Industrial Psychology*. New York : Harper and Row.

SESSION PLAN:

Session	Topic	Session Details	
1-2	Scope of Industrial Psychology,	Text Book	Chapters-1
3-4	Psychology Applied to Industrial Problems	Text Book	Chapter-1
		Experiential exercise	
5-6	Methodology of Industrial Psychology: Essentials of Scientific Method,	Text Book	Chapter-2
		Text Book	Chapter-2
7-8	Naturalistic Observation		
		Experiential Exercise	
9-10	The Experimental Method,	Text Book	Chapter-2
		Text Book	Chapter-2,
11-12	Clinical Observations;	Experiential Exercise	
13-14	Prediction and Performance Criteria: Preliminary Considerations		Chapter-3
		Text Book	Chapter-3,
15-16	Objective Criteria		
17-18	Subjective Criteria,	Text Book	Chapter-3
19-20	Criterion Combination,	Text Book	Chapter-3
21-22	Predictive Validity, Group Predictions,		
23-24	Individual Prediction;	Text Book	Chapter-3
25-26	Job Analysis: Sources of information,	Text Book	Chapter-4
		Experiential Exercise	
27-28	Job Specification	Text Book	Chapter-4
29-30	Principles of Psychological Testing:		
31-32	Test Construction,	Text Book	Chapter -5
33-34	Reliability, Validity,		

35-36	Interpreting Test Scores	Text Book	Chapter-5
		Text Book	Chapter-6
37-38	Pre employment Evaluation Techniques: Application Forms, The Employment Interview, Testing;	Text Book	Chapter-6
39-40	Employee Training; Learning Principles, Developing and implementing Training Programs , Evaluating Training Outcomes, Training the Trainer1.	Text Book	Chapter – 7

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HUMAN RESOURCE MANAGEMENT

Course Code	:	BBA031
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to HRM: Meaning, Scope, Function and Importance HR Manager – role, qualification and qualities, career in HRM Evolution and development of HRM HRM: impact of internal & external business environment.

HR Planning: Concept, importance, and process, Human Resource Procurement.

HRD: Concept, Scope, Need and Objectives HRD framework: Techniques and outcomes.

Performance Measurement & Appraisal: Meaning, Need, Purpose and Process, Essentials of good PA systems.

Career Planning and Development: Meaning and Steps, Career Objectives and Career Path, Succession Planning.

Absenteeism and Turnover: Meaning, Types, Causes, Computation, and Measures of Minimization

Job Evaluation: Objectives, Principle and Procedure.

Quality and HRM: HRD &TQM, TQM and HR strategies, Quality of Work Life: Concept, QWL and Productivity Issues, Ergonomics, Work Place Violence, Sexual Harassment, Alcoholism and Drug abuse.

HR Records, Accounting, Audit & Research: Importance, Need, objectives, approaches and process.

Ethics in HRM

International HRM: Global recruitment and selection, Expatriates & international adjustments, cross cultural Training, compensation, women in international business.

E- HRM: E business, neural network-aspect of e-HRM, e- HRM functions.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand fundamental concepts of human resource management, including its nature, scope, functions and importance.
2. Learn the human resource planning and procurement process

3. Diagnose the necessity and importance of HRD and performance appraisal of workforce.
4. Understand the relevance of TQM in QWL in managing the human
5. Learn the importance of ethics and impact of globalization on HRM practices.

TEXT BOOK:

- Rao, P.S (2009). *Personnel and Human Resource Management Text and Cases*. Mumbai: Himalaya Publishing House.

REFERENCE BOOKS:

1. Aswathappa, K. (2008). *Human Resource Management Text and Cases*. New Delhi: Tata McGraw.
2. Rao, V.S.P. (2002). *Human Resource Management, Text and Cases*. New Delhi: Excel Books.
3. Ivansevich, J. M. (2010). *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Bernardi. *Human Resource Management, 4e*. New Delhi: Tata McGraw Hill.

SESSION PLAN:

Session	Topic/Sub Topic	Session Details	
1&2	Introduction to HRM: Meaning, Scope, Function and Importance	Text Book	Ch-1
3&4	HR Manager – role, qualification and qualities, career in HRM Evolution and development of HRM	Text book	Ch-1
5&6	HRM: impact of internal & external business environment	Text Book	Ch-2
7&8	HR Planning: Concept, importance, and process	Text Book	Ch-4
9&10	Human Resource Procurement: Recruitment, Selection		
	Placement and Induction	Text Book	Ch-5&6
11	HRD: concept, scope, need and Objectives	Text Book	Ch-7
12	HRD framework: techniques and outcomes	Text Book	Ch-7
13 & 14	Performance measurement & appraisal: meaning, need purpose and process, essentials of good PA systems	Text Book	Ch-8
15 & 16	Career planning and development: meaning and steps Career objectives and career path, succession planning	Text Book	Ch-11
17,18&19	Absenteeism and turnover: meaning, types, causes,	Text Book	Ch-13

20&21	computation, & measures of minimization Job evaluation: objectives principle and procedure	Text book	Ch-15
22	Total quality and HRM: Principles of TQM		
23	HRD &TQM, TQM and HR strategies	Text book	Ch-31
24	Quality of work life: concept, QWL and productivity	Text book	Ch-30
25	Issues, Ergonomics, work place violence,		
26	Sexual harassment, alcoholism and drug abuse		
27 & 28	HR records, accounting, audit & research: Importance,	Text Book	Ch-32
29	Need, objectives, approaches and process		
30&31	Ethics in HRM	Text Book	Ch-34
32	International HRM: Global recruitment and selection,	Text book	CH-35
33	Expatriates & international adjustments, cross cultural		
34	Training, compensation, women in international business		
35&36	E- HRM: E business, neural network-aspect of e-HRM, e- HRM functions	Text Book	Ch-36
37-40	Presentations		

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INTRODUCTION TO COSTING

Course Code	:	BBA032
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Definition, Meaning, Scope and Objective of Cost Accounting, Costing an Aid to Management, Financial Accounting and Cost Accounting, Management Accounting,

Classification Cost: Types of costs; Costs and expenses, Elements of Cost, Classification of costs, Need for Classification, Cost Sheet, Identification of Cost,

Methods of Cost Accounting: Job Costing, Batch Costing, Unit Costing, Contract Costing, Process Costing

Material Accounting: Purchase Function, Centralized and Decentralized Purchase System, Purchase Procedure, Storing of materials; ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory, Issue of Material, Inventory Valuation (FIFO, LIFO, Moving Average),

Labour Cost Management: Time Rate and Fixed Rate, Bonus and Incentive Plans, Labour Turnover, Overtime, Job Analysis, Job Design

Overhead Cost Management: Fixed overhead and Variable Overhead, Allocation, Absorption and apportionment of cost

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the classification and analysis of cost.
2. Learn various methods of costing.
3. Learn Material, Labour and Overhead Management in an organisation

TEXT BOOK:

- S.P. Jain and KL. Narang (2009) , "Cost Accounting", Kalyani Publishers, New Delhi,

REFERENCE BOOKS:

1. R.S.N. Pillai and V. Bagavathi. Cost Accounting. S. Chand and Company Ltd., New Delhi.

2. Bhattacharya Ashish K (2009), . Principles and Practice of Cost Accounting. Third Edition, PHI Learning Pvt. Ltd., New Delhi. .
3. Banerjee, Bhabtosh (2009). Cost Accounting -Theory and Practice. Twelfth Edition, PHI Learning Pvt. Ltd., New Delhi

SESSION PLAN:

Session No.	Topic	Session Details
1-3	Introduction: Definition, Meaning, Scope and Objective of Cost Accounting,	Text Book/Exercises
3-5	Costing an Aid to Management, Financial Accounting and Cost Accounting, Management Accounting,	Text Book/Exercises
6-8	Classification Cost : Types of costs; Costs and expenses,	Text Book/Exercises
9-14	Elements of Cost, ,Need for Classification, Cost Sheet, Identification of Cost	Text Book/Exercises
15-17	Job Costing	Text Book/Exercises
18	Batch Costing, Unit Costing	Text Book/Exercises
19-20	Contract Costing	Text Book/Exercises
21-23	Process Costing	Text Book/Exercises
25-28	Purchase Function : Centralized and Decentralized Purchase System, Purchase Procedure	Text Book/Exercises
29-30	Storing of materials; ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory	Text Book/Exercises
31-33	Issue of Material, Inventory Valuation (FIFO, LIFO, Moving Average),	Text Book/Exercises
34-35	Time Rate and Fixed Rate, ,Bonus and Incentive Plans	Text Book/Exercises
36-37	Labour Turnover, Overtime, Job Analysis, Job Design	Text Book/Exercises
38-40	Overhead Cost Management : Fixed overhead and Variable Overhead, Allocation, Absorption and apportionment of cost	Text Book/Exercises

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BUSINESS MATHEMATICS - II

Course Code	:	BBA033
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Progressions: A.P, G.P. and H.P. applications.

Natural and common logarithm: characteristic and mantissa, tables of logarithms, Antilogarithm.

Introduction to Coordinate Geometry: Straight lines and Circles.

Introduction to forecasting problems: Time series models for forecasting.

Introduction to decision theory: Decision making under uncertainty, Criterion of Maximum, Min., Maxmin and Minmax. Decision making: Decision making under risk Bayesian approach. Criterion of Maximum likelihood.

Linear Programming: Formulation of Linear Programming Problem, assumptions underlying linear programming, Solution using graphical method.

LEARNING OUTCOMES:

1. The student should be able to understand the concepts of Mathematics.
2. The student should be able to understand how mathematics helps in solving economic, managerial and business problems.

TEXT BOOK:

- Reddy, R. J. and Reddy, Y. M. (2002). *A Text book of Business Mathematics*. New Delhi, Ashish Publishing House.

REFERENCE BOOKS:

1. Thomas, G.B. and Finney, R. L. *Calculus and Analytic Geometry*. Addison Wesley Longman.
2. Sinha, K. B. et. al. *Understanding Mathematics*. Universities Press.

SESSION PLAN:

Session	Topic	No. of Sessions
1-6	Progressions	6
7-12	Logarithm	6
13-18	Coordinate Geometry	6
19-26	Time series	8
27-34	Decision theory	8
35-40	Linear Programming	6



INTRODUCTION TO DATABASE SYSTEM CONCEPTS

Course Code	:	BBA034
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview of Database Management: Data, Database, Database System, Data Independence, Data Models, E-R Model

Database System Structure: Three Levels of Architecture, Mappings, Database Administrator

Introduction to Relational Databases: Base Tables, Views, Catalog, Codd's Rules, Key Concepts and Integrity Constraints

Database Design and Normalization: Functional Dependencies, Normalization (1NF, 2NF, 3NF, BCNF), Multi-valued dependencies and Fourth Normal Form, Join dependencies and Fifth Normal Form

Introduction to SQL: Overview of Non-procedural languages, DDL, DML, DCL, Relational Algebra and Relational Calculus

Overview of Data Warehousing and Data Mining: Data Warehouses, Data Marts, Data Mining

LEARNING OUTCOMES:

After successful completion of the course, the student should be able to –

1. Understand the significance of database systems
2. Compare and contrast between different data models
3. Design and normalize databases
4. Use SQL to create and access databases
5. Develop a basic understanding of data warehousing and data mining.

TEXT BOOK:

- Date, C.J.; Kannan, A. and Swamynathan, S. (2009). *An Introduction to Database Systems*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Korth, Henry F.; Silberschatz, A. and Sudarshan S. (2010). *Database System Concepts, 6e*. New Delhi: TMH.
2. Elmasri, R. and Navathe, S.B. (2008). *Fundamentals of Database Systems, 5e*. New Delhi: Pearson.



SESSION PLAN:

Session	Topic	Session Details	
1-2	Overview of Database Systems	Text Book	Chapter 1
3-5	Database Fundamentals	Text Book Reference (Korth et al.)	Chapter 1 Chapter 1
6-7	Database System Structure	Text Book Reference (Korth et al.)	Chapter 2 Chapter 1
8-10	Data Models	Text Book	Chapter 1
11-13	E-R Model and E-R Diagram	Text Book	Chapter 14
14-16	Introduction to Relational Databases	Text Book	Chapter 3
17-18	Codd's Rules	Lecture Notes	
19-21	Key Concepts and Integrity Constraints	Text Book	Chapter 9
22-23	Database Design	Text Book	Chapter 11-13
24-30	Normalization and Various Normal Forms	Text Book	Chapter 11-13
31-35	Introduction to SQL, Types of SQL	Text Book	Chapter 4
36-38	Overview of Data Warehousing and Data Mining	Lecture Notes	
39-40	Recapitulation and Exercises		



PRINCIPLES OF MARKETING

Course Code	:	BBA035
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Defining Marketing and Marketing Process: Creating and Capturing Value, Company and Marketing strategy: Partnering to build Customer Relationship.

Understanding the Market Place and Consumers: Analyzing the Marketing Environment, Managing marketing information to gain customer insights, Consumer Markets and Consumer Buyer Behavior, Business Markets and Business Buyer Behavior.

Designing a Customer Driven Strategy and Marketing Mix: Customer Driven Marketing strategy, products, services and brands, New product development and product life cycle strategies, understanding and capturing customer value, Pricing strategies, Marketing Channels and Promotion mix.

Extending Marketing: Creating Competitive Advantage, The Global Marketplace, Sustainable Marketing: Social Responsibility and Ethics and Rural Marketing.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts of marketing, including the basic roles, skills, and functions of marketing manager;
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing.

TEXT BOOK:

- Kotler, Armstrong, Agnihotri and Haque (2010). *Principles of Marketing: A south Asian Perspective*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Saxena, R. (2006). *Marketing Management*. New Delhi: Tata McGraw-Hill.
2. Shahjahan, S. (2011). *Applied case studies in Marketing*. Primus books: New Delhi
3. Panda, T. (2009). *Marketing Management*. New Delhi: Excel Books.
4. Lal, R. (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company
5. Ramaswami & Namakumari (2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

SESSION PLAN:

Session No.	Topic/Sub Topic	Text/Cases/articles
1	Defining Marketing and Marketing Process: Creating and Capturing Value.	Chapter 1/Shelby D. Hunt (1976) The Nature and Scope of Marketing, Journal of Marketing
2	Partnering to build Customer Relationship.	Chapter 2
3	Understanding the market place and consumers: Analyzing the Marketing Environment,	Chapter 3
4	Managing marketing information to gain customer insights.	Chapter 4
5	Creating customer value, customer satisfaction & loyalty	Chapter 7
6	Factors influencing consumer behavior	Chapter 5
7	The buying decision process	Chapter 5
8	Organizational buying process	Chapter 6
9	Differentiated and undifferentiated marketing, segmentation, targeting and positioning	Chapter 7
10	Bases for segmenting consumer and business markets	Christopher Locke, Smart Customers Dumb Companies HBR 2000
11	Feedback and Review	
12	Marketing strategies for market leaders, challengers Followers & nichers.	Chapter 9
13	Branding decisions and brand equity , Devising a branding strategy, brand extension decisions	Chapter 8/ Case: Charles Schwab Corp: Creating a New Brand
14	Developing a positioning strategy	Chapter 7
15	Product lifecycle and strategies for different PLC stages	Chapter 9
16	Product mix, product line, product -brand relationship	Chapter 8
17	New products: Need, scope and importance	Chapter 9
18	New product development process	Chapter 9
19	Pricing objectives, pricing approaches	Chapter 10/ Stremersch, Stefan and Gerald J.Tellis (2002) Strategic Bundling of Products and prices: A new Synthesis for Marketing. Journal Of Marketing, 66(1), 55-72
20	Pricing strategies – initiating and responding to price changes	Chapter 11
21	Marketing Channels: Delivering Customer Value	Text Chapter12
22	Retailing	Text Chapter13
23	Wholesaling	Text Chapter13
24	Designing & Managing Integrated Marketing	Text Chapter 14

	Communications	
25	Advertising	Text Chapter 15
26	Public Relations	Text Chapter 15
27	Personal Selling	Text Chapter 16
28	Sales Promotion	Text: Chapter 16/ What makes a good salesman
29	Direct Marketing	Text Chapter 17
30	Online Marketing	Text Chapter 17
31	Review and Feedback	
32	Rural Marketing	Reading on Rural Marketing
33	Rural Marketing	Case: Unilever in India
34	Global Marketing	Text Chapter 19
35	Marketing Entry Strategies	Text Chapter 19
36	Sustainable Marketing	Text Chapter 20
37	Socially responsible Marketing	Text Chapter 20
38	Ethics in Marketing	Text Chapter 20
39	Formulating the Marketing Plan	Project Presentations
40	Formulating the Marketing Plan	Project Presentations

CREATIVITY AND INNOVATION

Course Code	:	BBA036
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Landscape of Creativity: Convergent vs. Divergent Thinking, Variety and Level of Creativity, Creativity vs. Intelligence, Creativity Abilities.

Determinants of Creativity: Model of Creative Achievement, Techniques of Creative Thinking.

The Creative Process: Creative Problem Solving, Structuring of Problems, Useful Mechanisms of Convergent Thinking and Divergent Thinking.

Types of Problems : Types of Problem Solving

The Creative Personality: Traits Congenial to Creativity, Motivation and Creativity.

The Creative Intelligence Model: Techniques of Creative Problem Solving.

LEARNING OUTCOMES:

1. The students should be able to transcend their limitations and actualize their creative potential.
2. They should be able to increase various mental abilities needed for being creative.
3. They should be able to build competencies that could be readily utilized in real life situations.

TEXT BOOK:

- Khandwalla, P. N. **Fourth Eye: Excellence Through Creativity, 4e.** Mumbai: A. H. Wheeler

REFERENCE BOOK:

- Pradip Khandwala (2003). ***Lifelong Creativity: An Unending Quest***. Tata Mcgrawhill, New Delhi

SESSION PLAN:

Session	Topic	Session Details	
1-2	Landscape of Creativity,	Text Book	Chapters-1
3-4	Convergent vs. Divergent Thinking	Text Book	Chapter-1
		Experiential exercise	

5-6	Variety and Level of Creativity	Text Book	Chapter-1
		Text Book	Chapter-1
7-8	Creativity vs. Intelligence	Experiential Exercise	
9-10	Creativity Abilities	Text Book	Chapter-1
		Text Book	Chapter-1,
11-12	Determinants of Creativity-I	Experiential Exercise	
13-14	Determinants of Creativity-II	Experiential Exercise	
		Text Book	Chapter-1,
15-16	Model of Creative Achievement-I		
17-18	Model of Creative Achievement-II	Experiential Exercise	
19-20	Techniques of Creative Thinking-I	Text Book	Chapter-1
21-22	Techniques of Creative Thinking-II	Experiential Exercise	
23-24	The Creative Process: Creative Problem Solving,	Text Book	Chapter-2
		Experiential Exercise	
25-26	Structuring of Problems	Text Book	Chapter-2
		Experiential Exercise	
27-28	Useful Mechanisms of Convergent Thinking and	Text Book	Chapter-2
29-30	Useful Mechanisms Divergent Thinking,	Experiential Exercise	
31-32	Types of Problems and Types of Problem Solving	Text Book	Chapter-2
33-34	The Creative Personality, Traits Congenial to Creativity,	Text Book	Chapter-3
35-36	Motivation and Creativity	Experiential Exercise	

		Text Book	Chapter-4
37-38	The Creative Intelligence, Model	Experiential Exercise	
39-40	Techniques of Creative Problem Solving,	Text Book	Chapter-5
		Experiential Exercise	

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INTRODUCTION TO INFORMATION SYSTEMS

Course Code	:	BBA041
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Framework of Information Systems: Concept of IS, Nature and Scope

Structure and Types of Information Systems: Structure of Information Systems, Types of Information Systems (TPS, MIS, DSS, ESS, Enterprise Applications)

System Concept: Information Concept, Types of Information, Dimensions of Information, System Concept, Elements and Characteristics of System, Types of Systems

Information Systems for Competitive Advantage: Competitive Advantage, Porter's Competitive Forces Model, IS strategies for dealing with competitive forces, Strategic Information Systems

Information Technology for Information Systems: Hardware, Software, Programming Languages, Database Management, Telecommunications and Computer Networks

Analysis and Design of Systems: IS Planning, System Development Stages and Approaches, Structured System Analysis and Design

LEARNING OUTCOMES:

After successful completion of the course, the student should be able to:

1. Understand the framework of information systems,
2. Develop systems orientation towards business organizations,
3. Understand the strategic role of information systems, and
4. Develop a basic understanding of the generic system development approach.

TEXT BOOK:

- Goyal, D.P. (2010). *Management Information Systems: Managerial Perspectives, 3e*. New Delhi: Macmillan.

REFERENCE BOOKS:

1. Kanter, Jerome (2008). *Managing with Information, 4e*. New Delhi: PHI Learning.
2. Stair, R. and Reynolds, G. (2008). *Principles of Information Systems: A Managerial Approach*, New Delhi: Cengage Learning.

SESSION PLAN:

Session	Topic	Session Details	
1-3	Introducing Information Systems and their Importance	Text Book	Chapter 1
4-6	Concept, Nature and Scope of MIS	Text Book	Chapter 1
7-10	Structure and Classification of Information Systems	Text Book	Chapter 2
11-14	System Concept and System Approach	Text Book	Chapter 3
15-18	Information Systems for Competitive Advantage	Text Book	Chapter 4
19-22	Hardware, Software and Emerging Technology for Information Systems	Text Book	Chapter 5-7
23-26	System Development Approaches	Text Book	Chapter 17
27-30	System Analysis	Text Book	Chapter 18
31-34	System Design	Text Book	Chapter 18
35-38	Overview of Contemporary IS Applications	Text Book	Chapter 8-11
39-40	Recapitulation and Exercises		



INTRODUCTION TO TAXATION

Course Code	:	BBA042
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Indian Tax System: Direct Taxes and Indirect Taxes, Types and distinction.

Income Tax Act-1961: Meaning, Concepts and Definitions, Income, Person, Assessee, Assessment Year, Previous Year, Agricultural Income, Exempted Income, Residential Status of an Assessee, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and Expenditure.

Computation of Taxable Income: Different heads of Income, Income from Salary, Income from House Property, Profits and Gains of Business and professions, Capital Gains, Income from other Sources.

Chargeability of Tax: Deductions, Amounts not Deductible, Computation of Total Taxable Income of an Individual, Gross Total Income, Deductions u/s 80, viz., 80CCC to 80U.

Income Tax Calculations: Rates applicable for respective Assessment year, Education Cesses, Surcharge, Tax Deducted at Source, Return of Income, Advance payment of Tax.

Methods of Payment of Tax: Forms of Returns, Refund of Tax.

LEARNING OUTCOMES:

1. The student should be able to understand the basic concepts and definitions under the Income Tax Act, 1961 and acquire knowledge about Computation of Income under different heads of Income of Income Tax Act, 1961.
2. To be able to acquire Knowledge about the submission of Income Tax Return, Advance Tax, Tax deducted at Source, Tax Collection Authorities, etc.
3. To be able to prepare Tax filing statements and do planning for tax management.

TEXT BOOK:

- Singhania, V.K. (2012). *Students Guide to Income Tax*. New Delhi: Taxman.

REFERENCE BOOKS:

1. Prasad, B. *Income Tax Law and Practice*. New Delhi: Wiley Publication.
2. Mehrotra, H.C. *Income Tax Law and Accounts*. Agra: Sahitya Bhavan.
3. Pagare, D. *Income Tax Law and Practice*. New Delhi: Sultan Chand & Sons.
4. Ahuja, G. and Gupta, R. *Systematic approach to Income Tax*. New Delhi: Sahitya Bhavan Publication.
5. Chandra, M. and Shukla, D.C. *Income Tax Law & Practice*. New Delhi: Pragati Publications.

SESSION PLAN:

Session	Topic	Session Details
1-2	Indian Tax System, Direct Taxes and Indirect Taxes, Types and distinction	Slides / Board
3-6	Income Tax Act-1961, Meaning, Concepts and Definitions, Income, Person, Assesse, Assessment Year, Previous Year, Agricultural Income, Exempted Income	Slides / Board
7-12	Residential Status of an Assesse, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and Expenditure	Slides / Board
12-24	Computation of Taxable Income under the different heads of Income, Income from Salary, Income from House Property, Profits and Gains of Business and professions, Capital Gains, Income from other Sources, Chargeability, Deductions, Amounts not Deductible	Slides / Board
25-34	Computation of Total Taxable Income of an Individual, Gross Total Income, Deductions u/s 80, viz., 80CCC to 80U, Income Tax Calculations, Rates applicable for respective Assessment year, Education Cesses, Surcharge	Slides / Board
35-40	Tax Deducted at Source, Return of Income, Advance payment of Tax, Methods of Payment of Tax, Forms of Returns, Refund of Tax	Slides / Board



RESEARCH METHODS

Course Code	:	BBA043
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Research: Steps in conducting business Research.

Research Design: Sample and Sampling Design.

Testing of Hypothesis:

Methods of Data Collection: Designing of Questionnaire, Data Processing and Tabulation, Data Analysis.

Parametric and Non Parametric Test: Univariate Analysis, Bivariate Analysis.

Application of Research: Interpretation and Report Writing, Evaluation of Research Report.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of Research in Business and Industry,
2. Know different terminologies in Research,
3. Understand how to make a Research Design,
4. When, Where, Why and How to perform Research, and
5. To be able to analyze data and writing a report.

TEXT BOOK:

- Sekaran, U. and Bougie, R. (2010). ***Research Methods for Business: A Skill-Building Approach***. New Delhi: John Wiley & Sons, Ltd.

REFERENCE BOOKS:

1. Cooper, D.R., Schindler, P.S. and Sharma, J.K. (2012). ***Business Research Methods, 11e***. New Delhi: Tata McGraw-Hill.
2. Zikmund, W.G., Babin, B.J., Carr, J.C. and Griffin, M. (2012), ***Business Research Methods, 8e***. New Delhi: Cengage Learning South Western.

SESSION PLAN:

Session	Topic	Session Details
1-4	Introduction to Research, Steps in conducting business Research	Slides / Board
5-8	Research Design	Slides / Board
8-14	Sample and Sampling Design	Slides / Board
15-17	Testing of Hypothesis	Slides / Board
18-19	Methods of Data Collection	Slides / Board
20-24	Designing of Questionnaire	Slides / Board
25-30	Data Processing and Tabulation, Data Analysis	Slides / Board
31-34	Parametric and Non Parametric Test, Univariate Analysis, Bivariate Analysis.	Slides / Board
35-40	Interpretation and Report Writing, Evaluation of Research Report.	Slides / Board



ADVERTISING AND SALES PROMOTION

Course Code	:	BBA044
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Integrated Marketing Communications Strategy: The Promotion mix, Integrated Marketing Communications, steps in developing effective marketing communication, Promotion budget and mix, socially responsible marketing communication, Advertising and Public Relations, Sales Promotion, Direct and Online Marketing.

Sales Management: The role of the sales force, Personal selling, designing sales force strategy and structure, recruiting and selecting sales people, Training Salespeople, sales force compensation, supervising and motivating sales people, Evaluating salespeople and sales-Force performance.

Marketing Channels: Supply chains and the value delivery network, the nature and importance of marketing channels, Channel behavior and organization, channel design decisions, channel management decisions, public policy and distribution decisions, marketing logistics, Retailing and wholesaling

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental and advanced concepts of marketing, including Knowledge of various functions like Channel Management, Sales Management, and Marketing Communication etc. that a Marketing Manager performs.
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing and solve complex managerial problems.

TEXT BOOK:

- Kotler, Armstrong, Agnihotri and Haque (2010). *Principles of Marketing: A south Asian Perspective*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. S. A. Chunawala (2011). *Advertising, Sales and Promotion Management*. New Delhi: Himalaya Publication.
2. Tapan Panda and Sunil Sahadev (2012). *Sales and Distribution Management*. New Delhi: Oxford University Press.

3. S. Shahjahan (2011). *Applied case studies in Marketing*. Primus books: New Delhi
4. Lal Rajiv (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company
5. Ramaswami & Namakumari (2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

SESSION PLAN:

Session No.	Topic	Text/ Case/ Reading
1-2	Designing & Managing Integrated Marketing Communications	Text Chapter 14
3-4	Advertising	Text Chapter 15
5-6	Public Relations	Text Chapter 15
7-8	Personal Selling	Text Chapter 16
9-10	Sales Promotion	Text: Chapter 16/
11-12	Direct Marketing	Text Chapter 17
13-14	Online Marketing	Text Chapter 17
15-16	Review and Feedback	
17-18	The role of the sales force & Personal selling,	Text Chapter 16
19-20	Designing sales force strategy and structure, recruiting and selecting sales people and Training Salespeople	Text Chapter 16
21-22	Sales force compensation, supervising and motivating sales people, Evaluating salespeople and sales-Force performance.	Text Chapter 16
23-24	Supply chains and the value delivery network	Text Chapter 12
25-26	The nature and importance of marketing channels,	Text Chapter 12
27-28	Channel behavior and organization,	Text Chapter 12
29-30	Channel design decisions, channel management decisions,	Text Chapter 12
31-32	Public policy and distribution decisions and marketing logistics	Text Chapter 12
33-34	Retailing	Text Chapter13
35-36	Wholesaling	Text Chapter13
37-38	Designing Communication Plan	Project Presentations
39-40	Sales and Distribution Project	Project Presentations



INTRODUCTION TO INDIAN ECONOMY

Course Code	:	BBA045
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Economic Growth, Development and Underdevelopment: Concept of Economic Growth, Economic Development, Growth and Development, Concept of Underdevelopment

Human Development Index: Concept and Measurement of HDI

Nature of Indian Economy: India as an Underdeveloped Economy, a Developed Economy and a Mixed Economy

Population and Economic Development: Population size, Growth Trends, Causes, Population and Economic Development, Demographic Dividend

Trends of National Income: Trends, Concepts and Growth

Workforce Participation and Changes in Occupational Structure in India: Labour Force in India, Occupational Structure and Economic Development, Occupational Distribution of Labour Force in India

Employment and Unemployment: Trends, Structure, Nature and Causes

Problems in Indian Economy: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, Low Capital Formation and Industrial Sickness

Public and Private sector in Indian Economy: Meaning, Role, Benefits, Problems, Privatisation and Disinvestment

Impact of New Economic Policy on Indian Industry

Indian Economy & Foreign Trade: Value, Composition and Direction

Foreign Capital and Aid: Components, Need, Policy and Foreign Aid in India

Foreign Exchange Reserve: Exchange Rate, Policy, Reserves, Issue of Capital Account Convertibility, FERA and FEMA

Globalization and its impact on Indian Economy: Meaning, Policy and Effects

Economic Planning and Economic Development: Rationale, Features and Objective of Economic Planning in India, Strategy of Planning, 12th Five Year Plan.

LEARNING OUTCOMES:

1. This course will help in understanding the basic structure of Indian Economy and its development over a period of time and development in future.
2. Students have a better understanding of issues and problems faced by Indian Economy and the impact of policy changes to address them.
3. Students have better conceptual understanding off factors determining policy changes over a period of time in context of national and international environment, and economical issues faced by nation.

TEXT BOOKS:

- Sundharam, K.P.M , Datt, G., Mahajan, A. (2013). **Indian Economy**. New Delhi: Sultan Chand.

REFERENCE BOOKS:

1. S.K. Mishra & V.K. Puri. **Indian Economy**. Himalaya Publishing House.
2. I.C. Dhingra (2012). **Indian Economy : Environment and Policy PB**. LUCKNOW: SULABH PRAKASHAN.
3. Uma Kapila (2013). **Indian Economy: Performance and Policies**. Academic Foundation

SESSION PLAN:

Session	Topic	Session Details
1-2	Concept of Economic Growth and Economic Development	Text Book
3-4	Human Development Index	Reference Book
5-8	Nature of Indian Economy	Text Book
8-9	Some Demographic Issues in Indian Economy	Reference Book
10-12	Labour Force Growth and Occupational Pattern	Text Book
13-15	Employment and Unemployment in India	Text Book
16-17	Trends of National Income	Text Book

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PRINCIPLES OF OPERATIONS MANAGEMENT

Course Code	:	BBA046
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Responsibilities of Production Manager, Nature and Scope of Production Management, Strategic Decisions in Operations, Manufacturing Vs. Service Operation.

Facility Location: Manufacturing Systems, Layout Planning and Analysis, Concept of FMS(Flexible Manufacturing System), Vertical integration.

Productivity: Factors affecting productivity, Role of Production, Planning & Control (PPC), New Product Development & Process Design, Learning Curve.

Introduction of Work Study: Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Pre-determined Time Standard (MTM).

Material Management: An Overview, production control, storage and retrieval System. Types of capacity, Economics and Diseconomies of scale, Developing capacity alternatives.

Project Management: Basic concept, Network principles-CPM, PERT, Sequencing, 2 and 3 Machine cases: Johnson's Rule, Job shop Scheduling: Priority dispatching Rules.

Maintenance: Breakdown, Preventive, Predictive and TPM(Total Productive Maintenance), Basic concept of Reliability.

LEARNING OUTCOMES:

1. The student should be able to understand the concepts of Production and Operations Management.
2. The student should be able to understand the applications of Operations Management Techniques in organizations.

TEXT BOOK:

- Bedi, K. (2007). *Production and Operations Management*, 2e. Oxford University Press.

REFERENCE BOOKS:

1. Chary, S. N. (2011). *Production and Operations Management*, 4e. Tata McGraw Hill.
2. Panneerselvam (2004). *Production and Operations Management*. PHI.
3. Starr, M.K. (2007). *Production and Operations Management*. Cengage Learning.
4. Adam, E. (1992). *Production and Operations Management*. Pearson Education/PHI.
5. Gaither (2002). *Operations Management*, 9e. Thomson Learning.
6. Muhlemann, J. O. & Lockyer, K. (1992). *Production and Operations Management*. 6e, McMillan.
7. Chase, R. B. & Aquilano, N. J. (2002). *Production and Operations Management*. Irwin.
8. Krajewski, L. J. & Ritzman, L. P. (2005). *Operations Management- Processes and Value Chains*, 7e. Pearson Education, New Delhi.

SESSION PLAN:

Session	Topic	No. of Sessions
1-3	Manufacturing Vs. Service Operation	3
4-8	Facility Location	5
9-12	Manufacturing Systems	4
13-17	Layout Planning and Analysis	5
18-21	Production Planning & Control	4
22-28	Work Study	7
29-31	Material Management	3
32-37	Project Management	6
38-40	Total Productive Maintenance	3





Approved for implementation

Ac

27.12.2013

Vice Chancellor

JK Lakshmipat University

Laliya Ka Vas, P.O. Mahapura, Ajmer Road, Jaipur – 302026

Ph: 91-141-2259500/501/503/504

INSTITUTE OF MANAGEMENT

**Master of Business Administration
(Integrated – Dual Degree)**

**Batch 2013-18
5th to 6th Semesters**

Detailed Syllabus

&

Scheme of Examination

Academic Council Meeting (23.12.13)

STRUCTURE OF QUESTION PAPER:

The question paper will comprise of two sections, A and B. Section A will be of 30 marks and section B will be of 20 marks. Section A will have 5 conceptual questions out of which a student will be required to attempt any 3 questions. Section B will have case study/practical problems and will be compulsory.

EXAMINATION SCHEME:

Sr. No.	Evaluation Component	Duration	Marks (100) (%)
1.	Mid Term Exam	2 hours	20%
2.	End Term Exam	3 hours	50%
3.	Continuous Evaluation (Quizzes, Assignments, Presentations, Class Participation)	-	30%

CULTURE, ETHICS AND VALUES

Course Code	:	BBA051
Course Credits	:	4
Total Hours Per Week	:	3

COURSE CONTENTS

Ethical Vision of Management: Spiritual Empiricism, Indian Culture and Vedantic Indian Ethos, Vedantic Ethics, the Ethico-moral

Business Ashram: Holistics for Human Values; Fragmentism Holistic Vedantic thought and Living; Tagore, Vivekanda, Gandhi and Aurbindo on Ethics.

Ethics for Individual Motivation or Inspiration: Moral Inspiration , Amoral Motivation, Indian Heritage, non –centralized Culture and the Productivity Ethic

LEARNING OUTCOMES

1. The student should be able to understand the importance of culture, ethics and values. in determining the personal effectiveness.
2. He/She should be able to draw ethical indicators.
3. He/She should be able to classify the ethical and unethical practices in business at the individual, group and organizational level.
4. He/She should be able to comprehend how ethics can help in solving moral dilemmas.

TEXT BOOK

- Chakraborty, S. K. (1997). *Ethics in Management: Vedantic Perspective*. New Delhi: Oxford.

REFERENCE BOOKS

1. Ghosh, Biswanath. (2005). *Ethics in Management and Indian Ethos*. New Delhi: Vikas
2. Balachandran S., Raja, K.C.R. (2003). *Ethics, Indian Ethos and Managements*. New Delhi: Shroff

BUSINESS FINANCE

Course Code	:	BBA052
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Scope and Objective of Financial Management : Introduction – Nature & Scope of Financial management, Source of Finance, Finance Functions – Goals of Financial Management, Financial Manager's Role, Time value of Money, Risk and Return, Valuation of shares and bonds, Profit Maximization and Wealth Maximization.

Capital Budgeting: Nature and Principles, Compounding and Discounting, Cash Flows, Non- Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules.

Cost of Capital: Concept of cost of capital, Determining Component of Cost of Capital, Factors affecting Cost of Capital, Uses of Cost of Capital, Weighted Cost of Capital.

Capital Structure and Leverage : Theories of Capital Structure, Net Income Approach, Traditional Approach, MM Hypothesis and Arbitrage, Designing Capital structure, Financial and Operating leverages.

Working Capital Management: Principles and Concepts of Working Capital, Operating Cycle, Determinants Of Working Capital, Assessment of Working Capital Requirement, Receivables Management, Inventory Management, Cash Management, Financing of Working Capital.

Dividend Policy: Objectives of Dividend Policy, Determinants of Dividend policy, Practical Consideration In Dividend Policy, Types of dividend, Dividend theories.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of financial management.
2. Learn project viability analysis.
3. Understand the cost involved in financing alternatives.
4. Understand the importance and dynamics of working capital.
5. Understand the dividend policies of organisations.

TEXT BOOK:

- Prasanna Chandra (2010). *Fundamentals of Financial Management*. New Delhi: Tata McGraw- Hill Education Private Limited.

REFERENCE BOOKS:

1. I M Pandey (2010). *Financial Management, 10e*. New Delhi : Vikas Publishing Private Limited.
2. James C. Van Horne(2002). *Financial Management & Policy, 12e*. New Delhi : Pearson.
3. M.Y.Khan & P.K.Jain (2010). *Financial Management Text, Problems and Cases*. New Delhi : Tata McGraw- Hill Education Private Limited.

E-BUSINESS FUNDAMENTALS

Course Code	:	BBA053
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Origin of E-Commerce, Business Context, Advantages and Limitations of E-Commerce, Readiness, E-Transition Challenges, IT Act 2000

Business Models: E-Business Models Based on Transacting Parties (B2C, B2B, C2C, C2B) and Transaction Types

Enabling Technologies: Internet Client-Server Applications, Networks and Internets, Software Agents, Internet Standards and Specifications, Broadband Technologies

E-Marketing: Goals of Web Presence, Browsing Behavior Model, Online Marketing, E-Advertising, Internet Marketing Trends and Strategies

E-Security: Information System Security, E-Business Risk Management Issues, Information Security Environment in India, NASSCOM Initiatives

E-Payment: Digital Payment Requirements, Online Payment Categories, E-Cash, and E-Cheques, Digital Signature, Online Financial Services

E-CRM & E-SCM: Customer Relationship Management, E-CRM Solutions, Supply Chain Management, E-SCM Components and Trends

E-Strategy and Ethical Issues: Information and Strategy, Dimensions of E-Commerce Strategy, Ethical Issues in Digital Economy, Cyberstalking, Privacy and Cookies, Phishing, Copyright Issues, Threats to Children

LEARNING OUTCOMES:

Upon successful completion of the course, student is expected to –

1. Develop a basic understanding of E-Commerce and its enabling technologies
2. Understand various E-Business Models
3. Critically examine the issues involved in E-marketing, E-Security and E-Payments
4. Develop a business sense of IT investments
5. Analyze the security, legal and ethical issues

TEXT BOOK

- P.T. Joseph, S.J., (Latest Edition). *E-Commerce: An Indian Perspective*. New Delhi: PHI Learning

REFERENCE BOOKS

1. Reynolds, J. (2010). *E-Business: A Management Perspective*. New York: Oxford
2. Kulkarni, P. and Chande, P.K. (2010). *IT Strategy for Business*. New Delhi: OUP
3. Kalakotta, Ravi and Whinston, B. (Latest Edition), *Frontiers of E-Commerce*, New Delhi: Addison-Wesley.
4. Awad, Elias M. (2007). *Electronic Commerce: From Vision to Fulfillment*, 3/E, New Delhi: Prentice Hall

MANAGEMENT ACCOUNTING

Course Code	:	BBA054
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Nature and Scope of Management Accounting: Emergence of Management Accounting, Nature, Objective, Function of Management Accounting , Relationship between financial accounting and Management Accounting, Cost Accounting and Management Accounting, Need & Importance of Management Accounting.

Financial Statements: Meaning, Nature, Objective, Anatomy of Financial Statements, Form & Contents of Balance sheet & Income Statement, Characteristics of Ideal Financial Statements

Financial Statement Analysis: Types of Financial Analysis, External Analysis, Internal Analysis, Horizontal & Vertical Analysis, Comparative Statement, Common-Size Statement, Trend Analysis, Ratio Analysis, Cash flow Statement.

Cost Analysis: Cost behaviour, fixed cost, Variable Cost, Semi-Variable cost, Advantages of Classifying into Fixed and Variable, Marginal Costing and Break Even Analysis

Standard Costing & Variance Analysis: Standard Cost & Costing, Objective, Advantages, Limitation, Diff. between Standard cost and Budgetary Control, Type of standard, Setting of Standard, Direct Material variance, Labour Variances and Overhead Variances.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand management accounting as an information system for decision making.
2. Learn the meaning, use, Importance, forms & Contents of financial statements.
3. Learn to determine financial strengths and weakness of a firm.
4. Learn Cash flow statement analysis.
5. Understand Managerial application of Marginal Costing.
6. Learn the computation, analysis and accounting treatment of variances.

TEXT BOOK:

- Paresh Shah (2012) **Management Accounting**, New Delhi: Oxford Publication

REFERENCE BOOKS:

1. Ambrish Gupta (2009). *Financial Accounting for Management – An Analytical Perspective*. Pearson.
2. Anthony N. Robert, David F. Hawkins, Kenneth A. Merchant, (2010). *Accounting Text and Cases, 12e*. Tata McGraw Hill.
3. S.K. Bhattacharyya and John Dearden (2009). *Accounting for Management – Text & Cases*. New Delhi: Vikas Publishing.
4. Shashi K.Gupta, R.K.Sharma (2013). *Management Accounting- Principles and Practices*. Kalyani Publishers.

UNDERSTANDING CONSUMER BEHAVIOUR

Course Code	:	BBA055
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Consumer Behaviour: An Overview: Introduction, Need for Understanding Consumer Behaviour, Consumer insights, Diversity of Indian Market, Changing Pattern of Indian Consumer Behaviour, Factors Influencing Consumer Behaviour, Understanding the Buying Decision Process.

Psychological Influences on Consumer Decision-Making : Concept of Motivation, Role of Motives in Guiding Behaviour, Elements and Dynamics of Perception, Complexities in Consumer Perception, Consumer Beliefs, Consumer Feelings, Consumer Attitudes, Learning Theories, the Elaboration Likelihood Model (ELM), Nature & Theories of Personality, Brand Personality.

Sociological Influence on Consumer Decision-Making: Effect of Life Cycle Stage, Occupation and Lifestyle on Consumer Behaviour, Social Class and their Behavioural Patterns, Role of Influence Groups, Effect of Reference Groups on Consumer Decision Making, Culture Influence on Consumer Behaviour

Consumer's Decision Making: Decision Making Process, Impulse Buying Decision, Decision Making Criteria, Factors Influencing Decision Making, Role of Family in Decision-Making, Purchase Decisions: Issue and Resolution.

Changing Indian Consumer Behaviour: Drivers of Change, Consumer Trends, Significance of the Rural Markets, Rural Consumer Behaviour, New Consumption Patterns.

LEARNING OUTCOMES

Upon successful completion of the requirements for this course, students will be able to understand the three major influences on customer choice:

1. the process of human decision making in a marketing context;
2. the individual customers make up;
3. the environment in which the customer is embedded.

TEXT BOOK:

- Majumdar, Ramanuj (2010). *Consumer Behavior: Insights from Indian Markets*. New Delhi: PHI

REFERENCE BOOKS:

1. Schiffman, Kanuk & Kumar (2013). *Consumer Behavior*. New Delhi: Pearson Education.
2. Loudon & Della Bitta (2002). *Consumer Behaviour*. New Delhi: Tata McGraw-Hill.
3. Hawkins, Best and Coney (2004). *Consumer Behavior*. New Delhi: Tata McGraw-Hill.
4. Evans, Foxall & Jamal (2009). *Consumer Behavior*. New Delhi: Wiley Indian Edition

ENTREPRENEURSHIP

Course Code	:	BBA061
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Meaning, definition and functions of an entrepreneur, qualities of a successful entrepreneur, types of entrepreneurs, concept of entrepreneurship, significance of entrepreneur and entrepreneurship in economic development, Women entrepreneur

Ownership and Location of Industrial Units: Different forms of industrial Organisation, Theories of industrial location.

Promotion of a venture: Opportunity Analysis, feasibility study, economic feasibility, technical feasibility, financial feasibility and managerial competence, procedural steps in setting up of an industry, reasons of failure and the visible problems for business

Financing of a venture: Government support to new enterprise, Incentives, sources of finance, role of government and promotional agencies in entrepreneurship development

Entrepreneurship Development in India: Entrepreneurship development programme, role of various institutions in developing entrepreneurship in India.

TEXT BOOKS:

- S. S. Khanka (2013). **Entrepreneurship Development.** Sultan Chand and Sons.

REFERENCE BOOKS:

1. Vasant Desai (2013). **Dynamics of Entrepreneurial Development and Management.**
2. Simon down (2010). **Enterprise, Entrepreneurship and Small Business.** New Delhi: Sage publications.
3. Rajeev Roy (2011). **Entrepreneurship.** New Delhi: Oxford.

INDIAN FINANCIAL SYSTEM

Course Code	:	BBA062
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The Financial System: An Introduction : Components of Formal Financial System, Functions, Key Elements and Designs of Financial System, Nature and Role of Financial Intermediaries and Financial Markets, Reforms in the financial system

Financial Market: History of the Indian Capital Market, Capital Market Scams, Reforms, Primary Market: Free pricing Regime, Book-building, Green-shoe Option, On-line IPOs, The Secondary Market: Organisation, Management and Membership of Stock Exchanges, Listing of Securities, Trading Arrangement, Trading Settlements, Stock Market Index, Stock Exchanges In India.

Banking & Non-Banking Institutions: Development of Financial Institutions , IDBI, SIDBI, Exim Bank, NABARD, ICICI,

Financial Instruments: Capital Market Instruments, ADR, GDR, IDR, ECB etc.

Mutual Funds : Types, Risks, NAV, SEBI Guidelines relating to Mutual Fund, AMFI, UTI, Growth and Performance of Mutual Funds in India.

Financial Regulation: Regulations in the Capital Market, SEBI, RBI

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand Components and Functions of Financial System
2. Understand History, Functions of Capital Market, Primary market and Secondary Market.
3. Understand Changing Role of Development financial institutions
4. Understand Development, Reforms, Management of Banking and Non-banking financial sector

TEXT BOOK:

- Khan M Y. **Indian Financial System**,(2012), New Delhi: Mc Graw Hill Publication

REFERENCE BOOKS:

1. Machiraju H,(2011) *Indian Financial System*. New Delhi: Vikash Publication.
2. Pathak V.Bharati,(2013) *The Indian Financial System*. New Delhi : Pearson Education
3. Bhole L M, Mahakud Jitendra,(2012) *Financial Institutions & Markets*. New Delhi: Mc Graw Hill
4. Guruswamy S,(2010) *Financial Service & System*. New Delhi: Tata Mc Graw Hill

ORGANIZATIONAL CULTURE AND CHANGE

Course Code	:	BBA063
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Organisation and culture: Concept of culture, culture and identity

Culture and performance: strategy, marketing and leadership.

Culture and constrain: Culture at multilevel, constraints due to culture, cultural change

Organizational change: Understanding change, levels of change

Change agent: Leadership and the role of the change agent/practitioner, managing resistance and organizational culture for change.

Change and uncertainty: change in chaotic and uncertainty, change in global setting

LEARNING OUTCOMES:

By the end of this course it is expected that the student will have had opportunity to:

1. Understand organizational culture and various aspects related to it.
2. Gain the clarity on how culture facilitates or act as constraint for organizational change.
3. Develop critical appreciation of theories and practices in the management of change and apply this understanding to participants' professional roles as change
4. Leaders and to planning organisational change;
5. Explore conceptual, theoretical and practical perspectives on change management.

TEXT BOOK:

- Alverson Mats (2012). *Understanding Organizational Culture*. 2e. New Delhi: Sage

REFERENCE BOOKS:

1. Harigopal. K (2006). *Managing Organizational Change*. 2e. New Delhi: Sage
2. Daft, Richard L. (2005). *Leadership*. New Delhi: CENGAGE.
3. Hughes, Richard L.; Ginnett Robert C.; Curphy, Gord J. (2008). *Leadership: Enhancing the Lessons of Experience*. New Delhi: Tata McGraw-Hill.
4. Kotter, P. John. (1996). *Leading Change*. New Delhi: Harvard Business Press



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INSTITUTE OF MANAGEMENT

Master of Business Administration (Full Time Residential)

**Batch 2016-18
1st to 4th Semesters**

Detailed Syllabus & Scheme of Examination

Proposed Curriculum for MBA (FT) Batch 2016-18

Year 1 Semester 1 :			
	CODE	COURSE	CREDITS
1	MBA101	Principles & Practice of Management	4
2	MBA102	Managerial Economics	4
3	MBA103	Financial Accounting & Analysis	4
4	MBA104	Organizational Behavior	4
5	MBA105	Statistics for Managers	4
6	MBA106	Marketing Management-I	4
7	MBA107	Information Technology for Managers	4
8	MBA108	Operations Research	4
	MBA109	Comprehensive Viva	1
	MBA110	Soft Skills-I	1
Year 1 Semester 2 :			
1	MBA201	Financial Management	4
2	MBA202	Management Information Systems	4
3	MBA203	Research Methods	4
4	MBA204	Managerial Communication	4
5	MBA205	Production & Operations Management	4
6	MBA206	Cost & Management Accounting	4
7	MBA207	Marketing Management-II	4
8	MBA208	Managing Human Resources	4
	MBA209	Integration (Case Analysis & Presentation)	1
	MBA210	Soft Skills-II	1
Year 2 Semester 3 :			
1	MBA301	Logistics & Supply Chain Management	4
2	MBA302	Entrepreneurship Development	4
3	MBA303	Business Law	4
4		Major Specialization Elective1	4
5		Major Specialization Elective2	4
6		Major Specialization Elective3	4
7		Minor Specialization Elective1	4
	MBA304	Summer Training Project Report	4

CURRICULUM, DETAILED SYLLABI & SCHEME OF EXAMINATION

	MBA305	Major Research Project I	2
	MBA306	Simulation Exercise	1
	MBA307	Soft Skills-III	1
Year 2 Semester 4 :			
1	MBA401	Strategic Management	4
2	MBA402	Business Ethics, Corporate Governance & CSR	4
3		Major Specialization Elective 4	4
4		Major Specialization Elective 5	4
5		Minor Specialization Elective 2	4
6		Minor Specialization Elective 3	4
	MBA403	Major Research Project II	2
	MBA404	Comprehensive Viva (CV)	1
	MBA405	Soft Skills-IV	1
ELECTIVES			
Specialization Group : Finance			
	MBA FM 01	Security Analysis and Portfolio Management	4
	MBA FM 02	Financial Derivatives and Risk Management	4
	MBA FM 03	Management of Financial Institutions & Services	4
	MBA FM 04	International Financial Management	4
	MBA FM 05	Banking and Insurance Management	4
Specialization Group : Marketing			
	MBA MK 01	Services Marketing	4
	MBA MK 02	Consumer Behavior	4
	MBA MK 03	Integrated Marketing Communications	4
	MBA MK 04	Retail Management	4
	MBA MK 05	Sales & Distribution Management	4
Specialization Group : Information Systems			
	MBA IT 01	Relational Database Management Systems	4
	MBA IT 02	Data Warehousing & Data Mining	4
	MBA IT 03	Knowledge Management	4
	MBA IT 04	Business Process Reengineering	4
	MBA IT 05	Management of Information Technology	4

	Specialization Group : Human Resource Management		
MBA HR 01	Training and Development	4	
MBA HR 02	Leadership & Change	4	
MBA HR 03	Strategic Human Resource Management	4	
MBA HR 04	International Human Resources Management	4	
MBA HR 05	Labour Laws & Industrial Relations	4	
	Specialization Group : International Business		
MBA IB 01	International Business Environment	4	
MBA IB 02	Export Management and Documentation	4	
MBA IB 03	International Logistics Management	4	
MBA IB 04	International Marketing	4	
MBA IB 05	International Financial Reporting	4	
	Specialization Group : Operations Management		
MBA OM 01	Project Management	4	
MBA OM 02	TQM & Six Sigma	4	
MBA OM 03	World Class Manufacturing	4	
MBA OM 04	Services Operations Management	4	
MBA OM 05	Contemporary Practices in Operations Management	4	
	Open Elective: General Management		
MBA GM 01	Management Consulting	4	
MBA GM 01	Energy, Environment, Innovation and Geopolitics	4	

STRUCTURE OF QUESTION PAPER:

The question paper will comprise of two sections, A and B. Section A will be of 30 marks and section B will be of 20 marks. Section A will have 5 conceptual questions out of which a student will be required to attempt any 3 questions. Section B will have case study/practical problems and will be compulsory.

EXAMINATION SCHEME:

Sr. No.	Evaluation Component	Duration	Marks (100) (%)
1.	Mid Term Exam	2 hours	20%
2.	End Term Exam	3 hours	40%
3.	Continuous Evaluation (Quizzes, Assignments, Presentations, Class Participation)	-	40%

PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Code	:	MBA101
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Managers and Management: An overview, what is Management? Managers in organizations, functions, skills and roles in organization, process of management;

Evolution of Management Thought: Early thinking in management, the theory of management, Schools of management thought, Recent development in management thinking;

The Process of Management: Planning and strategic management, Managerial decision making, Organizing and organization structure, Motivating and leading, Effective control and role of information system;

Management in 21st Century: Organization and their changing environment, Impact of globalization on management, reinventing the organization, meeting the challenges of diversity;

Social Responsibility and Ethics: Stakeholders and responsibilities of business, Business ethics and challenges in turbulent times, socially responsible decision making.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
2. Be knowledgeable of historical development, theoretical aspects and practice application of managerial process.
3. Be familiar with interactions between the environment, technology, human resources, and organizations in order to achieve high performance.
4. Be aware of the ethical dilemmas faced by managers and the social responsibilities of businesses.

TEXT BOOK:

- Stoner, J. A., Freeman R.E. and Gilbert, D. R. (2009). *Management*, 6th edition Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Koontz, H. and Weihrich, H. (2010). *Essentials of Management: An International Perspective*, 8th edition, Tata McGraw Hill, New Delhi.
2. Bateman, T. S. and Snell, S. A. (2009). *Management: Leading and Collaborating in a Competitive World*, 8th edition, McGraw Hill Irwin.
3. Daft, R. L. (2009). *Principles of Management*. Cengage learning.
4. Schermerhron, J. R. (2009). *Introduction to Management*, 10th edition, Wiley India.

MANAGERIAL ECONOMICS

Course Code	:	MBA102
Course Credits	:	4
Total Hours Per Week	:	3

COURSE CONTENTS:

Economic Analysis and Business Decisions: Some Fundamental Concepts and Measurement Techniques in Managerial Economics. Optimization Techniques

The Objectives of Business Firm: Baumol's Theory, Marris's Theory, Behavioural Theory, Managerial Theory, Alternatives Theories of Firm

Demand and Supply: Demand Determinants, Demand Functions, Demand Elasticity

Demand Analysis: Empirical Demand Functions. Control and Management of Demand, Forecasting Demand

Profit & Output Analysis: Concepts and Measurement of Profit, Sales and Profit, Input-output Decision, Empirical Forms of Production Function, Supply Function and Cost Function with emphasis on multi product firms, Managerial use of Cost Functions, Revenue Functions, Break-even Chart. Optimum Output

Price-output Decisions: Competition, Different forms of Competitions in Sellers' Market and Buyers' Market -Structure of Product and Factor Markets, Interdependence and Reaction functions, Contestable Markets and Entry Barriers, Game theory formulations and Market Strategies

Pricing Principles and Practices: Pricing Rules, Mark-up Pricing, Price Discrimination, Two Part Pricing, Multiple Product Pricing, Joint Product Pricing, Transfer Pricing

Macro Economic issues in Indian Economy : Concepts of National Income, Business Cycles, Inflation and Unemployment, Exchange Rate, Purchasing Power Parity

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental economics concepts and its applications in business world.
2. Apply demand/supply, cost, profit measurements to solve complex managerial problems
3. Understand market structure and formulate pricing and market strategies
4. Understand capital budgeting and risk analysis to take informed decisions.

TEXT BOOKS:

- D.N. Dwivedi (2012). **Managerial Economics**. New Delhi: Vikas Publishing.

REFERENCE BOOKS:

1. Dominick Salvatore, Ravikesh Srivastava (2012). **Managerial Economics**. New Delhi: Oxford University Press.
2. Mark Hirschey (2012). **Managerial Economics**. New Delhi: Cengage Learning.
3. Mote, V.L. Samuel Paul and G.S. Gupta (2011). **Managerial Economics**. McGraw Hill
4. H.L. Ahuja (2010). **Advanced Economics Theory**. New Delhi: S. Chand.

FINANCIAL ACCOUNTING AND ANALYSIS

Course Code	:	MBA103
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Introduction: Importance and Scope of Accounting, Double Entry Book Keeping System, Basic Accounting Concepts and conventions

Preparation of Financial Statements: Accounting Cycle, P/L Account, Balance Sheet, Subsidiary Books, Bank Reconciliation, Adjustment Entries, Prior Period Expenses, Problems with regard to Measurement of Business Income, Long Term Assets and Depreciation

Statutory provisions: Major Provisions in Indian Companies Act relating to Preparation of Statutory Accounts, Indian Accounting Standards, IFRS, VAT, Excise, Challenges relating to IFRS in India, Adoption of IFRS in India

Analysis of Financial Statements: Ratio Analysis, Cash Flow and Funds Flow Analysis, Common Size Statement Analysis, Trend Analysis, Peer Group Analysis, Trend Percentage Analysis;

Contemporary Concepts : EVA, Inflation Accounting, Human Resource Accounting, Window Dressing, Scams, Non Compliance and Penalty, Financial Reporting and Corporate Governance, Computerized Accounting System.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand the importance of the accounting language;
2. understand basic principles of accounting;
3. learn the process of preparing accounting statements;
4. learn how accounting information fit into the legal framework of reporting (GAAP & IFRS);
5. learn analysis of accounting information for decision making.

TEXT BOOK:

- Asish K. Bhattacharyya (2010). *Financial Accounting for Business Managers*. PHI.

REFERENCE BOOKS:

1. Ambrish Gupta (2009). *Financial Accounting for Management – An Analytical Perspective*. Pearson.
2. Anthony N. Robert, David F. Hawkins, Kenneth A. Merchant (2010). *Accounting Text and Cases, 12e*. Tata McGraw Hill.
3. S.K. Bhattacharyya and John Dearden (2009). *Accounting for Management – Text & Cases*. New Delhi: Vikas Publishing.
4. Tulsian P.C. (2006). *Financial Accounting*. Pearson.
5. R. Narayanaswamy (2009). *Financial Accounting – A Managerial Perspective*. PHI.

ORGANISATIONAL BEHAVIOUR

Course Code	:	MBA104
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Introducing Organizational Behaviour: the importance of interpersonal skills, Challenges and opportunities for OB. Developing an OB Model.

The Individual: Biographical Characteristics, ability, global implications.

Personality: What is personality, MBT indicator, The Big Five Personality Model, Other Personality traits Relevant to OB.

Attitudes, Beliefs and Values: components of attitudes, job attitudes, Beliefs, importance of values, Terminal vs Instrumental values.

Perception & Attribution: Factors that influence perception, Making judgment about others, Attribution Theory.

Individual Decision Making: Decision making in organizations, influences on decision making, Ethical decision criteria.

Motivation (Structure & Processes): Hierarchy of Needs Theory, Two Factor Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Equity Theory, Expectancy Theory.

Group Behavior: Defining and classifying groups, stages of group development, group properties, Group Processes, group decision making.

Leadership: Trait Theories, Behavioral Theories, Contingency theories, LMX Theory, Charismatic Leadership and Transformational Leadership.

Team Building: creating effective teams, turning individuals into team players.

Emotional Intelligence: Concept & its Applications.

Inter-group Processes: Conflict and Negotiation, Transitions in conflict thought, conflict process, Bargaining strategies, Negotiation Process, Negotiation Effectiveness.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. List the importance of individual, group and organizational factors that determine the organisational effectiveness.
2. Draw that a manager's job is to identify the indicators that can lead to the organisational effectiveness.

3. Determine what behavioural modifications are suitable at different levels to achieve organizational effectiveness.
4. Define the effectiveness at individual, group and organizational levels.

TEXT BOOK:

- Stephen P. Robbins, Timothy Judge and Seema Sanghi (2010). **Organizational Behavior**. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Don Hellriegel and John W. Slocum, Jr. (2004). **Organisational Behavior**. India: Thompson.
2. Jerald Greenberg and Robert A. Baron (2008). **Behaviour in Organizations**. New Delhi: Pearson Prentice Hall.
3. James L. Gibson. John M. Ivancevich (2006). **Organizations**. Singapore: McGraw-Hill.

STATISTICS FOR MANAGERS

Course Code	:	MBA105
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Statistics: Importance for Managers, Data Classification and Presentation for Discrete and Frequency data, Measures of Central Tendency and Dispersion.

Simple Regression & Correlation: Types of Relationships, Estimation Using the Regression Line, Method of Least Squares, Standard Error of Estimate, Prediction Intervals, Correlation Analysis, Making Inference about Population Parameters, Coefficients of Determination and Correlation.

Time Series and Forecasting: Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting; Index Numbers.

Probability Distributions: Expected Value, Binomial, Poisson and Normal Distributions.

Sampling and Sampling Distributions: Types of Sampling, Sampling Distributions, Standard Error, Sampling from Normal and Non-normal Populations, Central Limit Theorem, Finite Population Multiplier, Estimation, Point and Interval Estimates, Estimator and Estimates, Confidence Levels and Intervals, Interval Estimates of Mean and Proportion from Large Samples, Interval Estimation Using t Distribution, Sample Size for Estimating Means and Proportions.

Testing of Hypotheses: Type I and Type II Errors, One Tailed and Two Tailed Tests, One Sample Tests, Hypothesis Testing of Means and Proportions, Two Sample Tests, Equality of Means for Dependent Samples, Difference between Proportions for Large Samples, Chi Square Test of Independence and Goodness of Fit, Analysis of Variance Test for Difference among more than two samples, Inference about population variance.

Non-Parametric Methods: The Sign Test, Rank Sum Tests, The Mann-Whitney U Test and the Kruskal-Wallis Test, One Sample Runs Test, Rank Correlation.

Decision Theory: Decision Environment, Expected Profit under Uncertainty, Marginal Analysis, Utility as a Decision Criterion, Decision Tree Analysis.

Statistics using MS Excel / IBM SPSS: Using Data Analysis ToolPak add-in with MS-Excel, Using SPSS.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the meaning, role and applications of statistics.
2. Apply statistical tools and techniques in solving business problems.
3. Use computer software for statistical analysis.

TEXT BOOK:

- Levin, R.I., & Rubin, D.S. (2010). *Statistics for Management*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Bajpai, N. (2010). *Business Statistics*. New Delhi: Pearson
2. Field, A. (2009). *Discovering Statistics using SPSS*. New Delhi: Sage Publications Ltd.
3. Sharma, J. K. (2009). *Business Statistics*. New Delhi: Pearson.
4. Anderson, D.R., Sweeney, D.J., & Williams, T.A. (2011). *Statistics for Business and Economics*, New Delhi: Cengage Learning.
5. Levine, D.M., Stephan, D.F., Krehbiel, T.C., & Berenson, M.L. (2009). *Statistics for Managers using Microsoft Excel*. New Delhi: PHI Learning.
6. Davis, G., & Pecar, B. (2010). *Business Statistics using Excel*. New Delhi: Oxford.
7. Gupta, S. P., & Gupta, M.P. (2008). *Business Statistics*. New Delhi: Sultan Chand & Sons.
8. Chandan, J.S. (2009). *Statistics for Business and Economics*. Noida: Vikas Publishing.
9. Agarwal, B.M. (2010). *Business Statistics*. New Delhi: Ane Books.

MARKETING MANAGEMENT-I

Course Code	:	MBA106
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Nature and Scope of Marketing: Understanding Marketing Management and Marketing Environment, Company Orientation towards the Market Place, Corporate Strategic Planning, Evaluating Business Portfolios, Growth Strategies, Marketing Plan, Value Chain and Value Delivery Process, Components of Marketing Environment.

Customer Value, Satisfaction and Consumer Behavior: Creating Customer Value and Satisfaction, Understanding Consumer Behavior and Buying Process, Organizational Buying Process.

Marketing Segmentation, Selecting Target Markets and Positioning: Differentiated and Undifferentiated Marketing, Segmentation, Targeting and Positioning. Creating Brand Equity, Branding Decisions, Crafting the Brand Positioning, Dealing with Competition.

Product and Pricing Decisions: Product Classification and Product Mix, New Product Development Process, Product Life Cycle Strategies, Developing Pricing Strategies and Programs.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental and advanced concepts of marketing, including the basic roles, skills, and functions of marketing manager;
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing and solve complex managerial problems.

TEXT BOOK

- Kotler, Keller, Koshy and Jha (2013). *Marketing Management*. New Delhi: Pearson Education.

REFERENCE BOOKS

1. Rajiv Lal (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company
2. S. Ramesh Kumar (2012). *Case Studies in Marketing Management*. New Delhi: Pearson Education.
3. Rajan Saxena (2006). *Marketing Management*. New Delhi: Tata Mcgraw-Hill.
4. Tapan Panda (2009). *Marketing Management*. New Delhi: Excel Books.
5. Arun Kumar, N. Meenakshi 2nd ed. (2011). *Marketing Management*. New Delhi: Vikas Publishing
6. Ramaswami & Namakumari(2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code	:	MBA107
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Computers: Components of a Computer System, Hardware and Software, Language Processors, Computer Languages, Evolution of Computers and various generations of computers.

Number Systems: Binary, Decimal, Octal, Hexadecimal, Base-n and Inter-conversions, Binary Arithmetic.

Operating System Fundamentals: Classification of Operating Systems, Introduction to popular operating systems, such as DOS, Windows and Unix.

Working with MS-Office: Working with basic packages in MS-Office Suite (MS Word, MS Excel and MS PowerPoint), Managerial Applications of these packages, Introduction to Open Office, Google Docs.

Computer Networks and Internet: Data Communication and Networking, Types of Computer Networks, Internet and its managerial applications, Basic Taxonomy of Internet, Intranets and Extranets.

Information Technology and Information Systems: Introduction to Information Technology, IT Applications and Implementation Issues, Issues and Impact of IT on business organizations, Overview of 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence and Information Super Highways.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the basic taxonomy of computers.
2. Work with basic computer software like MS-Windows and MS-Office.
3. Browse, search for and download information from Internet.
4. Be aware of state-of-the-art IT and networking applications.

TEXT BOOK:

- Leon, Alexis and Mathews Leon (2009). *Fundamentals of Information Technology, 2e.* Chennai: Leon Vikas.

REFERENCE BOOKS:

1. Rajaraman, V. (2010). *Fundamentals of Computers, 5e.* New Delhi: PHI Learning.

2. Balagurusamy, E. (2011). *Fundamentals of Computers*. New Delhi: Tata McGraw Hill.
3. Kumar, K. Mohan and S. Rajkumar (2010). *Computer Applications in Business, 2e*. New Delhi: Tata McGraw Hill.
4. Pierce, John. (2007). *2007 Microsoft Office System: Inside Out*. New Delhi: PHI Learning.
5. James, K.L. (2010). *The Internet: A User's Guide, 2e*. New Delhi: PHI Learning.
6. Rajaraman, V. (2010). *Introduction to Information Technology*. New Delhi: PHI Learning.

OPERATIONS RESEARCH

Course Code	:	MBA108
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Quantitative approach to management decision making, Analyzing and defining the problem, Developing a model, Selecting the inputs and putting the model to work, Typical applications of OR.

Linear Programming: Formulating maximization/ minimization problems, Graphical solution, simplex methods, Special cases of LP: Infeasibility, degeneracy, unboundedness and multiple optimal solutions, Duality of LP and its interpretation, Dual simplex methods, Post optimality/ sensitivity analysis, Applications of LP.

Transportation and Assignment problems: VAM method, Checking for optimality using MODI method, Unbalanced problem and degeneracy, Hungarian method for assignment problem, Traveling salesman problem.

Game theory: Pure and Mixed Strategy games, 2 Person zero sum games, Saddle point, Mixed strategies use of dominance rules, Solution by graphical methods.

Network Analysis: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost trade off.

Queuing Theory: Characteristics of a queuing system, Arrival and service patterns, Single and multiple channel, Queue models with Poisson arrival and exponential service times.

Simulation Modeling: Monte Carlo simulation, Using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

Replacement Models: Types of replacement problems, Replacement of assets that deteriorate with time, Determination of economic life using present value factors, Simple probabilistic models for assets which fail suddenly and completely.

Examples or Caselets: On application of OR techniques.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the concepts of Operations Research.
2. Understand the applications of Operations Research Techniques in optimal Decision Making.

TEXT BOOK:

- J.K Sharma (2013). *Operations Research: Theory and Applications, 5e*. New Delhi: Macmillan India Ltd.

REFERENCE BOOKS:

1. A Ravindran, Don T Philips and James J Solberg (2001). *Operations Research*. Singapore: John Wiley & Sons.
2. Pannerselvam (2010). *Operation Research*. New Delhi: Prentice Hall of India.
3. Barry Render, Ralph M. Stair (2003). *Quantitative Analysis for Management*. New Delhi: Prentice Hall of India.
4. Peter C Bell (2003). *Management Science/Operations Research*. Thompson: South-Western.
5. Hamdy A Taha (2003). *Operation Research*. New Delhi: Prentice Hall of India.
6. Srivastava U.K., Shenoy G.V. and Sharma S.C. *Quantitative Techniques for Managerial Decisions*. New Age International.
7. Anderson, Sweeney, Williams, *Quantitative Methods for Business*, 10e. New Delhi: Cengage Learning.

FINANCIAL MANAGEMENT

Course Code	:	MBA201
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Scope and Objective of Financial Management : Introduction – Nature & Scope of Financial management, Source of Finance, Finance Functions – Goals of Financial Management, Financial Manager's Role, Time value of Money, Risk and Return, Valuation of shares and bonds, Profit Maximization and Wealth Maximization.

Capital Budgeting: Nature and Principles, Compounding and Discounting, Cash Flows, Non-Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules.

Cost of Capital: Concept of cost of capital, Determining Component of Cost of Capital, Factors affecting Cost of Capital, Uses of Cost of Capital, Weighted Cost of Capital.

Capital Structure and Leverage : Theories of Capital Structure, Net Income Approach, Traditional Approach, MM Hypothesis and Arbitrage, Designing Capital structure, Financial and Operating leverages.

Working Capital Management: Principles and Concepts of Working Capital, Operating Cycle, Determinants Of Working Capital, Assessment of Working Capital Requirement, Receivables Management, Inventory Management, Cash Management, Financing of Working Capital.

Dividend Policy: Objectives of Dividend Policy, Determinants of Dividend policy, Practical Consideration In Dividend Policy, Types of dividend, Dividend theories.

Contemporary Concepts: Behavioural Finance, Balance Scorecard, Financial Reengineering.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of financial management.
2. Learn project viability analysis.
3. Understand the cost involved in financing alternatives.
4. Understand the importance and dynamics of working capital.
5. Understand the dividend policies of organisations.

TEXT BOOK:

- Prasanna Chandra (2011). *Financial Management- Theory & Practice*. New Delhi: Tata McGraw- Hill Education Private Limited.

REFERENCE BOOKS:

1. I M Pandey (2010). *Financial Management, 10e.* New Delhi : Vikas Publishing Private Limited.
2. James C. Van Horne(2002). *Financial Management & Policy, 12e.* New Delhi : Pearson.
3. M.Y.Khan & P.K.Jain (2010). *Financial Management Text, Problems and Cases.* New Delhi : Tata McGraw- Hill Education Private Limited.
4. Lawrence J. Gitman (2006). *Principles of Managerial Finance, 11e.* New Delhi : Pearson.

MANAGEMENT INFORMATION SYSTEMS

Course Code	:	MBA202
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: MIS Concept, Role, Strategic Objectives, IS Dimensions, Socio-technical approach to Information Systems, Types of Information Systems.

Information Systems and Business Organizations: Features of Organizations, IS Impact on Organizations, IS for Competitive Advantage, Porter's Competitive Forces Model, Business Value Chain, Management Issues.

Ethical and Social Issues: Moral Dimensions, Ethics in an Information Society, Ethical Principles, Accountability, Liability and Control.

IT Infrastructure and Security: Components of IT Infrastructure, Emerging hardware and software trends, Database Management, Telecommunications, Internet, Vulnerability, Threats to IS Society, Business Value of Security, Tools for protecting Information Resources.

Key System Applications: Enterprise Applications, E-Commerce and E-Business, Knowledge Management and Collaboration, Systems for Decision Making.

Building Information Systems: System Development and Organization Change, Role of Users in System Development, System Development Approaches, Global Information Systems.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the types of information system;
2. Appreciate the facilitating role of information systems in transforming business organizations;
3. Understand the management, ethical and social issues in IS;
4. Gain knowledge about contemporary IS applications.

TEXT BOOK:

- Laudon, Kenneth C. and Jane P. Laudon (2013). *Management Information System: Managing the Digital Firm, 12e*. Delhi: Pearson.

REFERENCE BOOKS:

1. O'Brien, James A.; George M. Marakas and Ramesh Behl (2010). *Management Information Systems, 9e*. New Delhi: Tata Mc Graw Hill.
2. Jawadekar, Waman S. (2011). *Management Information Systems: Text and Cases, 4e*. New Delhi: Tata Mc Graw Hill.
3. Mahadeo Jaiswal and Monika Mital (2010). *Management Information Systems*. New Delhi: Oxford.
4. Stair, Ralph M. and George W. Reynolds (2009). *Principles of Information Systems: A Managerial Approach*. New Delhi: Cengage Learning.

RESEARCH METHODS

Course Code	:	MBA203
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Research: Importance of research in Management, Types of research, Market research, Scientific Research.

The Research process: Research Problem, Literature Review, Theoretical Framework, Hypothesis Development, Research design.

Measurement of Variables: Operational definition, Scaling, Reliability, Validity.

Data Collection Methods: Sources of Data, Methods for Data Collection, Advantages and Disadvantages, Issues in Data Collection.

Sampling: Basic Concepts, The Sampling Process, Types of Sampling, Appropriateness of Sampling Method, Sampling Design and size.

Quantitative Data analysis: Coding, Editing and Transformation of Data, Descriptive Statistics and Inferential Statistics using MS Excel and IBM SPSS, Introduction to other Data Analysis Packages.

Qualitative Data Analysis: Introduction, Reliability and Validity in Qualitative Research, Methods for Qualitative Data Analysis.

The Research Report: Contents of the Research Report, Presentation of Report, Applications of research findings for managers and management.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of research in business.
2. Know different terminology.
3. Design a research.
4. Do research.
5. Analyze data.
6. Write a report.

TEXT BOOK:

- Sekaran, U., & Bougie, R. (2012). *Research Methods for Business: A Skill-Building Approach*. New Delhi: John Wiley & Sons, Ltd.

REFERENCE BOOKS:

1. Cooper, D.R., Schindler, P.S., & Sharma, J.K. (2012). *Business Research Methods*, New Delhi: Tata McGraw-Hill.
2. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2013). New Delhi: Cengage Learning.
3. Gupta, M., & Gupta, D. (2011). *Research Methodology*, New Delhi: PHI Learning Pvt. Ltd.
4. Panneerselvam, R. (2012). *Research Methodology*, New Delhi: PHI Learning Pvt. Ltd.

MANAGERIAL COMMUNICATION**Course Code : MBA204****Course Credits : 4****Total Hours per Week : 3****COURSE SYLLABI:**

Establishing a Framework for Business Communication: Nature and Scope of Business Communication, Communication Process, Communicating within organizations; External influences on Business Communication, Barriers to Intercultural Communication.

Interpersonal Communications: Non-verbal Communication, Listening Skills, Feedback Skills.

Focusing on Group Communication: Group conflict, Meeting Management, Effectiveness at Meetings

Use of Technology in Organisational / workplace Communications: Appropriate use of technology, web page communication,, voice and wireless communication

Communication Through Reports and Business Presentations- Business Writing, Formal Report Writing, Long and Short Reports, Determining Purpose of Reports, Organising Information in Written Form as Reports.

Designing and Delivering Business Presentations: Presentation Techniques and Skills, special presentation situations.

Communication for Employment: Preparing for the job search, preparing Resume's Facing Interviews and Group Discussions; Types of employment interviews, preparing for the interview.

Etiquette Advantage in Business Communication: Business Etiquettes, Communicating Across Cultures.

LEARNING OUTCOMES:

1. Upon completion of the course, students should be able to:
 1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
 2. List the importance of effective communication to determine the organizational effectiveness.
 3. Utilize analytical and problem solving skills appropriate to business communication.
 4. Participate in team activities that lead to the development of collaborative work skills.
 5. Select appropriate organizational formats and channels used in developing and presenting business messages.

6. Deliver an effective oral business presentation
7. Define and overcome communication barriers

TEXT BOOK:

- Lehman, Carol M.; DuFrene, Debbie D. and Sinha, Mala (2011). *BCOM: A South-Asian Perspective*. Delhi: Cengage Learning Pvt., Ltd

REFERENCE BOOKS:

1. Bove'e, Courtland L.; Thill, John V.(2006). *Business Communication Today*. New Delhi: Pearson.
2. Guffy, Mary Allen(2002). *Business Communication*. India: Thomson Krizan, A.C.; Merrier, Patricia: Logan, Joyce: Williams Karen (2008). *Effective Business Communication*. Delhi: Cengage Learning Pvt. Ltd.
3. Raman, Meenakshi and Singh, Prakash (2013). *Business Communication*. New Delhi: Oxford University Press
4. Mukerjee, Hory Sankar (2013). *Business Communication: Connecting at Work*. New Delhi: Oxford University Press

PRODUCTION & OPERATIONS MANAGEMENT

Course Code	:	MBA205
Course Credits	:	4
Total Hours per Week	:	3

COURSE OVERVIEW:

Introduction: The Field of Operations Management, Production Systems: Types of Production processes (Project/Job, Batch, Mass/Line, Continuous), OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.

Operations Strategy and Competitiveness: Operations Strategy, Operations Competitive Dimensions, the Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.

Forecasting Technique: Moving Average Method , Weighted Moving Average Method, Exponential Smoothing (random , trend , seasonal). Subjective Techniques : Delphi ,Jury of Executive Opinion.

Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Process Analysis- Examples, Process Throughput Time Reduction.

Product Design and Process Selection: The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Global Product Design and Manufacturing, Measuring Product Development Performance.

Facility Location: Plant location methods- Factor rating, Transportation method, Centroid method, Locating service facilities.

Facility Layout: Basic Production Layout Formats, Process Layout, Product Layout, Group Technology (Cellular) Layout, Fixed-Position Layout, Retail Service Layout, Office Layout. **Strategic Capacity Management:** Capacity Management in Operations, Capacity Planning Concepts, Capacity Planning, Planning Service Capacity.

Aggregate Sales and Operations Planning: Overview of Sales and Operations Planning Activities, the Aggregate Operations Plan, Aggregate Planning Techniques, Yield Management.

Inventory Control: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, Fixed-Order Quantity Models, Fixed-Time Period Models, Miscellaneous Systems and Issues.

Material Requirements Planning: Where MRP Can Be Used, Master Production

Schedule, Material Requirements Planning System Structure, MRP Examples.

Total Quality Management: Total Quality Management, Quality Specification and Quality Costs, Six-Sigma Quality, the Shingo System: Fail-Safe, ISO 9000.

Just-In-Time and Lean Systems: JIT Logic, the Toyota Production System, JIT Implementation Requirements, JIT in Services.

LEARNING OUTCOMES:

1. The student should be able to understand the concepts of Production and Operations Management.
2. The student should be able to understand the applications of Operations Management Techniques in organizations.
3. Apply production and operations strategies and principles for domestic and international business situations.
4. To understand world class manufacturing practices.
5. To understand contemporary operations management practices.

TEXT BOOK:

- S. N. Chary (2011). *Production and Operations Management*. Tata McGraw Hill.

REFERENCE BOOKS:

1. Richard B Chase, Nicholas J Aquilano, and F Roberts Jacobs (2004). *Production and Operations Management, 10e*. New Delhi: Tata McGraw Hill.
2. Everette E. Adam and Ronald J Ebert (2004). *Production and Operations Management, 5e*. New Delhi: Prentice Hall of India.
3. Lee J Krajweski and Larry P Ritzman (2002). *Operations Management Strategy and Analysis 6e*. Delhi: Person Education.
4. Norman Gaither and Greg Fraizer (2002). *Operations Management*. Thomson Southwestern.
5. A. Muhlemann, J. Oakland & K. Lockyer. *Production and Operations Management*. McMillan.
6. E. S. Buffa & R. K. Sarin. *Modern Production/Operations Management*. John Wiley.
7. Panneerselvam. *Production and Operations Management*. PHI

COST AND MANAGEMENT ACCOUNTING

Course Code	:	MBA206
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Objective of Cost Accounting, Financial Accounting and Cost Accounting, Management Accounting, Purpose of Cost Audit. Types of costs; Costs and expenses, Functions of an organization- Business functions as Value Chain-Cost Management- Methods and techniques of costing- Evolution of cost accounting- Costing system,

Elements of Cost and Methods of Costing : Classification of costs, ,Need for Classification, Cost Sheet, Identification of Cost, Job Costing, Batch Costing, Unit Costing, Contract Costing, Process Costing.

Materials Cost Management: Managing purchase functions; Storing of materials; Issue of Material, Inventory Valuation, ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory, Coding of Material

Labour Cost Management: Time Rate and Fixed Rate, Bonus and Incentive Plans, Job Analysis, Job Evaluation, Job Specification, Labour Turnover

Marginal Costing: Marginal Costing and Absorption Costing, Break Even Analysis of Single Product and multiple products, Managerial Decisions on Break Even Analysis

Standard Costing and Variance Analysis: Meaning, Fixation of Standards, Material Variance, Labour Variance, Overhead Variance, Use and Interpretation of Variances.

Cost Control: Budget Making Process, Functional Budgets and Master Budget; Flexible budgeting. Zero Base Budgeting, Activity Based Budgeting and costing, its advantages over traditional costing, Managing without Budget, ERP Solutions, Responsibility Accounting, target costing.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand the classification and analysis of cost .
2. Learn preparation of budget and variance analysis.
3. Understand cost accounting concepts for decision making.
4. Learn modern concepts of material , labour and overhead control.

TEXT BOOK:

- Charles T. Horngren, Gary L. Sundem, William O. Stratton, David Burgstahler, Jeff Schatzberg (2009). *Cost Accounting*, 14e. Pearson, New Delhi

REFERENCE BOOKS:

- Bhattacharya Ashish K (2009). *Principles and Practice of Cost Accounting*, 3e. PHI Learning Pvt. Ltd., New Delhi.
- Banerjee, Bhabtosh(2009). *Cost Accounting -Theory and Practice*, 12e. PHI Learning Pvt. Ltd., New Delhi
- M.Y.Khan & P.K.Jain(2010). *Management Accounting- Text Problem and Cases*, 5e. TMH Education Private Limited, New Delhi

MBA 207- MARKETING MANAGEMENT-II

Course Code	:	MBA207
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:**Integrated Marketing Communications Decisions:**

Managing Integrated Marketing Communications: Advertising, Sales Promotions, Event and Experience Marketing, and Public Relations, Managing Personal Communications, Direct and Interactive Marketing, Word Of Mouth, and Personal Selling.

Marketing Channels and Distribution: Designing and Managing Distribution Channels; Multi Channel Marketing, Direct Marketing and E-Commerce. Managing Retailing, Wholesaling and Logistics.

Marketing Intelligence and Marketing Research: Marketing Intelligence- Gathering Information from internal and external sources. Demand Measurement and Forecasting. Identifying and Solving Marketing Problems, Qualitative and Quantitative Research, Marketing Research System & Process.

Sustaining Growth and Value: Global Marketing, Services Marketing and Rural Marketing, Social, Ethical and Legal Issues in Marketing. Managing a Holistic Marketing Organization for the Long Run.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental and advanced concepts of marketing, including the basic roles, skills, and functions of marketing manager;
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing and solve complex managerial problems.

TEXT BOOK:

- Kotler, Keller, Koshy and Jha (2013). *Marketing Management*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Rajiv Lal (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company
2. S. Ramesh Kumar (2012). *Case Studies in Marketing Management*. New Delhi: Pearson Education.

3. Rajan Saxena (2006). *Marketing Management*. New Delhi: Tata Mcgraw-Hill.
4. Tapan Panda (2009). *Marketing Management*. New Delhi: Excel Books.
5. Arun Kumar, N. Meenakshi 2nd ed. (2011). *Marketing Management*. New Delhi: Vikas Publishing
6. Ramaswami & Namakumari (2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

MANAGING HUMAN RESOURCES

Course Code	:	MBA208
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to HRM: Meaning, Nature, Scope Function and Importance, Evolution of Concept & Changing Environment & Role of HRM, Strategic HRM.

HR Planning: Concept, importance, Objective, HRP Process, HRIS.

Job Analysis and Design: Job Analysis Job Description and Job Specification, Job Design.

Recruitment and Selection: Recruitment Policy, Procedure, Methods, Alternatives and Challenges, Diagnostic Approach to selection Process, Purpose & criteria.

Training & Development: Training Concept and Need, Identification, T&D Process, Methods and Evaluation.

Managing Organizational Change and Development.

Performance Management and Appraisal: Concept, Methods of Appraisal, Techniques of Appraisal and Limitations.

Compensation: Objectives and Factors Influencing it, Steps in establishing Pay Rates, Components of Pay, Managerial compensation & other trends in Compensation.

Employee Relations & Trade Unions: Ethic and Fair, Treatment at Work, Factors Building Ethical Behaviour, Trade Unions, Collective Bargain, Union Movement Today and Tomorrow.

Managing Global Human Resources: Internationalizations of Business Difference and Similarity in HR Practices Staffing of Global Organization Contemporary issues in HRM.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand fundamental concepts of human resource management, including its nature, scope, functions and importance.
2. Learn the human resource planning process and job analysis and design.
3. Diagnose the necessity and importance of training and development, performance appraisal of workforce.
4. Be familiar with fair compensation system and factors influencing it in order to achieve high performance.
5. Evaluate the importance of employee relationship and active role of trade unions.
6. Be aware of contemporary issues in HRM and change in human resource practices with internationalization of business.

TEXT BOOK:

- Dessler, G. and Varkkey, B. (2009). *Human Resource Management*. New Delhi: Pearson

REFERENCE BOOKS:

1. Aswathappa, K. (2008). *Human Resource Management Text and Cases*. New Delhi: Tata McGraw.
2. Rao, V. S. P. (2002). *Human Resource Management: Text and Cases*. New Delhi: Excel Books.
3. Ivansevich, J. M. (2010). *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Bernardi. *Human Resource Management*, 4e. New Delhi: Tata McGraw Hill.

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Code	:	MBA301
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Supply Chain Management: Key Issues in Supply Chain Management- Supply Chain Performance- Green Supply Chain Management.

The Value of Information: The Bullwhip Effect – Quantifying the Bullwhip Effect – Methods for Coping with the Bullwhip Effect - Designing the Supply Chain for Conflicting Goals.

Logistics Network Configuration: Data Collection – Potential Warehouse Locations – Key Features of a Network Configuration DSS.

Outsourcing: Make versus Buy Continuum, Sourcing Strategy, Impact of Internet on Sourcing Strategy.

Transportation: Drivers of Transportation Decisions, Modes of Transportation, Devising a strategy for Transportation.

Inventory Management and Risk Pooling: The Economic Lot Size Model – The Effect of Demand Uncertainty – Supply Contracts – Continuous Review Policy – Periodic Review Policy – Risk Pooling – Managing Inventory in the Supply Chain – Forecasting– Selecting the Appropriate Forecasting Technique.

Supply Chain Integration: Push, Pull and Push-Pull Systems – Identifying the Appropriate Supply Chain Strategy – The Impact of the Internet on Supply Chain Strategies –Distribution Strategies – Direct Shipment – Cross-Docking – Transshipment.

Supply Chain Restructuring: Supply Chain Mapping, Supply Chain Restructuring process, Restructuring the Supply Chain Architecture.

Global Supply Chain Management: Global Market Forces – Technological Forces – Global Cost Forces – Political and Economic Forces – Risks and Advantages of International Supply Chains.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the concepts of Supply Chain Management.
2. Understand how the performance of the supply chain can be improved with the integration of various tiers in the chain.

TEXT BOOK:

- Janat Shah (2007). **Supply Chain Management-Text and Cases**. Delhi: Pearson Education.

REFERENCE BOOKS:

1. Sunil Chopra and Peter Meindl (2007). *Supply Chain Management, 3e*. Delhi: Pearson Education.
2. Robert B Handfield and Ernest L Nicholas, Jr (2004). *Supply Chain Redesign*. Delhi: Pearson Education.
3. Donald Walters. Palgrave (2003). *Logistics: An Introduction to Supply Chain Management*. New York: Macmillan.
4. David A Taylor (2004). *Supply Chains: A Manager's Guide*. Delhi: Pearson Education.
5. G Raghuram and N Rangaraj (2000). *Logistics and Supply Chain Management*. Delhi: Macmillan India.
6. Ronald H Ballou (2004). *Business Logistics/ Supply Chain Management, 5e*. Delhi: Pearson Education.
7. David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi (2004). *Designing and Managing the Supply Chain*. Tata McGraw Hill.
8. K. Shridhara Bhat.(2009) **Logistics and Supply Chain Management**: Himalaya Publishing House

ENTREPRENEURSHIP DEVELOPMENT

Course Code	:	MBA302
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction of Entrepreneurship: Concept, knowledge and skills requirement, Characteristics of successful entrepreneurs, Role of entrepreneurship in economic development, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Managerial vs. Entrepreneurial approach, emergence of entrepreneurship, Social entrepreneurship and Corporate entrepreneurship

Starting the Venture: Introduction of MSME, Creative and Innovation, Generating business idea, Sources of new ideas, methods of generating ideas, Creative problem solving, Opportunity recognition, Environmental scanning, Competitor and industry analysis, Feasibility study – market feasibility, technical/operational feasibility, financial feasibility

Promotion of the venture: The business model and business plan as entrepreneurial tools, presenting business plan to investors

Functional plans: Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning, Organizational plan – form of ownership, designing organization structure, job design, manpower planning, Financial plan – cash budget, working capital, break even analysis

Financing Entrepreneurial Ventures: Debt or equity financing, Commercial banks, Venture capital, Financial institutions supporting to entrepreneurs, Government Grants, Bootstrap financing, Developing entrepreneurial networking

legal issues: Intellectual property rights, Patents, Trade Marks, Copy Rights, Trade Secrets, Licensing, Franchising

Business Growth Issues and Entrepreneurial Opportunities in India

LEARNING OUTCOMES:

Upon completion of the course, the student is expected to:

1. Enhance their entrepreneurial skills.
2. Able to generate new ideas and evaluate opportunities
3. Determine the prerequisites for starting the new venture
4. Design Business Model
5. Prepare Business Plan
6. Able to present the Business plan to investors
7. Raise the funds for the venture

8. Understand the legal issues associated with starting a venture

TEXT BOOKS:

- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2012). **Entrepreneurship**. New Delhi; Tata McGraw-Hill.

REFERENCE BOOKS:

1. Poornima M Charantimath (2012). **Entrepreneurship Development Small Business Enterprises**. New Delhi: Pearson.
2. Donald E Kuratko (2011). **Entrepreneurship: Theory, Process, and Practice**. New Delhi: Cengage Learning
3. Simon down (2010). **Enterprise, Entrepreneurship and Small Business**. New Delhi: Sage publications.
4. Rajeev Roy (2011). **Entrepreneurship**. New Delhi: Oxford.

BUSINESS LAW

Course Code	:	MBA303
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:**Indian Contract Act 1872- General Contacts**

Contract: meaning, essentials of a valid contract, types of contract.

Offer and acceptance: - rules regarding offer, communication, and revocation of offer and acceptance.

Consideration: -legal requirements regarding considerations, validity of agreement without consideration. Capacity of parties to contract, free consent, legality of object and consideration, Agreements declared void.

Special Contracts: Contingent and quasi contracts; Indemnity and guarantee; Bailment and pledge; Agency.

Indian Partnership Act 1932: Nature of partnership, Registration of firms, type of partners, Rights, Duties and Liabilities of Partners, Laws Related to Dissolution of Partnership.

The Companies Act-1956: Meaning Nature of Company, Classification of companies, Formation of company, Memorandum & Articles of Association, Prospectus, General Meetings and Proceedings, Management of a company, Winding up & Dissolution of companies.

The Sale of Goods Act 1930: Introduction, formation of the contract of sale, Goods and their classification, Express & Implied condition & warranties, Un-paid seller and his rights.

Government Regulation of Business: Securities law, Consumer Protection Act, 1986, Labour laws, Environment laws,

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Upon completion of the course, students are expected to be able to:
2. Understand legal business terminology
3. Understand the laws related to business contract.
4. Know the laws related to formation & functioning of partnership and companies in India.
5. Information about different laws relating to business.

TEXT BOOK:

- S.S. Gulshan & G.K. Kapoor.(2012),“*Business Law Including Company law*” by New Age International Publishers.

REFERENCE BOOKS:

1. Pawan S.Budhwar abd Arup Verma,(2009) *Doing Business In India*, Publication: Routledge
2. Rohini Agarwal,(2011) *Mercantile & Commercial Law*, New Delhi:Tax Man
3. N.D. Kalpoor,(2011) *Elements of Mercantile Law*, New Delhi: Sultan Chand & Sons
4. P.R. Chandha,(2010) *Business Law*, New Delhi: Galgotia Publication
5. Roger LeRoy Miller (2010), *Business Law Today*. Boton: Stanford Edition.

STRATEGIC MANAGEMENT

Course Code	:	MBA401
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Strategy: what is strategy, why strategic management, strategic decision making processes.

Strategic Analysis: The General Environment why environmental analysis and diagnosis, analyzing the environment.

The Competitive Environment: Porter's Five Forces Frame work, Hyper-competition

Internal Analysis and Diagnosis: the internal factors, analysis of strengths and weaknesses, diagnosis. Value Chain Analysis, Resource based view of strategy, Sustainable competitive advantage

Assessing Organizational Performance: Maximizing shareholder's value, Balanced Scorecard, Benchmarking

Strategy Formulation: Business level strategy, Generic Competitive Strategies: stability strategies, expansion strategies, retrenchment strategies, combination strategies

Corporate level strategy: Growth Strategies, Related Diversification, Portfolio Analysis, Business level strategists, mission and objectives

International strategy and globalization: Globalization or Localization, international Strategy, types of international strategy, Entry mode strategies

Strategy Implementation: organizational systems and strategic change, organizational structures, organizational processes, strategic control systems.

Strategic Leadership: Leadership and Management, Emotional Intelligence, Narcissistic Leaders, Leading Strategic Change.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Evaluate alternative paradigms of strategy and their influence on strategic decision making.
2. Understand the difference in the concepts of strategy, strategic thinking, strategic planning and strategic Management.
3. Understand the functions of strategic management.
4. Use the generic tools.

TEXT BOOK:

- Henry, Anthony E. (2011). **Understanding Strategic Management**. New York: Oxford

REFERENCE BOOKS:

1. Jaunch R. Lawrence, Gupta Rajiv, and Glueck William F.(2004). **Business Policy and Strategic Management**. New Delhi: Frank Bros.& Co.
2. Kachru, Upendra (2005). **Strategic Management: Concepts and Cases**. New Delhi: Excel
3. Cherunilam, Francis (2002). **Business Policy and Strategic Management**. Mumbai: Himalaya Publishing.

BUSINESS ETHICS, CORPORATE GOVERNANCE & CSR

Course Code	:	MBA402
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Business Ethics: Introduction ,the Changing Environment.

Framing Business Ethics: Corporate Responsibility, Stake holders and Citizenship.

Evaluating Business Ethics: Normative Ethical theories.

Making Decisions in Business Ethics: Descriptive ethical theories.

Managing Business Ethics: Tools and Techniques, Code of ethics, Global code of ethics, social accounting, business ethics and leadership

Stakeholders and Business Ethics: understanding corporate governance, ethical issues in corporate governance, shareholders and globalization, shareholder democracy, shareholding for sustainability.

Employees and Business Ethics: Firm –employee relations, ethical challenges of globalization, corporate citizen and employee relations, sustainable employment

Consumers and Business Ethics: Limits of caveat emptor, ethical issues, marketing and the consumer, the ethical challenges of the global marketplace, consumer sovereignty, ethical consumption

Suppliers, Competitors, Civil Society and Business Ethics: Misuse of power, loyalty, conflicts of interest, aggressive competition, impacts on indigenous businesses, recognizing csostakes, CSO tactics, Boycotts

Government, regulations and Business Ethics: Basic roles of government as a stakeholder, legitimacy, lobbying, party financing, government as regulators.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of Business Ethics and corporate governance in determining the organizational effectiveness.
2. Draw business ethics indicators.
3. Classify the ethical and unethical practices in business at the individual, group and organizational level.
4. Comprehend how ethics can help in solving moral dilemmas.

TEXT BOOK:

- Crane, Andrew and Matten Dirk (2012). *Business Ethics*. New Delhi: Oxford.

REFERENCE BOOKS:

1. Kline, J.M.(2005). *Ethics for International Business*. London: Routledge.
2. Weiss, Joseph W.(2009). *Business Ethics: Concepts and Cases*. New Delhi: CENGAGE

SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	:	MBAFM01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Investment Management: Investment versus Speculation, Financial Markets, Approaches to Investment Decision Making, Common errors in Investment Management, Qualities for successful investing, Investment Alternatives and their evaluation.

Securities Market: Participants in Securities Market, Legal framework, Securities Market Regulation, Primary market and Secondary Market, Government Securities Market, Corporate Debt Market, Money Market.

Risk and return: Concept of Return, Risk, Measuring Historical Risk and Return, Time Value of Money.

Securities Valuation : Bond Concepts, Price, Yield, Yield Curve, Determinants of Interest Rates, Bond Strategies, Equity Valuation, Various Approaches to Equity Valuation.

Security Analysis – Fundamentals: Macroeconomic and Industry analysis, Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, Intrinsic Value, Undervaluation versus Overvaluation, Equity Research in India.

Security Analysis – Technicals: Concept of Technical Analysis, Charting Techniques, Technical Indicators, Testing Technical Trading Rules, Evaluation of Technical Analysis.

Modern Portfolio Theory: Diversification and Portfolio Risk, Portfolio Return and Risk, Efficient Frontier, Optimal portfolio, The Single Index Model, Capital Asset pricing Model, Efficient Market Hypothesis, Behavioural finance.

Portfolio Management: Concept of Portfolio Management, Portfolio Management Process, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation.

Strategies of the Master Investors: Learnings from acclaimed investors – Benjamin Graham, Philip Fisher, Warren Buffett, John Templeton, Peter Lynch, George Soros, David Dreman, Charles Ellis, John Bogle, The Zurich Axioms, India's Money Monarchs.

International Investing: Benefits and Risks of Global Investing, Measuring the Return and Risk of Foreign Investments, International Capital Markets, Factors affecting Global Markets, Tracking Global Markets.

Practical exposure to the Analysis Software and Portfolio Management

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Get insight into the process of Investment and know about various Investment Alternatives.
2. Acquire insight about the relationship of the risk and return.
3. Understand the process of Securities Analysis.
4. Understand Portfolio Management concepts and practices in India.
5. Learn from the great investors in the market.

TEXT BOOK:

- Chandra, Prasanna (2009). *Investment Analysis and Portfolio management*. 3/e. New Delhi: Tata McGrawHill.

REFERENCE BOOKS:

1. Fischer, D.E. and Jordan, R.J. (2011). *Security Analysis & Portfolio Management*. 6/e. New Delhi: Pearson.
2. Pandian, Punithavathy (2010). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publication Pvt. Ltd.
3. Ranganatham, M. and Madhumathi, R. (2012). *Security Analysis and Portfolio Management*, 2/e. New Delhi: pearson.
4. Elton, E.J., Gruber, M.J., Brown, S.J., and Goetzmann, W.N. (2012). *Modern portfolio theory and Investment Analysis*, 8/e. New Delhi: Wiley India (P.) Ltd.
5. Bhat, S. (2009). *Security Analysis & Portfolio Management*. New Delhi: Excel Books.
6. Kevin, S. (2008). *Portfolio Management*. New Delhi: Prentice Hall India.
7. Avadhani, V.A. (2008). *Securities Analysis & Portfolio Management*. Mumbai: Himalaya Publications.
8. Alexander, G.J., Sharpe, W.F., and Bailey, J.V. (2001). *Fundamentals of Investment*. New Delhi: Pearson.

FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Course Code	:	MBA FM 02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Derivatives: what are derivatives and why do they do. Development and Growth of Derivatives Markets.

Forwards and Futures Markets: Difference between forward and spot market, physical settlement, Delivery options and cash settlement

Cost of carry model for Futures and forwards: cost of carry model, Backwardation and contango.

Risk Management Using Futures and Forwards: Basis risk and optimal hedge ratio, measuring Risk exposures, Hedging currency risk of equity positions, Rolling Hedges

How and why do firms hedge, costs and Benefits of hedging, Hedging instruments, Risk management structures and policies.

Options and their Payoffs, Risk neutral valuation, Binomial option pricing model, Black-scholes option pricing Model, Volatilities and Implied volatilities, exotic options, warrants and convertibles, Interest rate and currency swaps

Volatility smiles and Implied Risk neutral Distributions, complex option strategies

LEARNING OUTCOMES:

After successful completion of the course, students are expected to

1. Understand the importance of Derivatives
2. Understand various option pricing models
3. Understand the importance of Hedging
4. Understand the importance of financial risk management

TEXT BOOK:

- Jayanth Rama Varma. *Derivatives and Risk Management*. Tata McGraw-Hill

REFERENCE BOOKS:

1. Rajiv Srivastava. *Derivatives and Risk Management*. Oxford University Press
2. Sundaram Janakiraman. *Derivatives and Risk Management*. Pearson
3. John .C. Hull. *Options and Futures*. New Delhi

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code	:	MBAFM03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview Of Financial Institutions : Structure of Financial Systems, Financial development, Pre and Post Liberalization Scenario, Role of financial assets and institutions in economic development.

Indian Financial Systems : Banking, Insurance, Bond Market, Public Deposits, Government Securities, Stock Market, Treasury Bills, Venture Capital Fund., microfinance, Mutual Funds, IPO and procedure of issue., Regulation for Secondary Market operation.

Commercial Banks : Organization and Functions - Nationalized and Private Banks, Liquidity management – Theories, Central Bank –Regulatory Framework of RBI, Management of loans Investment and Asset Liabilities Management : .Evaluation of Performance and deposits, interest rates, Non-Performing Assets(NPA), Bank capital -Adequacy norms, Profitability of Commercial Banks.

Role of Development Banks in India: Overview, Operational policies and practices – IDBI, IFCL, ICICI, SFCs, SIDCs, SIDBI, NABARD etc.

Management Of Other Financial Institutions : Investment institutions, Venture Capital, Merchant Banking.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand the basic economic principles and the role of savings and investments in the economy;
2. learn the function of banks and other financial intermediaries in lending and borrowing;
3. know the types of banks and banking activities.
4. know about the financial markets, the types of traded securities and the faction of the various parties involved.
5. be aware of the function and role of central banks and the governments and the regal and regulatory framework

TEXT BOOK:

- Bhole, L.M. & Mahakud, J. (2009). *Financial Institutions and Markets, 5e.* TMH ,

REFERENCE BOOKS:

1. H.R Machiraju (2011) ,*Indian Financial Systems*, 4th Edition Vikas Publishing House Pvt. Ltd.
2. Meir Kohn(2003), *Financial Institutions and Markets*, McGraw-Hill, 2nd Edition
3. Bharati & V. Pathak(2011), *Indian Financial System: Markets, Institutions and Services*, 3rd Edition Pearson Education
4. Thummuluri Siddaiah(2011), *Financial Services*, 2nd Edition Pearson Education

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	:	MBAIB04
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Global Accounting – Convergence and Diversity: Global Accounting -What and Why. Sources of difference between accounting systems, possible advantages and disadvantages of a single set of global accounting standards,

Confidence and Assurance: Improving the credibility of financial reporting, Auditing and assurance, Corporate Governance and Financial Reporting, Corporate Social Responsibility Reporting Patterns

Contrasting Harmonization and Diversity across Corporate Reporting Systems: Institutional and external influences on accounting rules and practices, Cultural influences on accounting rules and practices

Introduction to IFRS: Framework of Accounting, IFRS-process and standard setting, Striking feature of IFRS, Journey of IAS to IFRS, Advantages of adopting IFRS, Challenges of Adopting IFRS, Current perspective in India, Categorisation of IFRS by ICAI.

Indian Accounting Standards: Indian AS, Difference between IFRS/GAAP and Accounting Standards, Comparative study of India/USA/UK GAAP, Comparison of CHINA GAAP & IFRS.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand the Global financial reporting system
2. Understand Cultural and Institutional influences on Financial reporting
3. Understand a number of regulatory issues relating to International financial reporting
4. Understand Indian accounting standards and financial reporting
5. Understand IFRS in India and its implementation.
6. Understand Convergence of Indian accounting standards to IFRs
7. Understand Comparison of Indian GAAP with /IFRS/USA GAAP/UK GAAP/China GAAP

TEXT BOOK:

- Jasmine Kaur, *International Financial Reporting Standards- A Practical Approach*. New Delhi: Mc Graw Hill.

REFERENCE BOOKS:

1. Clare Roberts, Pauline Weetman & Paul Gordon.(2011) *International Corporate Reportin*.4th Edition, Pearson Education
2. A.L. Saini, (2012) *Indian Accounting Standard and IFRSs*,1st Edition, Snow White Publications Pvt. Ltd.

BANKING AND INSURANCE MANAGEMENT

Course Code	:	MBA FM 05
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Overview of Banking Industry: Banking Structure in India: public sector banks, private sector banks, scheduled commercial banks and their Role, Banking Regulator - RBI and its functions, Banking Sector Reforms, SLR, CRR, PLR, CAR.

Banking Products and Channels: Traditional Banking, Branch Banking, Technology Based Channels, Different types of Accounts, Types of Loans - Consumer Credits, Auto Loans, Home loans, Education and Personal Loans, Plastic Money, Debit and Credit Card, Demat services, Banc assurance, Retail Banking - Customer Relationship Management (CRM), Customer Interaction Management (CIC), Know Your Customer (KYC) Norms, Retail Lending and Deposit Schemes, Interest Rates.

Credit and Risk Management: Types of Risks in Banking and Measurement, Credit Policies, Evaluations of Loan Proposal, Credit Analysis, CIBIL, Bank Capital and Liquidity, Cost of Fund, Managing Liabilities and NPAs, Basel Norms, Evaluation of Banking Performance – Ratio Analysis, CAMELS.

Settlement Systems, Service Quality and IT: ECS, RTGS and Clearing House, Concept of Customer Satisfaction, Six Sigma and ISO 9000 certification in Banking, IT based Services, Customer Relationship through Portals, Core Banking Solutions, Universal Banking.

Insurance: Introduction, Definition, Classification of Insurance – Life and Non-life, Seven Basic Principles of Insurance, Types of Policies – Personal Policies, Health Policies, Motor Insurance, Fire Insurance, Marine Insurance, Life Policies.

Life Insurance: Purpose and Objective of Life Insurance, Modern concepts of Life Insurance, Type of Life Insurance, Types of Financial Planning of an individuals, Different components of Life Cycle Calculation of Premium, Concept of Mortality, Actuarial Science and Actuary.

Non-Life Policies: Family Risk Management, Accident and Health Insurance, Mediclaim Policy, Types of Motor Vehicles Policies and their Characteristics, Classifications of Marine Insurance, Application and Basic Principles of Fire Insurance.

LEARNING OUTCOMES:

The following would be the learning outcomes for the students studying this subject:

1. Students would be able to empathize upon the role and significance of banking sector for the economy.
2. They would be able to understand the wide gamut of services provided by banks and learn how a bank is managed.
3. The students would have a hands-on exposure to the Banking Software's and Technology and functioning of the Banks.

4. Students would also learn about the other important part of BFSI sector, i.e., Insurance and understand its finer nuances.

TEXT BOOK:

- Padmalatha, S. and Paul, J. (2010). *“Management of Banking and Financial Services”*, New Delhi: Pearson Education.

REFERENCE BOOK:

1. Iyengar, V. (2009). *“Introduction to Banking”*, 1/e, New Delhi: Excel Book.
2. Indian Institute of Banking and Finance (2010). *“Banking Product and Services”*, New Delhi: Taxmann Publication.
3. Indian Institute of Banking and Finance (2010). *“Basics of Banking”*, New Delhi: Taxmann Publication.
4. Choudhary, M. (2007). *“Bank Asset and Liability Management: Strategy, Trading, Analysis”*, New Delhi: Wiley Finance.
5. Reserve Bank of India, Latest Annual Report.
6. Mishra, M.N. and Mishra, S.B. (2010). *“Insurance Principles and Practice”*, 5/e, New Delhi: S. Chand & Co.
7. Tripathy, N.P. and Pal, P. (2008). *“Insurance – Theory and Practice”*, 1/e, New Delhi: Prentice Hall of India.
8. Institute of Chartered Accountants of India (2008). *“Principles and Practice of General Insurance”*, 4/e, New Delhi: ICAI Press.
9. Mishra, K. (2010). *“Fundamental of Life Insurance Theory and Applications”*, New Delhi: JBA Publication.
10. Insurance Regulatory and Development Authority (2012). *“Life Insurance”*, New Delhi: IRDA Press.

SERVICES MARKETING

Course Code	:	MBAMK01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Understanding Service Products, Consumers and Markets: The nature of services, how to understand services, how consumer behavior relates to services, and how to position services. Building blocks for studying services and learning how one can become an effective service marketer.

Applying the 4 Ps of Marketing to Services: The development of the service concept and its value proposition, the product, distribution, pricing, and communications strategies that are needed for developing a successful business model. Revisiting the 4 Ps of the traditional marketing mix (*Product, Place, Price, and Promotion*) and expanding them to account for the specific characteristics of services that make them different from goods marketing.

Managing the Customer Interface: Managing the interface between customers and the service organization. The additional 3 Ps (*Process, Physical environment, and People*) that are specific to services marketing.

Implementing Profitable Service Strategies: Four key issues in implementing and managing effective services marketing. Building customer loyalty, complaint handling and service recovery, improving service quality and productivity, and striving for service

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand fundamental concepts and principles of Services Marketing;
2. develop analytical and conceptual abilities pertaining to marketing decisions in services and understand role of relationship management;
3. understand strategic and tactical issues related to marketing of services and solve complex managerial problems.

TEXT BOOK:

- Love Lock Christopher, Wirtz Jochen and Chatterjee Jayanta (2010) *Services Marketing: People, Technology and Strategy* New Delhi: Pearson Education

REFERENCE BOOKS:

1. Zeithmal V.A., Bitner M.J., Gremler D.D., and Pandit A. (2008) *Services Marketing: Integrating Customer Focus across the firm*. New Delhi: Tata McGraw Hill
2. Rajendra Nargundkar (2010) *Services Marketing: Text and Cases*. New Delhi: Tata McGraw Hill

CONSUMER BEHAVIOUR

Course Code	:	MBAMK02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Defining Consumer Behavior, Reasons For Studying Consumer Behavior, Consumer Research Process, Understanding Consumer and Market Segments.

Consumer as an Individual: Consumer Motivation and its Dynamics, Personality and Consumer Behaviour, Brand Personality, Self and Self-Image, Perception.

Consumer Learning and Attitude Formation: Learning Process and Theories, Consumer Attitude Formation and Change, Communication and Consumer Behavior.

Consumer in Social and Cultural Settings: Family and Social Class, Cultural influences on Consumer Behavior, Cross-Cultural Consumer Behaviour.

Consumer Decision Making Process and Ethical Dimensions: Levels and Views of Consumer Decision Making, Decision Making Model, Marketing Ethics and Social Responsibility

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Encourage appreciation for the value of consumer behaviour in determining successful marketing strategies.
2. Review recent conceptual, empirical, and methodological developments in research on consumer behaviour.
3. Provide a coherent framework for interpreting consumer reactions to marketing stimuli.
4. Provide experience in applying behavioural principles to the analysis of marketing problems and the design of marketing strategy.
5. Learn the importance of ethics and impact of social responsibility on marketing practices.

TEXT BOOK:

- Schiffman, Kanuk & Kumar (2013). *Consumer Behavior*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Majumdar, Ramanuj (2010). *Consumer Behavior: Insights from Indian Markets*. New Delhi: PHI
2. Loudon & Della Bitta (2002). *Consumer Behaviour*. New Delhi: Tata McGraw-Hill.
3. Hawkins, Best and Coney (2004). *Consumer Behavior*. New Delhi: Tata McGraw-Hill.
4. Evans, Foxall & Jamal (2009). *Consumer Behavior*. New Delhi: Wiley Indian Edition

INTEGRATED MARKETING COMMUNICATION

Course Code	:	MBAMK03
Course Credits	:	4

Total Hours per Week : 3

COURSE SYLLABI:

Integrated Marketing Communications: Objectives, Components and Effectiveness, Communication Process, Integrated Marketing Communication (IMC) Components (Promotion Mix), IMC Planning Process.

Situation Analysis and Analysis of Communication Process: Various Participants in IMC Process-Role of Advertising Agencies, Analysis of Consumer Behavior: Segmentation, Targeting and Positioning Strategies, The Communication Process and Models.

Objectives and Budgeting for IMC Programs: Establishing Objectives and budgeting for the Promotional Program.

Developing the Integrated Marketing Communications Program: Creative Strategy Planning, Development and Implementation. Media Planning and Implementation, Evaluation of Media: television, Radio, Print, Role of Support Media, Personal Selling, Direct Marketing, Digital Marketing, Search Engine Optimization, email marketing, Social Media Advertising, Online PR and Reputation Management, Affiliate Marketing, In-game Advertising, Role of Events and Experiential Marketing, Sales Promotion, Public Relations, Publicity and Corporate Advertising.

Special Topics and Perspectives: Measuring the effectiveness of the Promotional Program. International Advertising and Promotion, Regulation of Advertising and Promotion, Evaluating the Social, Ethical and Economic Aspects of Advertising.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of Integrated Marketing Communication.
2. Develop analytical and conceptual abilities pertaining to Communication decisions of the organization.
3. Understand strategic and tactical issues related to marketing communication and be able to design suitable communication plans.

TEXT BOOK:

- George Belch, Michael Belch & Keyoor Purani (2013). *Advertising & Promotion- An Integrated Marketing Communications Perspective* New Delhi: Tata McGraw-Hill

REFERENCE BOOK:

1. Kruti Shah and Alan D'Souza (2008). *Advertising & Promotions: An IMC perspective*. New Delhi: Tata McGraw-Hill
2. Damian Ryan and Calvin Jones (2012). *Understanding Digital Marketing*. USA: Kogan page.

RETAIL MANAGEMENT

Course Code	:	MBAMK04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview of Retail Management and Situational Analysis: Introduction to Retailing, Building and Sustaining Relationships in Retailing, Strategic Planning in Retailing, Retail Institutions by ownership, Retail Institution by Store-Based Strategy Mix, Web, Nonstore-Based, and Other Forms of Nontraditional Retailing.

The Customer and the Retail Business: Identifying and Understanding Consumers, Shopping Attitudes and Behaviour, Retailer Actions, Information Gathering and Processing in Retailing, Trading-Area Analysis, Site-Selection.

Managing a Retail Business and Merchandise Management: Retail Organisation and Human Resource Management, Operations Management: Financial and Operational Dimensions, Developing Merchandise Plans, Implementing Merchandise Plans, Pricing in Retailing.

Communicating with the Customer and Integration: Establishing and Maintaining a Retail Image, Community Relations, Elements of the Retail Promotion Mix, Planning a Retail Promotion Strategy, Integrating and controlling the Retail Strategy, Retail Audit.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of Retail management, including the basic roles, and functions of a Retailer;
2. Develop analytical and conceptual abilities pertaining to Retail mix;
3. Understand strategic and tactical issues related to Retailing and design appropriate strategies to make retail business successful.

TEXT BOOK:

- Berman, B., Evans, J.R. and Mathur, M. (2011). *Retail Management: A strategic Approach*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Pradhan, S. (2007). *Retailing Management: Text & Cases*. New Delhi: Tata McGraw Hill.
2. Newman, A.J. and Peter (2006). *Retailing: Environment & Operations*. New Delhi: Cengage Learning.
3. Cox, Roger, and Paul, B. (2006). *Retailing: An Introduction*. New Delhi: Pearson.

SALES AND DISTRIBUTION MANAGEMENT

Course Code	:	MBAMK05
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Selling as Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, Theories of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Sales Objectives and strategies: Sales Territories and Quota Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, formulating Selling Strategies.

Sales Force Management: Designing Sales Territories and Sales Quota; Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Sales Force Training and Compensation, Sales Incentives and Review of Performance.

Introduction to Distribution Management: Introduction, Need and Scope of Distribution Management, Importance of Channel, Types of Channels and Levels of Channels.

Channel Management Decisions: Components of Distribution System, Distributors Selection and Appointment, Channel Conflict and Their Resolutions, Training and Motivating the Channel Partners.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of Sales and Distribution Management.
2. Develop analytical and conceptual abilities pertaining to Sales and Distribution Decisions.
3. Understand strategic and tactical issues related to Sales and Distribution and solve complex managerial problems.

TEXT BOOK:

- Panda Tapan K., Sahadev Sunil (2012) *Sales & Distribution Management* .New Delhi: Oxford

REFERENCE BOOKS:

1. Still Richard R, Cundiff Edward W. and Govoni Norman A. P (2007) *Sales Management: Decisions, Strategies and Cases*. New Delhi: Pearson Education.
2. Krishna K. Havaldar, Vasant M. Cavale. (2011) *Sales & Distribution Management*. New Delhi: Tata McGraw Hill

RELATIONAL DATABASE MANAGEMENT SYSTEMS

Course Code	:	MBAIT01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Basic Concepts, Purpose of Database Systems, Views of Data, Relational Databases, Database Users, Database System Structure.

Relational Databases: Relational Model, Relational Algebra, Codd's Rules, SQL.

Database Design and Normalization: Overview, E-R Model, E-R Diagram, Constraints, Normalization and various Normal Forms, Decomposition using FDs/MVDs/JDs.

Transaction Management: Transaction Concept, ACID Properties, Concurrency Control.

Database System Architecture: Centralized and Client Server Architecture, Parallel Databases, Distributed Databases.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the significance of database approach.
2. Understand the ER modelling techniques.
3. Design and optimize organizational databases.
4. Use SQL commands to access relational databases.
5. Be familiar with web databases.

TEXT BOOK:

- Korth, Henry, Abraham Silberschatz and Awad, Elias M. and Hassan Ghaziri (2009). *Database System Concepts*. New Delhi: TMH.

REFERENCE BOOKS:

1. Elmasri, Ramez and Shamkant B. Navathe (2009). *Fundamentals of Database Systems, 5e*. New Delhi: Pearson.
2. Date, C.J.; A. Kannan and S. Swamynathan (2008). *An Introduction to Database Systems*. New Delhi: Pearson.
3. Kroenke, David M. And David J. Auer (2010). *Database Processing: Fundamentals, Design and Implementation, 11e*. New Delhi: PHI.
4. Leon, Alexis and Mathews Leon (2010). *Database Management Systems*. Chennai: Leon Vikas.
5. Connolly, Thomas and Carolyn Begg (2009). *Database Systems: A Practical Approach to Design, Implementation, and Management*. New Delhi: Pearson Education.
6. Lans, Rick F. van der (2010). *Introduction to SQL: Mastering the Relational Database Language*. New Delhi: Pearson Education.

DATA WAREHOUSING & DATA MINING

Course Code	:	MBAIT02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Modern Data Warehousing, Roles and Structure, Data Marts, Functions of Data Warehouse, Approach to Data exploration and OLAP Tools

Data Warehouse: Stores, Data Warehouses and Data Marts; Architecture, Metadata; Implementing Data Warehouse

Data Mining and Data Visualization: Data Mining, OLAP Techniques, Data Visualization, Current limitations and Challenges in Data Mining

Machines Learning: Fuzzy logic, Artificial Neural Networks, Genetic Algorithms, Executive Information Systems

Designing and Building Data Warehouse: Enterprise Model, Project Plan, Data Warehouse Architecture Specification and Development, Future Trends

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the fundamentals of data warehousing and data mining.
2. Understand the issues involved in creating and maintaining data warehouses.
3. Appreciate the role data mining in business decision making.
4. Be aware of the fuzzy logic, artificial neural networks and genetic algorithms.

TEXT BOOK:

- Marakas, George M. (2010). *Modern Data Warehousing, Mining and Visualization: Core Concepts*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Prabhu, C.S.R. (2009). *Data Warehousing: Concepts, Techniques, Products and Applications*. New Delhi: PHI Learning.
2. Miller, Thomas W. (2008). *Data and Text Mining: A Business Applications Approach*. New Delhi: Pearson Education.

KNOWLEDGE MANAGEMENT

Course Code	:	MBAIT03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Understanding Knowledge, Knowledge Economy, KM Life Cycle, Knowledge Centric Organizations, Knowledge Metrics, Types of Knowledge, Human Thinking and Learning.

Knowledge Creation and Capture: Knowledge creation, Nonaka's Model, Knowledge Architecture, KM Framework, Challenges in Building KM Systems, Knowledge Capturing Techniques.

Knowledge Codification and System Implementation: Concept, Models of Knowledge Conversion, Verification and Validation of Knowledge Base, Knowledge Transfer and Sharing.

Knowledge Management System tools: Social Knowledge Networks and Social Intelligence, Data Mining, Knowledge Portals and Knowledge Cafes.

Knowledge Management Issues: Ethical, Legal and Managerial Issues, Managing Knowledge Workers.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the meaning and types of knowledge.
2. Appreciate the significance of KM in organizations.
3. Understand the KM Lifecycle.
4. Be aware of the issues involved in creating KM systems.
5. Be knowledgeable about the KM metrics and evaluation techniques.

TEXT BOOK:

- Awad, Elias M. and Hassan Ghaziri (2009). *Knowledge Management*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Tiwana, Amrit (2009). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms, 2e*. New Delhi: Pearson.
2. Bebnya, Hind (2008). *Knowledge Management: Systems Implementation Lessons from the Silicon Valley*. New Delhi: Chandos Publishing.
3. Hislop, Donald (2010). *Knowledge Management in Organizations, 2e*. New York: Oxford.

4. Irma, Becerra-Fernandez and Dorothy Leidner (eds.) (2009). ***Knowledge Management: An Evolutionary View***. New Delhi: PHI Learning.
5. Reddy, B. Rathan (2009). ***Knowledge Management: Tools for Business Development***. Mumbai: Himalaya Publishing.
6. Warier, Sudhir (2009). ***Knowledge Management***. New Delhi: Vikas Publishing.
7. Sharma, Pankaj (2010). ***Knowledge Management***. New Delhi: APH Publishing.
8. Barnes, Stuart (Ed.) (2009). ***Knowledge Management Systems***. New Delhi: Cengage Learning.

BUSINESS PROCESS REENGINEERING

Course Code	:	MBAIT04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Business Processes and Dimensions, BPR – Need and Benefits, Role of Leader, Enablers of BPR.

BPR and IT: Relationship between BPR and IT, Role and Criticality of IT in BPR.

Implementation Methodology: Attributes of BPR methodology, BPR Team Characteristics, BPR Model, Alternative BPR Methodologies.

Success Factors of BPR: Reengineering Success Factors, Managing Barriers to BPR Success, BPR and TQM.

ERP and Lean Manufacturing: Definition and Importance of ERP and LM, Characteristics of ERP, Components of ERP, BPR and ERP, Key Performance Indicators.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the principles and multidimensional nature of BPR.
2. Appreciate the role of IS/IT in BPR exercise.
3. Be aware of the pitfalls associated with BPR.
4. Be knowledgeable about the BPR implementation and evaluation methods.

TEXT BOOK:

- Radhakrishnan, R. and S. Balasubramanian (2008). *Business Process Reengineering: Texts and Cases*. New Delhi: PHI.

REFERENCE BOOKS:

1. Hammer, M. and J. Champy. *Reengineering the Corporation: A manifesto for Business Revolution*. Harper Collins.
2. Sethi, Vikram and William R. King (2009). *Organizational Transformation through Business Process Reengineering: Applying the Lessons Learned*. New Delhi: Pearson Education.
3. Jeston, John and Johan Nelis (2008). *Business Process Management: Practical Guidelines to Successful Implementations*. Nioda (India): Elsevier.
4. El Sawy, Omar. *Business Process Reengineering Workbook*. New Delhi: TMH
5. Poirier. *Business Process Management Applied: Creating the Value Managed Enterprise*. New Delhi: Cengage.
6. Khosrowpour, Mehdi. *Cases on Information Technology and Business Process Reengineering*. USA: Idea Group.
7. Jayaraman, Natarajan and Angaramanujan. *Business Process Reengineering*. New Delhi: TMH.

MANAGEMENT OF INFORMATION TECHNOLOGY

Course Code	:	MBA IT 05
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Managing in the Information Age, Evolution of IT Management, IT Management Issues, Critical Success Factors for IT Managers

Strategic Importance of IT: Strategic Issues for Senior Executives, Visualizing Competitive Forces and Strategic Thrusts, Value Chain Reconstruction for E-Business

IT Strategy Planning and Development: Types of Strategies, Strategy Development Process, IT Strategy Statement, IT Planning Horizon, Components of an IT Plan, Planning Model

Technology, Legislative and Industry Trends: Hardware and Software Trends, Modern Telecommunication Systems, Information Infrastructure

Managing Software Applications: Application Portfolio Management, Managing Application Development, Development and Acquisition Alternatives, E-Business Applications

Superior Practices in System Management: Managing Customer Expectations, Managing Computer and Data Resources, Managing E-Business and Network Systems

Controlling and Securing Information Resources: Measuring IT Investments and Returns, IT Controls, Asset Protection and Security

Preparing for IT Advances: People, Organizations and Management Systems, Essential People-Management Skills, Role of Chief Information Officer

LEARNING OUTCOMES:

Upon successful completion of the course, student is expected to –

1. Understanding the role of IT in a modern day organization
2. Appreciate the strategic significance of IT
3. Develop an insight into the critical success factors of an IT Plan
4. Develop a business sense of IT investments
5. Analyze the contemporary trends in IT Management

TEXT BOOK:

- Frenzel, C.W. and Frenzel, J.C. (2007). *Management of Information Technology, 4e*. New Delhi: Course Technology

REFERENCE BOOKS:

1. Kulkarni, P. and Chande, P.K. (2010). *IT Strategy for Business*. New Delhi: OUP
2. Gupta, P; Prakash, S. and Jayaraman U. (2011). *IT Infrastructure and its Management*. Noida:TMH.

TRAINING & DEVELOPMENT

Course Code	:	MBAHR01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Employee Training & Development: Forces influencing working and learning, snapshot of training practices and infrastructure

Strategic Training: Aligning training to business needs and performance; training needs in different strategies marketing the training function

Training Needs Assessment: Need Assessment process scope of needs assessment

Learning and Transfer of Training: Learning theories, learning process and learning outcomes training programme design; Transfer of Training; Work and organizational environment characteristics encouraging transfer.

Training Evaluation: Overview of evaluation process, Outcomes evaluated, evaluation designs, measuring human capital and training activity.

Methods of Training and Employee Development: Traditional training methods, E-Learning and Use of Technology; Employee Development; Careers and Career Management; Special Challenges in Career Management, Future of Training and Development.

TEXT BOOK:

- Noe, Raymond A. (2008). *Employee Training and Development*. New Delhi: Tata McGraw Hill.

REFERENCE BOOKS:

1. Blanchard, P. Nick and Thacker, James W. (2008). *Effective Training: Systems, Strategies and Practices*. New Delhi: Prentice Hall.
2. Lynton, Rolf P. and Pareek, Udai (1990). *Training for Development*. New Delhi: Sage.

LEADERSHIP AND CHANGE

Course Code	:	MBAHR02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Individuals as Leaders: Leadership Managerial Roles, Leadership Theory Paradigms,

Leadership traits and Ethics: Personality Traits and Leadership, Leadership Attitudes, Ethical Leadership.

Leadership Behaviour and Motivation: Leadership behavior and styles.

Influencing Power, Politics, Networking and Negotiation: power, organizational politics, networking, negotiation.

Contingency Leadership Theories: Contingency theory and model, normative leadership theory and model, Leadership Substitutes Theory.

Team Leadership: Communication, feedback, coaching, managing conflict.

Leader/Follower Relations: vertical didactic vertical linkage, leader member exchange theory, followership, delegation.

Team Leadership and Self- Managed teams: the use of teams, decision making in teams, leadership skills for effective team meetings.

Organizational Leadership: Charismatic and Transformational Leadership, Leadership of Culture and Diversity and the Learning Organization.

Strategic Leadership and Managing Crises and Change: crisis leadership, leading change.

LEARNING OUTCOMES:

1. Upon successful completion of the course, students are expected to:
2. Understand the importance of Leadership in determining the organizational effectiveness.
3. Draw how a leader can identify the organizational effectiveness indicators.
4. Classify the leadership competencies that can determine organizational effectiveness.
5. Evaluate how far contingency approach can help in anticipating, adapting and managing change.
6. Comprehend how leaders can become change catalysts.

TEXT BOOK:

- Lussier, Robert N. and Achua, Christopher F. (2007). *Effective Leadership*. New Delhi: CENGAGE.

REFERENCE BOOKS:

1. Adair, John (2005). *How to Grow Leaders: The 7 Key Principles of Effective Leadership Development*. London: Kogan Page.
2. Daft, Richard L. (2005). *Leadership*. New Delhi: CENGAGE.
3. Hughes, Richard L.; Ginnett Robert C.; Curphy, Gord J. (2008). *Leadership: Enhancing the Lessons of Experience*. New Delhi: Tata McGraw-Hill.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code	:	MBAHR03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

SHRM an Introduction: HR Strategy and Organizational Capability, evolution of SHRM, Strategic fit, distinctive HR practices, theoretical perspective on SHRM, SHRM approaches

Global Environment of HR: HR environment, knowledge economy and HR, HR outsourcing, technology and HRM, Change & Diversity

Strategic HR Planning Acquisition and Development: Business strategy and HRP, HRP in changing environment, Job analysis and SHRM, competency based job analysis, HRP outsourcing, external and internal influence on staffing, strategic approaches to recruitment and selection, hiring for diverse work force, linkages between business strategy and T&D, T&D-special forms and new developments

Strategy for Performance and Compensation Management: Developments in Performance management, technology and PM, strategic PM, compensation and rewards approaches, Trends in top level executive compensation, business strategy and compensation

Strategic Management of Career and Work- Life Integration: Contemporary career management notions, typology of organizational career management, career management for specific HR issues, strategic career management, strategic approach to mentoring, relationship, work-family culture, HRD perspective on work- life integration, strategic approach to work-life integration.

TEXT BOOK:

- Tanuj Agarwala, Strategic Human Resource Management, Oxford University Press

REFERENCE BOOK:

1. Charles R. Greer, Strategic Human Resource Management: A General Managerial Approach,
2. Pearson
3. Schuler, R.S. & Jackson, S.E., Strategic Human Resource Management, Blackwell
4. Boxall, Peter & Purcell, John, Strategy and Human Resource Management, Palgrave Macmillan
5. Prasad, STRATEGIC HRM, Tata McGraw Hill
6. Kenneth A. Kovach, Strategic Human Resource Management, University Press of America

INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Course Code	:	MBAHR04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to International HRM: Difference between Domestic and International HRM Development of the International Business and Strategic HRM.

Global Staffing: Approaches to Staffing, Geocentric Staffing Requirements, advantages and disadvantages of different approaches, Determinants of IHRM Approaches and Activities.

Performance Management: Appraisal of HCN Employees. Evaluating Subsidiary Performance, Variables Affecting Expatriate Performance, PCN Role Conception, TCN Role Conception. Non-expatriate Performance Management

Training and Development: International Assignments as a Training and Development Tool, Components of Effective Pre-departure Training, Cultural Awareness Training and Assignment Performance, Developing Staff through International Assignments.

International Compensation and Benefits: Repatriation; Requirements for Successful Compensation and Benefits, Objectives of International Compensation, Key Components of International Compensation, Cost-of-living Allowances (COLA), Advantages and Disadvantages of the Going Rate Approach, Approaches to Handling International Taxation.

Union and Employee Relations for Multinational Firms: Union Structures, Key Issues in International Industrial Relations, Factors Influencing International Industrial Relations, IHR Management Approach, Management Attitudes towards Unions, Industrial Disputes and Strike Proneness, Hindering Global Integration of MNE Operations.

Understanding Different Cultures: Three Cultures Interact to Influence Standardization and Adaptation, Factors Influencing Standardization, The Linkage between Culture and Behavior, Factors Influencing Standardization of Work Practices.

HRM in International Joint Ventures: Managing Across Cultural Differences; Expatriate Management, Female Expatriates.

Re-entry (Repatriation) & Career Issues: The Repatriation Process, Repatriation Challenges, The Readjustment Challenge, Measuring ROI.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand basics in the IHRM.
2. Why IHRM has become important for MBA students.
3. Cross-cultural issues in IHRM.

TEXT BOOK:

- Briscoe Dennis R. and Schuler Randall S. (2004). *International Human Resource Management, 2e*. New York: Routledge

REFERENCE BOOKS:

1. Bhatia S.K. (2005). *International Human Resource Management: A Global Perspective, 1e*. New Delhi: Deep and Deep Publications Pvt. Ltd.
2. Dowling Peter J. and Welch Denise E. (2006). *International Human Resource Management, 4e*. New Delhi: Cengage Learning
3. Gupta S.C. (2007). *Text Book of International HRM, 1e*. New Delhi: Macmillan India Ltd
4. Harzing Anne-Wil and Ruysseveldt (2004). *International Human Resource Management, 2e*. New Delhi: SAGE Publications Inc.

LABOUR LAWS AND INDUSTRIAL RELATIONS

Course Code	:	MBAHR05
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction of Industrial Relations: Historical evolution of IR, IR in India, International regulatory and normative organizations such as ILO.

Trade Unions: Status of trade union, Trade Unionism, Trade unions in the era of liberalization.

Labour Problems: Collective Bargaining, Employee grievances, Discipline, Workers participation in Management.

Introduction of Indian Labour Legislations: The Factories Act, 1948, Industrial Dispute Act, 1947, Workmen Compensation Act, 1923, Payment Wages Act, 1936, Minimum Wages Act, 1948, Employee Provident Funds Miscellaneous Provisions Act, 1952, Payment of Bonus Act, 1965.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand some legal business terminology
2. Know basics of industrial relations and some acts
3. Information about different industrial laws
4. Understanding practical difficulties associated with the implementation of laws

TEXT BOOK:

- S C Srivastava, (2000). *Industrial Relations and Labour Laws*. New Delhi: Vikas.

REFERENCE BOOK:

1. Venkata Ratnam (2006). *Industrial Relations*. New Delhi: Oxford.
2. Arun Monappa (2006). *Industrial Relations*. New Delhi: Tata McGraw-Hill Edition

INTERNATIONAL BUSINESS ENVIRONMENT

Course Code	:	MBAIB01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

International Business Environment: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

International Financial Flows, Significance of managing international fund, Issues involved in international finance. International Monetary System: Balance of Payments, International Monetary System, An Overview of International Financial Markets, IMF, World Bank, Formation of Trading Blocks OPEC, European Community (EC), The North America Free Trade Agreement (NAFTA) UNCTAD, GATT, Subsequent WTO Developments, TRIPS, TRIMS, GATS.

Financial Markets : FII, FDI, GDR, ADR, International Bond Market, Choice of International Funding, Legal Framework in India, Growth of FDI in India vis a vis China.

International Trade Theories: Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Model - Imitation-Gap Theory - International Product Life Cycle Theory.

Parity condition in International Market: Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

Foreign Exchange Rate Mechanism: Intricacies of foreign exchange market, Spot and Foreign Exchange Rates, Quotation and Market Rules, Convertibility of rupee and its implications, Factors affecting exchange rates, Forex forecasting- Time series forecasting models.

Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Economic, Translation, Transaction), Hedging and Speculation, Derivatives and Exposure Management- Currency Forwards, Futures, options, swaps, interest risk management.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand International Business Environment and its implications for Managerial Decisions.
2. Understand International Business Theories.

3. Understand Instruments of Trade Policy and Foreign Exchange Determination System.
4. Understand importance of International Institutions and Regional Economic Integration.

TEXT BOOKS:

- Sundaram, Anant K., Black, J. Stewart. *The International Business Environment: Text and Cases*. New Delhi : Prentice Hall of India.

REFERENCE BOOK:

1. P.G.Apte (2011). *International Financial Management*. New Delhi: TMH
2. Vij Madhu. *International Financial Management*. New Delhi: Excel Books.

EXPORT MANAGEMENT AND DOCUMENTATION

Course Code	:	MBAIB02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Institutional infrastructure for Exports: Institutions for financing exports-EXIM Bank. ECGC, Other types of support-packing, marketing etc. Commodity Boards, Export Promotion Councils. IIFT, IIP Federation of Indian Export Organisation. Indian Council of Arbitration, .Export Development Authority. Agricultural and Processed Foods Export Development Authority, ITPOs, STCs, Advisory Boards,

Export Documentation: Exim policy, other acts relating to export/import, formalities for commencing, export documentation, project exports, export of services, export of excisable goods, 100% export oriented units Notified and Specified Goods.

Prohibition/Restrictions on Import and Export of Goods : Preparation of Invoices, Advance Rulings. Surveillance on Conveyances, Clearance of Goods, Goods in Transit, Warehousing, Baggage, Postal Parcels and Stores, Coastal Goods.

Export Finance: Basic concepts of foreign exchange, Methods of International Payment Settlement, International Commercial Terms, Letter of Credit, Exchange Control Regulations for imports and exports, Pre-Shipment finance, Post Shipment Finance, EXIM Bank of India, ECGC, Demand Guarantees and Standby Letter of Credit, Forfeiting and Factoring, Shipping & Marine Insurance Terminology: General Info on Shipping, Types of Containers and Ships, Containerization, Marine Insurance, Air Transportation, Bill of Lading/Air Way Bill/Sea Way Bill, Maritime Fraud ,

Packaging Product Specific Exports : Agriculture exports, Apparel Exports, Carpet Exports, Gem and Jewelry Export, Handloom Export , Marine Product Export, and other exports. - export processing zones - special economic zones –

Duty Drawback Procedure: export incentives Export Promotion – Duty Drawback-Eligibility, Conditions, Types. Special Economic Zones. EPZ/EOU

LEARNING OUTCOMES:

The main knowledge and capabilities intended for the student are to:

1. Understanding avenues of finance for export.
2. Acquire knowledge about theoretical aspects of export management;
3. Acquire knowledge about procedural aspects of export management
4. Understand the dynamics of product specific export
5. Acquire knowledge on Incentive provided by Government on Export.

TEXT BOOK:

- Dr. B.S.Rathor and J.S.Rathor (2010). *Export Marketing, 3e*. Revised Edition- - HPH.

REFERENCE BOOKS:

1. Gerald Albaum, Jesper Strandskov & Edwin Duer (2011). *International Marketing & Export Management, 5e*. Pearson Publication.
2. Thomas E Johnson & Donna L Bade (2010). *Export Import Procedures & Documentation*. AMACOM.
3. V.S. Datey (2011). *Indirect Taxes- Law and Practice, 27e*. Taxmann
4. Prof. N.S. Govindan, C.Sitaram. *Export Management*. Vikas Publishing House Pvt. Ltd.
5. Francis Cherunilam, (2010). *International Trade and Export Management, 6e*. HPH

INTERNATIONAL LOGISTIC MANAGEMENT

Course Code	:	MBAIB03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

Structure of Shipping Industry and World Seaborne Trade: Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

Freight Structure and Role of Intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

Indian Shipping and Containerization: Ports in India, Developments in India Shipping, Ports Infrastructure' Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air Transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

LEARNING OUTCOMES:

Upon completion of the course

1. The student should be able to understand the concepts of Logistics Management.
2. The student should be able to understand how the organizations can optimize on their logistics or transportation cost.

TEXT BOOK:

- Khanna K K (2007). *Physical Distribution Management: Logistical Approach*. Himalaya.

REFERENCE BOOKS:

1. Johnson J, Wood D. *Contemporary Logistics*.
2. Krishnaveni Muthiah (2007). *Logistics Management and World Seaborne Trade*. Himalaya.

INTERNATIONAL MARKETING

Course Code	:	MBAIB04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview of World Business and Framework of International Marketing: Definition of International Marketing, International Marketing- characteristics and components, Domestic V/s International Marketing, Process of Internationalization, Benefits of International Marketing.

International Marketing Environment: Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Measures to minimize Political Risks. Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch ZV/s Subsidiary, Counterfeiting, Gray Market. Cultural Environment- Culture and its characteristics, Management styles and Business Systems.

Planning For International Marketing: Marketing Research, Marketing Information System, Foreign Market Entry Strategies- Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Management Contracts, Turnkey Operations, Free Trade Zones.

International Marketing Decisions: Product Planning and Policy- Product Adaptation vs. Product Standardization, Developing an International Product Line and Building International Brands, Packaging, Warranties and Services for International Markets, International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and means of Payment. International Channels of Distribution- Structure of International Distribution System & Strategy, Channel Management, Retailing in International Scenario, Managing Global Logistics, Trade Operation and Documentation.

international promotion strategies: Promotion Mix, Global communication and culture, Communication Tools for global Marketing, International Sales Negotiation, International Advertising- Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized V/s Adaptation, Role of Exhibition, Trade Advertising etc International Organization Control.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of International Marketing, including the basic roles, skills, and functions of a manager working in Global environment.
2. Develop analytical and conceptual abilities pertaining to International marketing decisions.

3. Understand strategic and tactical issues related to International marketing solve complex managerial problems.

TEXT BOOK:

- Cateora, Philip R., Graham, John L (2007). *International Marketing*. New Delhi: Tata McGraw-Hill

REFERENCE BOOKS:

1. Czinkota, Ronkainen (2006). *International Marketing*. New Delhi: Thompson Learning
2. Cherunilam Francis (2010). *International Trade and Export*. Mumbai: Himalaya Publication

INTERNATIONAL FINANCIAL REPORTING

Course Code	:	MBAIB05
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Global Accounting – Convergence and Diversity: Global Accounting -What and Why. Sources of difference between accounting systems, possible advantages and disadvantages of a single set of global accounting standards,

Confidence and Assurance: Improving the credibility of financial reporting, Auditing and assurance, Corporate Governance and Financial Reporting, Corporate Social Responsibility Reporting Patterns

Contrasting Harmonization and Diversity across Corporate Reporting Systems: Institutional and external influences on accounting rules and practices, Cultural influences on accounting rules and practices

Introduction to IFRS: Framework of Accounting, IFRS-process and standard setting, Striking feature of IFRS, Journey of IAS to IFRS, Advantages of adopting IFRS, Challenges of Adopting IFRS, Current perspective in India, Categorisation of IFRS by ICAI.

Indian Accounting Standards: Indian AS, Difference between IFRS/GAAP and Accounting Standards, Comparative study of India/USA/UK GAAP, Comparison of CHINA GAAP & IFRS.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand the Global financial reporting system
2. Understand Cultural and Institutional influences on Financial reporting
3. Understand a number of regulatory issues relating to International financial reporting
4. Understand Indian accounting standards and financial reporting
5. Understand IFRS in India and its implementation.
6. Understand Convergence of Indian accounting standards to IFRs
7. Understand Comparison of Indian GAAP with /IFRS/USA GAAP/UK GAAP/China GAAP

TEXT BOOK:

- Jasmine Kaur, *International Financial Reporting Standards- A Practical Approach*. New Delhi: Mc Graw Hill.

REFERENCE BOOKS:

1. Clare Roberts, Pauline Weetman & Paul Gordon.(2011) *International Corporate Reportin*. 4th Edition, Pearson Education
2. A.L.Saini,(2012) *Indian Accounting Standard and IFRSs*, 1st Edition, Snow White Publications Pvt. Ltd

PROJECT MANAGEMENT

Course Code	:	MBAOM01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Basics of Project Management

Project Selection and Portfolio Management

Scope Management. Work Breakdown Structure

Project Team Building, Conflict, and Negotiation

MS Project Exercise

Cost Estimation and Budgeting and Risk Management

Project Scheduling: Networks, Duration Estimation, and Critical Path.

Project Scheduling: Lagging, Cashing, and Activity Networks

Resource Management

Project Evaluation and Control

LEARNING OUTCOME:

At the end of the course participants will be able to gain a thorough knowledge on project management from planning phase to handover. In general students will be able to

1. Create a project task list
2. Estimate project resources and costs
3. Determine project risks and constraints
4. Interpret and create a work breakdown structure (WBS), a GANTT chart , a PERT diagram
5. Determine a project's critical path and a critical chain
6. Build and lead a project team and maintain high team morale
7. Choose an appropriate management style, maintain and enhance team and client communication

TEXTBOOK:

- Jeffrey K. Pinto,(2009) 'Project Management- Achieving Competitive Advantage', Pearson Education, Indian Edition.

REFERENCE BOOKS:

1. Project management-A Managerial Approach, 4th edition (5th ed), by Meredith, J.R., and Samuel J. Mantel, Jr., John Willy & Sons, New York, 2001 (2003)
2. A guide to the project management body of knowledge (PMBOK), 2008 Edition, Project Management Institute (PMI), Newton Square, PA, USA – available in library as reference

TQM & SIX SIGMA

Course Code	:	MBAOM02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Quality Management, its Philosophies and TQM : The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total Quality.

Principles and Design for Six Sigma : Kaizen, Total Productive Maintenance(TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Statistical Process Control: Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction , Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement.

Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications.

LEARNING OUTCOMES:

1. The student should be able to have detailed knowledge of quality management.
2. The student would be able to understand the application of quality concepts in organizations.

TEXT BOOK:

- J M Juran & Frank M Gryna. *Quality Planning & Analyzing* ,TMH

REFERENCE BOOKS:

1. D.A Garvin. *Managing Quality*, The Free Press.
2. Evan J.R. *Total Quality Management*, Excel Book.
3. K.Maitra& S K Ghosh. *Total Quality Management*, OPH
4. B.L. Hansan& P.M. Ghare. *Quality Control & Application*, Prentice Hall of India.
5. Hagan. *Mgmt. of Quality*, OUP
6. Mohanty & Lakhe. *Hand Book of TQM*, Jaico
7. A.V Feigenbaum. *Total Quality Control*, McGraw Hill
8. N L Enrick. *Quality, Reliability & Process Improvement*, Industrial Press Inc.
9. Bhatt, *TQM*, Himalaya

WORLD CLASS MANUFACTURING

Course Code : MBAOM03
Course Credits : 4
Total Hours per Week : 3

COURSE SYLLABI:

World-Class Manufacturing: *World Class Manufacturing* includes agenda to guide innovators toward manufacturing excellence, by reducing error in production, and deciding manufacturing strategy.

The course begins by looking at the relationship of manufacturing strategy with marketing and corporate strategies and the Trade-offs in manufacturing objectives. In this part we will learn how the methods and tools of WCM improving Product and Process Design – Lean Production - SQC (statistical Quality Control), FMS (Flexible Manufacturing Systems), Rapid Prototyping, Poka Yoke, 5-S, use of IT (Information Technology), JIT (Just in Time), TQC (Total Quality Control), TPM (Total Productive Maintenance), TQM (Total Quality Management) and TIE (Total Industrial Engineering) provide competitive advantages to manufacturing firms.

Performance Measurement Framework for Analyzing Manufacturing Effectiveness : Next we will learn the measurement tools and cost accounting-based measurement and non-financial performance management techniques for assessing the effectiveness and efficiency and benchmarking.

Manufacturing Strategy in the Global Context : This section addresses the global management paradigm and the extended enterprise; Internationalization strategies and core competencies of cooperation; Alliance advantages and technology transfer.

LEARNING OUTCOMES:

With this foundation, performance measurement and strategic focus of the course students will be able to:

- 1 See opportunities to improve manufacturing operations
- 2 Diagnose the problems and barriers to create superior products
- 3 Design effective and efficient solutions
- 4 Apply concepts to solve manufacturing and operational problems

TEXTBOOK

- Richard J. Schonberger. *World Class Manufacturing*, Free Press, ISBN-1416592547; ISBN-13: 9781416592549.

SERVICES OPERATIONS MANAGEMENT

Course Code	:	MBA OM 04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The nature of services: service classification, The Service Package, distinctive characteristics of service operations

Service strategy: the strategic service concept, classifying services for strategic insights, competitive service strategies

The service delivery system: service blueprinting, strategic positioning through process structure, generic approaches to service system design.

The supporting facility: Design, Layout, process flowcharting, Walk Through-Audit

The service encounter: the service encounter triad- Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, the service profit chain

Service facility location: location considerations, facility location techniques, breaking the rules- competitive clustering, saturation marketing, intermediaries, transportation

Service quality: defining service quality, measuring service quality- SERVQUAL, quality service by design, Taguchi methods, Poka Yoke, quality function deployment; achieving service quality- cost of quality, tools for achieving service quality; programs for service quality assurance- zero defects, Deming's 14 point program, Malcolm Baldrige quality award

Managing queues: queuing systems, the psychology waiting, the economics of waiting essential features of queuing systems standard M/M/1 model

Productivity and quality improvement: Making continual improvement a competitive strategy, Data envelopment analysis: measuring service productivity, The DEA model- definition of variables, objective function, constraints, DEA and strategic planning.

LEARNING OUTCOMES:

1. The student should be able to have detailed knowledge of the service operations tools and techniques.
2. The student would be able to understand the application of service operations in service sector.

TEXT BOOK:

1. Cengiz Haksever, Barry render, Roberta S Russell and Robert G Mudrick. *Service Management and Operations*. Pearson Education

REFERENCE BOOKS

1. James A Fitzsimmons and Mona J Fitzsimmons. *Service Management*. McGraw Hill
2. Richard Metters, Kathryn King, Matters and Madeleine Pullman. *Service Operations Management*. Thompson-South

CONTEMPORARY PRACTICES IN OPERATIONS MANAGEMENT

Course Code	:	MBA OM 05
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI: Seminar course. The syllabus will comprise of selected readings on recent trends and contemporary issues in Operations Management.

LEARNING OUTCOMES:

With this foundation, performance measurement and strategic focus of the course students will be able to:

- 1 Understand and evaluate contemporary practices in Operations Management.

TEXT BOOK: no standard text books required for the course.

MANAGEMENT AND OPERATIONS CONSULTING

Course Code	:	MBA GM 01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The aim of the course is to provide the participants with theoretical and practical knowledge in consultation work. It deals especially with understanding the need for consultancy, the nature of consultation work and different methods of performing consultancy. The course places emphasis on oral and written presentations and active involvement of the participants on real life consulting through a field project and the development of certain high impact skill areas in proposal writing, pricing, data gathering and client presentations.

INTENDED LEARNING OUTCOMES:

After successful completion of the course, the student will:

- Gain knowledge and understanding of many aspects of the management consulting industry and its major practices
- Strengthen one's ability to define key factors relevant to marketing and conducting a successful consulting engagement.
- Improve one's ability to analyze and frame business issues facing a client so as to interest them in purchasing a project and assure their later commitment to implementation.
- Gain exposure to a variety of intervention approaches essential for assuring change in solving a client's problem.
- Acquire practical skills in certain key areas of consulting.
- Gain practice in performing a field-consulting project.

TEXTBOOK:

1. Joe O'mahoney, Management Consulting, Oxford University Press, 2010, ISBN: 9780199577187

CASEBOOK:

- Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. The Contemporary Consultant – Casebook. Thomson South-Western Publishing, 2004; ISBN-10: 0324290195; ISBN-13: 978-0324290196.

REFERENCE BOOKS:

1. Alan Weiss, Getting Started in Consulting (Paperback), Wiley; 3rd edition (March 23, 2009); ISBN-10: 0470419806; ISBN-13: 978-0470419809.
2. Block, Peter. Flawless Consulting Set, Flawless Consulting (Second Edition) And The Flawless Consulting Field book [With Fieldbook], Pfeiffer; 2 edition (November 15, 2000), ISBN-10: 0787957127; ISBN-13: 978-0787957124.
3. Sugata Biswas S. Biswas, D. Twitchell, Management Consulting: A Complete Guide To The Industry, 2nd Ed., John Wiley & Sons (October 2001), ISBN: 978-0-471-44401-5
4. Greiner, Larry E. and Poulfelt, Flemming. The Contemporary Consultant – Insights from Experts. Thomson South-Western Publishing, 2004; ISBN-10: 0324290195; ISBN-13: 978-0324290196.

ENERGY, ENVIRONMENT, INNOVATION AND GEOPOLITICS (EEIG)

Course Code	:	MBA GM 02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The energy industry is the world's largest and arguably most important economic activity, yet it is also unsustainable in its current form. This course is for individuals interested in developing and commercializing innovative energy technologies for increased sustainability with respect to energy generation, energy use, and environmental impact. We will examine a wide range of technological, environmental, geopolitical, regulatory, economic, and consumer factors that are changing the energy landscape and creating new opportunities for innovation. The course will assess the commercial viability of new technologies, evaluate alternative energy business strategies, and explore productive partnerships in the energy industry.

LEARNING OUTCOMES:

The Participants of this Course will:

1. Enhance understanding the broad interconnections among economic growth, energy resource supply, geopolitical energy security, climate change and the development of energy policy of India and Asia;
2. Provide opportunity to review and revisit the technologies and economics of electricity production, transmission, distribution and consumption/conservation;
3. Have opportunity to review current policy issues in India's electricity policy, particularly in respect of the use of oil, coal, natural gas, renewable and nuclear energy as well as conservation; and
4. Maximize the interaction with practicing policy advisers on current energy issues and policy options.

TEXT BOOK:

- Carlos Pascual and Evie Zambetakis (eds), *Energy Security: Economics, Politics, Strategies and Implications*, (Washington DC: Brookings), 2010.

ADDITIONAL READINGS:

1. Daniel Yergin, *The Prize: The Epic Quest for Oil, Money, and Power* (Free Press, 2008).
2. Gal Luft and Anne Korin (eds.), *Energy Security Challenges for the 21st Century* (Santa Barbara, CA: Praeger Security International), 2009.
3. Charles Weiss (Prof., Georgetown Univ.) and William B. Bonvillian, *Structuring an Energy Technology Revolution* (MIT Press, April 2009)
4. Pernik and Wilder, *"The Clean Tech Revolution: The Next Big Growth and Investment Opportunity"*, 2007

BBA

Institute of Management, JKLU, Jaipur

Corrigendum of Course Booklet

Programme Name: BBA+ MBA (Duel Degree)

Batch: 2013-18

1. Course Structure for BBA Sem- V and VI is missing, which should be considered as follows:

Proposed Curriculum (Year 3) for BBA+MBA (Dual Degree) Programme (2013-18 Batch)

Year 3 Semester V		
Course Code	Course Title	Credits
BBA051	Culture, Ethics and Values	4
BBA052	Business Finance	4
BBA053	E-Business Fundamentals	4
BBA054	Management Accounting	4
BBA055	Understanding Consumer Behaviour	4
BBA056	Summer Internship Project	2
BBA057	Comprehensive Viva	1
Year 3 Semester VI		
BBA061	Entrepreneurship	4
BBA062	Indian Financial System	4
BBA063	Organizational Culture and Change	4
BBA064	Soft Skills Development	4
BBA065	Foreign Language	4
BBA066	Managing Social Project	4
BBA067	Comprehensive Viva	1

Note: The curriculum for Semesters VII, VIII, IX and X of this programme will be the same as offered in MBA (Full Time) programme of the University.

2. Syllabi of following courses are missing :

S. No	Semester	Code	Course Name	Credit
1	1	BBA017	Comprehensive Viva (CV)	1
2	2	BBA027	Comprehensive Viva (CV)	1
3	3	BBA037	Comprehensive Viva (CV)	1
4	4	BBA047	Comprehensive Viva (CV)	1
5	5	BBA056	Summer Internship Project	2
6	5	BBA057	Comprehensive Viva (CV)	1
7	6	BBA064	Soft Skills Development	4
8	6	BBA065	Foreign Language	4
9	6	BBA066	Managing Social Project	4
10	6	BBA067	Comprehensive Viva (CV)	1

which should be considered as follows:

COMPREHENSIVE VIVA

Course Code : **BBA017**
Course Credits : **1**

COURSE DESCRIPTION:

The first Comprehensive Viva exam would be conducted at the end of Semester 1 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

COMPREHENSIVE VIVA

Course Code : **BBA027**
Course Credits : **1**

COURSE DESCRIPTION:

The second Comprehensive Viva exam would be conducted at the end of Semester 2 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

COMPREHENSIVE VIVA

Course Code	:	BBA037
Course Credits	:	1

COURSE DESCRIPTION:

The third Comprehensive Viva exam would be conducted at the end of Semester 3 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

COMPREHENSIVE VIVA

Course Code	:	BBA047
Course Credits	:	1

COURSE DESCRIPTION:

The fourth Comprehensive Viva exam would be conducted at the end of Semester 4 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

SUMMER INTERNSHIP PROJECT

Course Code	:	BBA056
Course Credits	:	2
Time Duration	:	8 Weeks

COURSE DESCRIPTION:

As part of the BBA Programme, the Final Year students undergo an eight weeks training at an industry of their choice or one allocated by the University placement cell after Fourth Semester. This is mostly scheduled during the months of May and June.

Upon their return from SIP, they undergo the process of evaluation where they need to submit the SIP Report and make presentations.

COMPREHENSIVE VIVA

Course Code : **BBA057**
Course Credits : **1**

COURSE DESCRIPTION:

The Fifth Comprehensive Viva exam would be conducted at the end of Semester 5 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

SOFT SKILL DEVELOPMENT

Course Code : **BBA064**
Course Credit : **4**

COURSE SYLLABI:

- Understanding of Communication Process Model, Channels and Barriers in Communication. Adopting a simple, concise and direct language, Identifying basic communication principles.
- Setting clear goals for clear communication, initiating communication, avoiding communication breakdown, taking personal responsibility and translating across Communication Styles (after identifying four communication styles). Importance of listening for improved understanding.
- Pronunciation and Accent Neutralization, Inter and Intra personal Communication, Behavioral aspect of Communication and its implementation, Removing Stage fear, Ability to speak and analyze instantaneously (Business Extempore).
- Tools for active listening and interpreting Non-Verbal Cues such as Intonation, rate of speech, volume, gestures, facial expressions, posture, dress and eye contact.
- Writing effective emails, preparing powerful presentations and writing Business Reports.
- Noun, Preposition, Conjunction, Pronoun, Verb, Tenses, Modifiers and Prepositional Phrases and their implementation.
- Improving Verbal English through practice exercises comprising of day to day conversational situations. Practice exercises to strengthen lexical / structural knowledge of English.
- Art of effective networking and Introductions, Power of handshake, Business Card Protocol, Telephone, cell phone and email etiquette, Pre-meeting strategies. corporate Dressing, effective usage of gestures during communication in a formal environment and balancing between Speaking and Listening to arrive at an equilibrium, negotiations and conflict management.

- Creating openness, matching body language to message, working constructively with emotions, dealing with anger and managing emotionally charged situations, Managing Cross Cultural Communication.

LEARNING OUTCOMES:

Upon completion of the course, the student is expected to:

1. Identify and react accordingly on one-way and two-way communication scenarios.
2. Define the communication style followed by him / her.
3. Demonstrate active-listening skills
4. Deal with challenging emotions
5. Overcome cross-cultural barriers
6. Recognize filters in himself / herself and others.
7. Express the Anger constructively.
8. Use grammatically correct language.
9. Speak impromptu on any business topic / current affairs.
10. Work effectively in diverse teams (As a part of Course activities and role plays).

TEXT BOOK:

- Mitra, B.K. (2014). ***Personality development and soft skills***. New Delhi: Oxford University Press.

REFERENCE BOOKS:

1. Sweeney, S. (2003). ***English for business communication, 2/e***. New Delhi: Cambridge University Press.
2. Taylor, G. (2001). ***English conversation practice***. New Delhi: McGraw Hill Education.

FOREIGN LANGUAGE (FRENCH)

Course Code	:	BBA065
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Verbs: Simple tenses :formation, first conjugation, second conjugation, third conjugation First conjugation spelling irregularities, The imperative, Compound tenses: formation, Reflexive verbs, The passive, Impersonal verbs, The infinitive, The present participle, Past participle, agreement, Modal auxiliary verbs, Use of tenses, The subjunctive: when to use it, Verbs governing a and de, Irregular verbs

Nouns: The gender of nouns, Formation of feminines, Regular feminine endings, Formation of plurals .

Articles: The definite article, The partitive article, The indefinite article.

Adjectives: Formation of feminines and plurals, Regular feminine endings, Irregular feminine forms, Comparatives and superlatives, Demonstrative adjectives, Interrogative and exclamatory adjectives, Possessive adjectives, Position of adjectives.

Pronouns :_Personal pronouns, The pronoun en, The pronoun y, Indefinite pronouns, Relative pronouns, Interrogative pronouns, Possessive pronouns, Demonstrative pronouns

Adverbs: Formation Irregular adverbs, Position, Comparatives and superlatives, Common adverbs and their usage.

Prepositions, Conjunctions, Sentence Structure: Word order, Negatives Question forms.

Use Of Numbers: Cardinal and ordinal numbers, Calendar, The time.

Translation Problems, Pronunciation : From spelling to sounds, Pronunciation of feminines and plurals

TEXT BOOK:

- Cours de langue et de civilization francaises I & II G-mauger. Saraswati Publication

REFERENCE BOOKS:

1. Webster Vocabulary and French Grammar Part I and Part ii.
2. Plaisir d'Ecrire.
3. 501 French verbs.

MANAGING SOCIAL PROJECTS

Course Code	:	BBAo66
Course Credits	:	4

COURSE DESCRIPTION:

As part of the BBA Programme, the final year students take up a Research Project under the faculty mentor / guide. They would need to submit the MSP Report and make presentation on the same in the final semester.

COMPREHENSIVE VIVA

Course Code : **BBA067**
Course Credits : **1**

COURSE DESCRIPTION:

The Sixth Comprehensive Viva exam would be conducted at the end of Semester 6 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.