

Gopal Narayan Singh University,

Jamuhar, Sasaram, Rohtas (Bihar)



NARAYAN ACADEMY OF MANAGERIAL EXCELLENCE **(FACULTY OF MANAGEMENT STUDIES)**



SYLLABUS AND ORDINANCES GOVERNING THE TWO-YEAR (FULL TIME) **MASTER OF BUSINESS ADMINISTRATION** **PROGRAMME**

ORDINANCES GOVERNING TO MBA PROGRAMME

This Ordinance is prepared in the light of UGC regulation and measures for maintenance of standard as per the AICTE in field of management in higher education. The ordinance fulfills the prescribed requirements in term of Admission Procedure, Examination system as per the UGC and AICTE guidelines.

1	<u>GENERAL GUIDELINES</u>
1.1	With a view to conducting the Two-Year (F/T) MBA programme systematically and in a time-bound frame, the FMS-GNSU shall draw up an ' Academic Calendar ' in the beginning of the academic session that shall clearly spell out the dates of the various academic exercises including the semester examinations to be carried out during the academic year.
1.2	The MBA course shall follow a Credit System. A credit shall be equivalent to one instructional hour / period per week in a course (paper) during a semester. Total Credits for the MBA programme are 124 that are spread over four semesters (30+30+32+32). A candidate admitted to this Course shall pursue a regular course of study as prescribed for all the four semesters, and s/he is required to have full, i.e., 100%, attendance and condonation up to 25% can be considered for specific cogent reasons. Out of this 25%, only 10% condonation will be permitted without taking any application from the student. Rest 15% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below:
1.2.1	Participation in NCC/NSC/NSS Camps duly supported by certificate.
1.2.2	Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.
1.2.3	Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean.
1.2.4	University Deputation for Youth Festival duly certified by the Dean.
1.2.5	Prolonged illness duly certified by the Medical Officer or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean, Faculty of Management Studies in time.
1.2.6	No relaxation beyond 25% shall be considered in any case.
1.3	The attendance of a newly admitted candidate shall be counted from the date of his/her

	admission, or date of beginning of classes whichever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case. There shall be an Attendance Monitoring Committee in the Faculty under the Chairmanship of the Dean.
1.3.1	In order to broaden the academic background and to further enrich the exposure of the MBA students, the course-curricula have been augmented with a few Courses involving MOOC (Swayam Platform) in each year. Students need to successfully complete at least ONE such course per year (Mandatory Minimum 2 courses in MBA programme).
1.3.2	All the Four Semester-Examinations of the MBA programme shall involve a combination of written papers, sessionals, practicals, reports, viva-voce and any other such assignments as may be prescribed for the purpose from time to time.
1.3.3	For appearing at the MBA Semester Examinations, each student shall have to fill up the Examination Form online on the University portal on or before a prescribed date and submit the requisite Examination Fee. The Admit Cards will be generated by the Controller of Examinations for all such students who have cleared all types of dues as applicable till that semester.
1.3.4	A candidate shall not be declared to have successfully completed the MBA programme unless s/he clears all the papers as per the requirements. Matters pertaining to conduct of MBA Examinations shall be dealt with by the Controller of Examinations.
1.3.5	FEE: Admission Fee, Tuition Fee, Hostel Fee, and other Fee will be paid by the candidate as per University Rules. A notification in this regard will also be put up by the concerned Faculty/Department on receipt from the University.
2	<u>Examination System:</u> Each course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a theory based course shall be such that 25 marks are allotted to various assessments during the semester, while 75 marks shall be allotted for the end semester examinations. For core, elective and activity based compulsory courses; the examination system would be different as per details given under:
2.1	Theory Course: Following scheme of examination shall be applicable for theory courses :
2.1.1	Sessionals:
	i) The assessment (Sessionals) in theory courses will comprise of written assignment (Test/Project work etc), Oral presentation and regularity in each of the courses offered

	<p>by them.</p> <p>ii) Such assessment in each course shall carry 25 marks, of which 15 marks will be for written part and 10 marks for performance, regularity and alertness in the class pertaining to the concerned course.</p> <p>iii) The written part shall be in the form of tests / quizzes / assignments to be held as per dates fixed by the Dean/Director.</p> <p>iv) The marks obtained as aforesaid will be displayed on the notice board.</p> <p>v) Where candidate fails to take examination in any one or more courses or having taken the examination has failed to secure the minimum pass marks in any one or more courses or in the aggregate, his Sessionals marks will be carried forward to the subsequent examination.</p>
2.1.2	End Semester Examination and evaluation (for 75 marks):
	<p>(i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers appointed by the University. The question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners. However, if the Board of Examiners considers appropriate, it can constitute a group of evaluators comprising of University teachers/out-side of the University belonging to the concerned subject.</p> <p>(ii) The marks obtained by students in End Semester examination shall be displayed on the notice board.</p> <p>(iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.</p>
2.1.3	Semester Viva Voce, Project Presentation:
	In the first two semesters, Viva Voce and Presentations as indicated in the Scheme of MBA programme shall be evaluated out of 50 marks by a team comprising of internal faculty members constituted by the Director/Dean for the purpose.
2.1.4	Projects/Comprehensive Viva-Voce:
	In pursuance of the MBA Course, the student shall have to undertake two projects and submit the reports of the same as specified under:
	<p>(a) Summer Internship Project and Presentation (Semester-III):</p> <p>Every student shall have to complete a Summer Internship project of six to eight weeks in any one of the areas like Marketing, HRM, Finance, Global Business, Entrepreneurship, E-Business, Agri-business, Analytics after the Second Semester and before the third Semester commences, under an Institutional Guide appointed</p>

by the Head / Dean of the Faculty. The report will be evaluated out of 60 marks while the presentation will be evaluated out of 40 marks. The evaluation team would be constituted by the Dean of the faculty.

Before the student proceeds for the summer training, he/she would be allotted a faculty member (*mentor - as institutional guide*), who would be nominated by the Director/Dean/Head. However, the student has to work as per the overall directives of the organizational guide. The joining report has to be sent to the Training & Placement Cell Coordinator within two weeks of joining the organization either by email or through speed-post/courier or even in person. Failing to comply with this will render the cancellation of SIP and the paper shall be treated as a 'back paper'.

After completing the Project / Field Work, the student should personally contact the concerned faculty (mentor) for structuring and enriching the report (*Format included elsewhere in this Handbook*). The summer training report accompanied by a presentation (*as structured below*) that would be a part of assessment in the third semester.

The presentation would be held at a convenient date in Third Semester. Time allotted to each student would be 15-20 minutes. The executive summary or abstract of the presentation should be submitted **3 days before presentation**.

A panel of evaluators (*as fixed by the Director/Dean/Head*) would evaluate each student during presentation as per the format below:

Total Presentation-Marks	-	40 Marks
<i>Project Content</i>	-	<i>15 Marks</i>
<i>Communication</i>	-	<i>10 Marks</i>
<i>Time Management</i>	-	<i>05 Marks</i>
<i>Queries Handling</i>	-	<i>10 Marks</i>

The Final Report (*Hard Bound and Computer Typed*), as per the recommended format, has to be submitted in **triplicate hard & single soft copies** on a date as prescribed/announced by the Director/Dean/Head. If he/she fails to do so, the Institute shall take appropriate actions, as it deems fit.

(b) Dissertation (Semester-IV):

The students are also required to prepare and submit a Dissertation Report (could be in the area of their chosen Specialization) under an Institutional Guide/Supervisor. The report may be based either on an organisation specific problem or theme specific problem. It will be evaluated out of 100 marks by internal and external evaluators as decided by the Dean.

	<p>The marks thus awarded by the examiners would be finally considered and the result of which would be incorporated with the Marks-sheet of the respective Semester Examinations.</p> <p>(c) Comprehensive Viva-Voce (Semester-IV):</p> <p>It would be jointly conducted by one Internal & one External Examiner (<i>appointed by the University in consultation with Head/Dean of the Faculty</i>) at the end of the final semester. It would be based on the comprehensive learning over the entire MBA Course. The Viva-Voce shall carry 50 marks and marks shall be awarded jointly by the examiners.</p>
2.2	The examinations of MBA programme in the Faculty of Management Studies shall be conducted in Four semesters ordinarily in December/May or on such dates as may be fixed by the Dean.
2.3	The academic performance of a candidate shall be evaluated in respect of the courses of study prescribed for each semester through the examinations held for respective semesters.
2.4	<p>The credit system: The credits specified for MBA programme describe the weightages of various courses of the programme. The number of credits along with grade points that the student has satisfactorily completed measures the performance of the student. Satisfactory progress of a student is subject to his/ her maintaining a minimum Cumulative Grade Point Average (CGPA), as well as minimum grades in different courses of the programme. A certain number of credits as specified in these Ordinances must be earned by the student to qualify for the degree. Description of credit distribution for core Courses, elective Courses, and language course has already been shown.</p>
2.5	<p>Assignment of credits:</p> <p>Credits of a course shall be assigned in the following manner:</p> <p>(a) For all theory (Lecture) courses, one credit shall be assigned for one one-hour lecture per week in a semester.</p> <p>(b) Credits shall be in whole numbers.</p> <p>The Performance of a candidate in a semester or upto a semester shall be measured by SGPA and CGPA, details of which are given below:</p> <p style="text-align: center;"><i>SGPA : Semester Grade Point Average.</i></p> <p style="text-align: center;"><i>CGPA : Cumulative Grade Point Average.</i></p> <p style="text-align: center;"><u>Calculation of Semester Grade Point Average (SGPA) and</u></p> <p style="text-align: center;"><u>Cumulative Grade Point Average (CGPA):</u></p> $(i). \text{ SGPA} = \frac{\sum_{i=1}^n C_i \cdot P_i}{\sum_{i=1}^n C_i}$ <p style="text-align: center;">where,</p>

	<p>C_i = Number of credits assigned for the i^{th} course of a semester for which SGPA is to be calculated.</p> <p>P_i = Grade point earned in the i^{th} course.</p> <p>$i = 1, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.</p> $(ii). CGPA = \frac{\sum_{j=1}^m C_j.P_j}{\sum_{j=1}^m C_j}$ <p>where,</p> <p>C_j = Number of credits assigned for the j^{th} course, up to the semester for which CGPA is to be calculated.</p> <p>P_j = Grade point earned in j^{th} course.</p> <p>$j = 1, \dots, m$; represent the number of courses in which a student was registered up to the semester for which CGPA is to be calculated.</p>																														
2.6	Script and Duration of Examinations																														
	<p>(i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in English language in the examination in all the courses.</p> <p>(ii) Each individual paper shall be of three hours duration.</p>																														
2.7	Evaluation Pattern:																														
	<p>(a) Point Scale for Grading</p> <p style="text-align: center;">Award of Grades Based on Absolute Marks</p> <table><tr><th>Marks Range (Out of 100)</th><th>Grade</th><th>Grade Point</th></tr><tr><td>90 - 100</td><td>S</td><td>10</td></tr><tr><td>80 - 89</td><td>A</td><td>9</td></tr><tr><td>70 - 79</td><td>B</td><td>8</td></tr><tr><td>60 - 69</td><td>C</td><td>7</td></tr><tr><td>50 - 59</td><td>D</td><td>6</td></tr><tr><td>40 - 49</td><td>E</td><td>5</td></tr><tr><td>Passed with Grace</td><td>P</td><td>4</td></tr><tr><td>00 - 39</td><td>F</td><td>0</td></tr><tr><td>Non-appearance in examination (Incomplete)</td><td>I</td><td>-</td></tr></table> <p>B) Explanation:</p> <p>Latter grades S, A, B, C, D, E and P in a course mean that the candidate has passed</p>	Marks Range (Out of 100)	Grade	Grade Point	90 - 100	S	10	80 - 89	A	9	70 - 79	B	8	60 - 69	C	7	50 - 59	D	6	40 - 49	E	5	Passed with Grace	P	4	00 - 39	F	0	Non-appearance in examination (Incomplete)	I	-
Marks Range (Out of 100)	Grade	Grade Point																													
90 - 100	S	10																													
80 - 89	A	9																													
70 - 79	B	8																													
60 - 69	C	7																													
50 - 59	D	6																													
40 - 49	E	5																													
Passed with Grace	P	4																													
00 - 39	F	0																													
Non-appearance in examination (Incomplete)	I	-																													

	<p>that course.</p> <p>The F grade denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.</p> <p>The I Grade: The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.</p> <p>C) Grace Rule: Tabulators shall award grace marks as per the following guidelines:</p> <p>(1). Grace 0.5 marks will be awarded to each subject maximum three subjects (papers) including theory and practical separately,(any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F"). Grace marks awarded be shown as +G in the Grand Total as well as the places where the grace marks were awarded.</p> <p>(2). Grace mark will not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.</p>
2.8	<u>Admit Card (for End Semester Examination):</u>
	A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.
2.9	<u>QUESTION PAPER FORMAT</u>
	<p><u>Time: 3 Hours</u> <u>Max. Marks: 75</u></p> <p><u>SECTION-A (Concept based short answer type) 15 marks</u></p> <p><u>Q1. Answer any THREE of the following parts: (3 x 5 marks)</u></p> <p><u>(a)</u></p> <p><u>(b)</u></p> <p><u>(c)</u></p> <p><u>(d)</u></p> <p><u>(e)</u></p> <p><u>SECTION-B (Illustrative long answer type) 45 marks</u></p> <p><u>Answer any THREE of the following Questions (3 x 15 marks)</u></p> <p><u>Q2.</u></p> <p><u>Q3.</u></p> <p><u>Q4.</u></p> <p><u>Q5.</u></p> <p><u>Q6.</u></p> <p><u>SECTION-C (Practical Question or Case based) 15 marks</u></p> <p><u>Answer any ONE of the following: (1 x 15 marks)</u></p> <p><u>Q7.</u></p> <p><u>Q8.</u></p> <p><u>OR</u></p> <p><u>Study the case below and answer the questions that follow:</u></p> <p><u>Q7. (a), (b), (c) (3 x 5 marks)</u></p>

2.10	PROMOTION RULES AND SUPPLEMENTARY EXAMINATION
	<p>There shall be no supplementary examination for I, II, III and IV semesters. However, there shall be a provision of supplementary examination for III and IV semesters after declaration of the result of IV Semester. Students failing in courses of III and IV semesters may appear in supplementary examination(s) or subsequent main examination(s).</p> <p><u>(A) First Semester Course & Examination:</u></p> <p>The candidates who have taken admission in MBA programme First Semester in a session can be put in the following two categories on the basis of their attendance in the Semester:</p> <ol style="list-style-type: none"> I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination. (ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination. <p>Candidates under Category I (i) are eligible for appearing at the examination of I-Semester, while candidates under Category. I (ii) are not allowed to appear at the examination of the Semester.</p> <p>However,</p> <p>Category I (ii) candidates are allowed to reappear at the Entrance Test of subsequent year(s) for seeking admission afresh. This implies that no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.</p> <ol style="list-style-type: none"> II. After appearing at the Examination of the I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination: <ol style="list-style-type: none"> (i) Passed, i.e., those who have passed in all courses of the examination of the Semester. (ii) Promoted, i.e., those who have not passed in all the courses of the Semester. (iii) Minimum passing grade shall be Grade 'E' for each course. However, candidates with grade 'P' in a course shall also be considered as passed in that course. (iv) Promotion to II-Semester: All students who have put in the minimum percentage of attendance in I-Semester and filled up the examination form in time shall be promoted to the II-Semester. <p><u>(B) II- Semester Course & Examination:</u></p> <p>As in the I Semester, in the II and subsequent Semesters, all the candidates who have put in the minimum percentage of attendance for appearing at the Examination and have filled in the examination form in time for appearing at the End Semester Examination shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the examination form in time in a Semester shall be allowed to take re-admission in that Semester (except in the First Semester where re-admission is not permitted).</p> <p><u>(C) Declaration of results after II-Semester (based on the results of I and II-Semester Examinations):</u></p> <p>After declaration of results of the I & II-Semesters, a candidate can be put in the following two categories:</p> <ol style="list-style-type: none"> (i) Passed: A candidate who has passed in examinations of all the courses of I and II-

Semesters.

(ii) **Promoted:** A student, who does not pass in all the courses of either I or II-Semester or both, shall be promoted to the III-Semester if he/she has obtained at least 4.0 CGPA. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.

(iii) **Failed:** A candidate who has obtained less than 4.0 CGPA in the examinations of I and II-Semesters taken together shall be treated as failed.

(D) Promotion to III-Semester:

(i) A candidate who comes under the category '**Passed or Promoted**' is eligible to be promoted to III-Semester if otherwise eligible.

(ii) Failed candidates shall not be promoted to the IIIrd Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the Failed papers in the subsequent available examinations as ex-students.

(E) Promotion to IV-Semester:

All students who have put in the minimum percentage of attendance in III Semester and filled in the examination form in time shall be promoted to IV Semester.

(F) Declaration of Results after IV-Semester (based on results of I, II, III & IV Semester Examinations):

After declaration of results of III & IV Semesters, a candidate can be put in the following two categories:

(i) **Passed:** A candidate who has passed in all the courses of I, II, III and IV Semesters and obtained at least CGPA of 5.0.

(ii) **Failed:** All those students who have not "Passed" shall be categorized as "Failed".

Such failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for III and IV Semesters after declaration of results of IV Semester. Students failing in courses of III and IV Semesters may appear in the supplementary examination or subsequent main examination(s).

A student who has failed in a course shall get two more chances to clear this course subject to the maximum duration for passing the course. Further, each candidate shall have to clear all the courses within the maximum period of 4 years from the date of his/her latest admission.

(G) Declaration of Division:

A candidate who has passed in all the papers/ courses of I, II, III and IV Semesters of the 2-year MBA programme taken together shall be declared as '**Passed**'. Such passed candidates may be awarded with the division according to the following criteria:

(i) First Division with distinction: CGPA 8.5 and above

(ii) First Division: CGPA 6.5 and above, but below 8.5

(iii) Second Division: CGPA 5.0 and above, but below 6.5

Note: The SGPA and CGPA shall be computed upto 2 places of decimals (truncated at the second place).

The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follow:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks

Y = CGPA

	<p><u>Further Clarifications:</u></p> <p>(a) A student has to clear the whole MBA programme in <i><u>NOT MORE THAN FOUR YEARS</u></i> from the latest admission to the I-Semester of the programme. Even after that if a student fails, he/she shall have to leave the programme.</p> <p>(b) A student who is promoted to a higher semester or readmitted to a semester due to shortage of attendance shall be required to study the same syllabus as being taught in that year.</p>	
2.11	RANKING TO THE CANDIDATES	
	<ul style="list-style-type: none"> ➤ Ranking shall be given to only those candidates who pass all the courses of the programme in one attempt. Not with standing any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking: ➤ The student who, having been duly admitted to a regular examination of the course, was unable to take that examination in full or in part due to some cogent reasons, and took the next following examination of that course and passed the course. ➤ The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions. ➤ In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility there for. 	
2.12	BREAK IN THE COURSE	
	<p>Any student taking admission in MBA Degree programme of the Faculty shall not be allowed to pursue any other full time programme/ course in the Faculty or elsewhere in the entire period of the programme meaning thereby that if a student leaves the programme after passing some of the semesters/ courses and takes up a full-time programme/ course elsewhere, then he/she shall not be allowed to continue the programme further in the Faculty.</p>	
2.13	<u>Definition</u>	
	<ol style="list-style-type: none"> 1. A 'Regular Student' is one who has pursued a regular course of study and obtained prescribed attendance mentioned in the ordinances and is eligible to appear in the examination. 2. 'Ex-student' means one who has studied in the Faculty for at least one semester preceding the date of the examination and has filled up the examination form but failed or has failed to appear in the examination, though otherwise eligible. 	
2.14	<u>FORMAT OF THE SUMMER INTERNSHIP PROJECT REPORT (MBA)</u>	
	<p>Pages: Not over 72 (both side print preferable)</p> <p>To be submitted in soft copy (CD) as well as hard copy (triplicate)</p>	
	<ul style="list-style-type: none"> • Hard Cover • Inside Cover • Certificate from the Institution • Certificate from the Organisation • Declaration • Preface • Acknowledgement • Table of Contents (with page number) • Executive Summary / Synopsis • Topic Introduction • Research Problem Definition • Objectives of the Study • Scope of the Study • Literature Survey/Review 	<ul style="list-style-type: none"> • Research Methodology – <ul style="list-style-type: none"> ○ Research Design, ○ Sampling Design, ○ Data Collection Methods & Instruments ○ Data Tabulation/Encoding • Data Interpretation • Findings • Experiential Learning • Conclusion • Scope for further studies • Appendix • References & Bibliography (standard APA format)

COURSE STRUCTURE AND CREDIT SCHEME

MBA FIRST SEMESTER

S. No.	Paper Code	Name of the Subject(s)	Credit
1	MBA111	Global Business and Management Practices	4
2	MBA112	Behavioural Dimensions in Management	4
3	MBA113	Research Methods and Applications in Management	4
4	MBA114	Financial Accounting and Analysis	5
5	MBA115	Managerial Economics	4
6	MBA116	Computing Tools for Business Applications	4
7	MBA117	Economy of India and Bihar	3
8	MBA118	Viva-Voce	2
First Semester Total Credits			30

MBA SECOND SEMESTER

S. No.	Paper Code	Name of the Subject(s)	Credit
1	MBA121	Financial Management	4
2	MBA122	Human Resource Management & Development	4
3	MBA123	Sales and Marketing Management	4
4	MBA124	Production, Operations & Supply Chain Management	4
5	MBA125	Decision Sciences for Management-I	5
6	MBA126	Management Accounting and Control	4
7	MBA127	Cases in Business History and Innovation	3
8	MBA128	Presentation	2
		Total	30

In order to broaden the academic background and to further enrich the exposure of the MBA students, the course-curricula have been augmented with a few Courses involving **MOOC (Swayam platform)** in each year. Students need to successfully complete at least ONE such course per year (Mandatory Minimum 2 courses in MBA programme).

MOOC (Swayam platform)

(Students are to choose at least one out of the following options)

S. No.	Name of the Subject	Recommended Semester
1	E-Business	1
2	Leadership	1
3	Corporate Social Responsibility	1
4	The Ethical Corporation	1
5	Knowledge Management	2
6	Design Thinking	2
7	Innovation, Business Models, Entrepreneurship	2

MBA THIRD SEMESTER

S. No.	Paper Code	Name of the Subject(s)	Credit
1	MBA211	Strategic Management (Core)	4
2	MBA212	Intellectual Property Rights (Core)	3
3	MBA213	Digital Marketing (Core)	4
4	MBA214	Legal Aspects of Business (Core)	4
5	MBA215	Decision Sciences for Management-II (Core)	5
6	MBA216/217	Specialisation paper-1 Stream-I (Any of streams A/B/C/D/E)	4
7	MBA216/217	Specialisation paper-2 Stream-II (Any second of streams A/B/C/D/E except Stream-I)	4
8	MBA218	Summer Internship Project and Presentation	4
Third Semester Total Credits			32

MBA FOURTH SEMESTER

S. No.	Paper Code	Name of the Subject(s)	Credit
1	MBA221	Ethics and Human Values (Core)	4
2	MBA222	Environmental Management & Sustainable Business Practices (Core)	2
3	MBA223	Financial Services (Core)	4
4	MBA224/225/226	Specialisation paper-3 (of stream-I)	4
5	MBA224/225/226	Specialisation paper-4 (of stream-I)	4
6	MBA224/225/226	Specialisation paper-5 (of stream-II)	4
7	MBA224/225/226	Specialisation paper-6 (of stream-II)	4
8	MBA228	Dissertation	4
9	MBA229	Comprehensive Viva-Voce	2
Fourth Semester Total Credits			32

MOOC (Swayam platform)

(Students are to choose at least one out of the following options)

S. No.	Name of the Subject	Recommended Semester
1	Financial Derivatives & Risk Management	3
2	Project Management for Managers	3
3	Marketing Research & Analysis	3
4	Decision-making Under Uncertainty	4
5	Performance and Reward Management	4
6	Economics of Health and Healthcare	4
7	Human Resource Development	4

SPECIALISATION STREAMS FOR THIRD SEMESTER (DUAL MODE-CBCS)

Students need to select **ANY TWO** of the five streams and one paper each in these streams out of the ones as mentioned below:

Area A: Entrepreneurship & Agri-Business Management (EABM)

216A: Entrepreneurship & Project Management

217A: Rural Development and Agri-business Management

Area B: Finance & Taxation (FINT)

216B: International Finance

217B: Working Capital Management

Area C: Marketing and E-Business (MKEB)

216C: Marketing Research & Consumer Behaviour

217C: Retail Management

Area D: Human Resource Management (HRM)

216D: Industrial Relations

217D: Compensation & Reward Management

Area E: Business Analytics (BA)

216E: Big Data Analytics

217E: Information Security and Ethics

SPECIALISATION STREAMS FOR FOURTH SEMESTER

Students need to select TWO papers each from the two streams selected in Third semester, selections to be made from the subjects/papers as mentioned below:

Area A: Entrepreneurship & Agri-Business Management (EABM)

224A: Food Technology, Processing and Retail

225A: Managing Cooperatives and Farm Business

226A: Agri Business Marketing and Supply Chain

Area B: Finance & Taxation (FINT)

224B: Security Analysis & Portfolio Management

225B: Tax Management

226B: Strategic Financial Management

Area C: Marketing and E-Business (FINT)

224C: Digital Marketing Applications

225C: Industrial and Services Marketing

226C: Integrated Marketing Communication

Area D: Human Resource Management (HRM)

224D: Industrial & Social Security Laws

225D: Compensation & Employee Welfare Laws

226D: Industrial Psychology

Area E: Business Analytics (BA)

224E: Data Analysis with SPSS

225E: Data Visualization with Spreadsheet

226E: Management Information System

SYLLABUS

FIRST SEMESTER COURSE

MBA111: GLOBAL BUSINESS AND MANAGEMENT PRACTICES

MBA112: BEHAVIOURAL DIMENSIONS IN MANAGEMENT

MBA113: RESEARCH METHODS AND APPLICATIONS IN MANAGEMENT

MBA114: FINANCIAL ACCOUNTING AND ANALYSIS

MBA115: MANAGERIAL ECONOMICS

MBA116: COMPUTING TOOLS FOR BUSINESS APPLICATIONS

MBA117: ECONOMY OF INDIA AND BIHAR

MBA118: VIVA-VOCE

MBA111: GLOBAL BUSINESS AND MANAGEMENT PRACTICES

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Audio-visual presentations, Mini assignments & projects, Case discussions

OBJECTIVE:

To provide an interface with the fast changing business environment and management practices globally to the learners to make them comprehend the dynamic nature of the subject

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit 1: GLOBAL BUSINESS ENVIRONMENT

Introductory note on Management. Global Managerial worker. Global Marketplace and Opportunities. The Global Environment – Macro and Micro factors. International Management. Aftermath of LPG in India. Current Business Trends. Managerial Skills and Competencies. Traditional, Behavioural, Systems, Contingency and Quality Viewpoints of Management. Entrepreneurship and Corporate Intrapreneurship. Ethical conduct and stakeholder responsibility. Modern contributors to the field of Management.

Unit 2: PLANNING FUNCTION:

General and Strategic framework of Planning. Operating plans, policies, procedures, rules. MBO. Decision-making. Bounded rationality. Creativity and Innovation at workplace. Planning and decision-aids.

Unit 3: ORGANISING FUNCTION:

Formal and Informal Organisation. Organisational levels and span of management. Departmentation-by time, function, territory, customer, process, product. Matrix organisation. SBU. Authority and Power. Decentralisation. Organising Pitfalls. Staffing function and practices followed globally.

Unit 4: LEADING FUNCTION:

Understanding Leadership and its styles. Linking leadership with management. Transactional, Transformational and charismatic Leadership.

Unit 5: CONTROLLING FUNCTION:

Basic control process. Control as feedback. Feedforward control. Control techniques. MBE. Preventive control. Use of Information and data sciences in control.

Suggested Readings:

DuBrin: Management-Concepts and cases (Cengage)

Koontz, Weihrich: Management-A Global perspective (McGraw Hill)

Hellriegel, Jackson, Slocum: Management-A competency based approach (Thomson SW)

Stoner, Freeman: Management (PHI)

Gatewood, Taylor, Ferrell: Management-Comprehension, Analysis and Application (Irwin)

MBA112: BEHAVIOURAL DIMENSIONS IN MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Audio-visual presentations, Mini assignments & projects, Case discussions

OBJECTIVE:

To provide a platform to the learners of management the nuances of the behavioural dimension so as to comprehend the individual's behaviour both singly and in group at the workplace besides understanding the psychology behind human actions.

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit 1: FOUNDATION:

People as Competitive advantage in the workplace Human Relations movement. Theoretical Foundations (Cognitive, Behavioural, Social cognition framework). Globalisation and Diversity in the workplace (multicultural organisation). Change Management.

Unit 2: COGNITIVE PROCESS:

Personality. Role of heredity and environment. Basic Mental function (self-esteem, person-situation interaction, socialization process, Big-five personality traits, MBTI). Conditioning and Social learning. Learning theories. Principles of learning. Perception (and sensation). Social perception (stereotyping, halo effect). Work related attitudes, employee attitudes. Misbehaviour at workplace.

Unit 3: MOTIVATION:

Motivational concepts, needs (primary, secondary, intrinsic, extrinsic motives). Motivation theories and their applications in Behavioural Sciences. Emotional Intelligence.

Unit 4: DYNAMICS:

Communications. Behavioural Decision-making. Creativity and group decision-making. Stress and conflict. Influence, Power, Politics and Leadership. Groups and Teams. Transactional analysis. Johari window.

Unit 5: LEADING FOR HIGH PERFORMANCE:

Behavioural performance management. Behavioural performance management. Leadership – concept, requisites for effectiveness, leadership behavior. Mentoring. Followership.

SUGGESTED READINGS:

Luthans: Organisational Behaviour-evidence based approach (McGraw Hill)
Newstrom, Davis: Organisational Behaviour-Human Behaviour at work (TMH)
McShane, Glonow: Organisational Behaviour (TMH)
Robbins: Organisational Behaviour (PHI)
Moorehead, Griffin: Organisational Behaviour-managing people and organisation (Jaico)
Baron: Introduction to Psychology
Kolasa BJ: Introduction to Behavioural Sciences

MBA113: RESEARCH METHODS AND APPLICATIONS IN MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the participants familiar to the techniques of Research processes

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit- 1: INTRODUCTION:

Meaning, Objectives and Significance of Research in Business; Types of Business Research; Research Approaches, Steps in Research Process; Elements of a Business Research Proposal.

Unit-2: RESEARCH DESIGN:

Concept, Sources and Types of Hypotheses; Significance of Hypothesis in Business Research; Business Research Design; Meaning and Formulation; Research Design Classification–Exploratory Research Design, Descriptive Research Design and Causal Research Design.

Unit-3: SAMPLING AND DATA COLLECTION:

Sampling Design and Process; Techniques of Sample Designs-Probability & Non Probability sampling, Concept of Measurement and Scaling; Important Scaling Techniques; Types of Data; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research.

Unit-4: DATA PROCESSING AND ANALYTICAL FRAMEWORK:

Processing, Displaying and Examining Data: Basic Data Analysis – Descriptive Statistics; Graphical Representation of Data: Appropriate Usage of Diagrams, Bar charts, Pie charts, Histogram, Hypothesis Testing- concept and applications; An overview of basic Statistical Techniques for analytical approach.

Unit-5: INTERPRETATION & REPORT WRITING:

Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Bibliography.

SUGGESTED READINGS:

Cooper and Schindler: Business Research Methods (TMH)
William G. Zikmund: Business Research Methods (Cengage)
Panneerselvam: Research Methodology (PHI)
Kothari: Research Methodology (New Age)
Chawla, Sondhi: Research Methodology (Vikas)
Murthy, Bhojanna: Business Research Methods (Excel)

MBA114: FINANCIAL ACCOUNTING AND ANALYSIS

Total Credits: 5

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Mini assignments & projects

OBJECTIVE:

To make the learners aware of the latest accounting standards in practice and use it as a managerial tool in understanding the financial position of an organisation.

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Definition, Nature and Scope of Accounting, Factors Influencing Accounting Environment, Accounting Principles: Generally Accepted Accounting Principles (GAAP); Accounting Concepts & Convention, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation.

Unit-2: ACCOUNTING STANDARDS:

Concept and objectives, Indian Accounting Standards and International Accounting Standards, Evolution and Practices of International Financial Reporting Standards (IFRS), General purpose and Specific Purpose Report; Required Disclosure as per IFRS, Role of FASB and IASB.

Unit-3: MECHANICS OF ACCOUNTING:

Double Entry System, Recording of Transactions into the Journals, Posting Transactions into Ledger, Sub-division of Journals, Preparations of Trial Balance, Capital and Revenue items, Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet.

Unit-4: ANALYSIS OF FINANCIAL STATEMENTS:

Meaning of Financial Analysis, Significance of Financial Analysis to Different Parties Vertical vs. Horizontal Analysis, Internal Vs. External Analysis, Trend percentages and Common size statement,

Unit-5: TECHNIQUES OF FINANCIAL ANALYSIS:

Accounting Ratios, Meaning, Significance and Limitations, Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios, Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis, Break – even analysis and its application

SUGGESTED READINGS:

Maheshwari & Maheshwari: A text book of Accounting for Management (Vikas)
Khan & Jain: Financial Accounting (TMH)
Jawahar Lal: Accounting Theory and Practices (HPH)
Ramchandran and Kakani: Financial Accounting for Management (TMH)
P.C Tulsian: Financial Accounting (Pearson)
Maheshwari S.N: Principles of Management Accounting
Mukherjee & Hanif: Financial Accounting (TMH)

MBA115: MANAGERIAL ECONOMICS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To expose the participants to the concepts and applications in managerial economics

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Nature and Scope of Managerial Economics. Basic Concepts: Micro and Macro Economics, Distinctions between Plant, Firm and Industry, Basic Assumptions, Variables and Functions, Concept of Equilibrium. Marginal and Equi-Marginal Concept.

Unit-2: MARKET DEMAND:

Meaning of Demand, Individual Demand and Market Demand, Determinants of Demand, Demand Function and Demand Schedule, Law of Demand, Change in Quantity Demanded and Change in Demand, Types of Demand. Elasticity of Demand: Its Concept Measurement, and its relevance in Managerial decision-making.

Unit-3: REVENUE & COST:

Revenue Analysis: Revenue Concepts, Relationship between Price and Revenue in Different Market Conditions, Relationship between Average and Marginal Revenue. Cost Analysis: Cost Concepts, Real Cost, Opportunity Cost, Accounting and Economic Cost, Fixed and Variable Cost, Average and Marginal Cost, Short Run and Long Run Cost.

Unit-4: PRODUCTION:

Concept of Production: Short Run Production Function, Long Run Production function. Measurement of Average and Marginal Product. Production Function through Iso-Quant, Economic Region, Iso-Cost Line, Cost Minimising Factor Combination and Optimum Output Level. Break-Even Analysis.

Unit-5: MARKET STRUCTURE & PRICING:

Market; Meaning and Basis of Classification, Price and Output Determination in Different types of Demand and Supply Conditions, Price Leadership & Cartel.

SUGGESTED READINGS:

Varshney, Maheshwari: Managerial Economics (Sultan Chand)

Dwivedi: Managerial Economics (Vikas)

Atmanand: Managerial Economics (Excel)

Ahuja: Managerial Economics (Sultan Chand)

MBA116: COMPUTING TOOLS FOR BUSINESS APPLICATIONS

Total Credits: 4

Total Lectures: 10 hours

Laboratory activities: 30 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

Objective:

To expose the participants to the latest developments in the field of Internet and other technologies and their usage in Business propositions.

Study Material:

Text Books, Reference Books, Related Periodicals

Unit- 1: INTRODUCTION TO MODERN BUSINESS COMPUTATION:

Computer Application in business, Features of MS – Windows, Windows Operating Environment, Intranet, Internet, LAN, MAN, WAN, Wireless Communication, Internet Protocols, Usage of Internet to society, Search Engines. Video-conferencing, E-Mail. Distributed Environment of Business, Overview of Cloud Computing. Business Intelligence Concepts and applications, OLTP and OLAP, Concept of Electronic Payment System. Emerging applications through Artificial Intelligence, Robotics, Block-chain, Internet of Things (IoT), Augmented and Virtual Reality, Chatbots.

Unit-2: WORD PROCESSING:

Microsoft Word, MS-Word Environment and component, Editing MS Word Documents, Text formatting: Undo and redo commands, Use drag and drop to move text, Copy, cut and paste, Use the clipboard. Document Formatting: Creating Table and Charts in MS Word, Inserting Images and shapes in document., Adjust page margins, Changing the Layout of a Document, Shortcut Menus, Find and replace text, Change page orientation, create headers and footers, Insert page numbers, Insert the date and time, Insert special characters (symbols), Insert a picture from a file, Resize and reposition a picture, Spell and grammar check, Mail Merge. Printing MS Word Document.

Unit-3: BUSINESS PRESENTATIONS:

MS-Power Point Environment, Creating Power point presentation, Design Template, Adding Images Chart and Links to Power Point Presentation, Adding Animation and Sound, Inserting external multimedia files. Navigating slides in your presentation. Printing Power Point slides.

Unit-4: SPREADSHEETS-I (EXCEL):

MS-Excel environment. Excel File Operations, Selecting Ranges; Inserting and Deleting Rows and Columns; Entering and Editing Text, Data and Formulas; Constructing Statistical Charts and Graphs, Working with Date and Time; Lookup and Reference.

Unit-5: SPREADSHEETS-II (SPSS & R):

Business Analytics using SPSS. Introduction to SPSS Software; Data Files and Editor; Data Preparation and Management; Output Viewer; Output Export; Saving Output; Mean; Median; Mode; Standard Deviation; Variance; Charts and Formats; Reliability Analysis. Features of R, The R Workspace, Graphics User Interface (R Studio), Useful packages (Base & other packages), Handling Basic Expression in R, Storing and Calculating Values in R.

SUGGESTED READINGS:

AshishBhatnagar, Neetu Sharma: Computer Fundamental and Office Automation (Anand)
Oka, M.M.: Business Applications of Computers (Everest)
ShrutiMathur, Pooja Jain: Computer Application in Business (Galgotia)
Sanjay Saxena, A First Course in Computers (Vikas)
Laursen and Thorlund: Business Analytics (Wiley)
Lander, J.P.: R for Everyone-Advanced Analytics and Graphics (Addison-Wesley)
Putler, D.S.: Customer and Business Analytics (Chapman & Hall)
James R. Evans: Business Analytics (Pearson)

MBA117: ECONOMY OF INDIA AND BIHAR

Total Credits: 3

Total Lectures: 20 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To expose the participants to the economy of India and also Bihar so as to apprise them of impending dimensions of growth

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: DOMESTIC ECONOMY:

Characteristics of Indian Economy. A review of pre- and post-independence eras. Demography. Human Development. Occupational Structure. GDP contribution from Agriculture, Industry and Services. Natural Resources. Infrastructure (Connectivity focus, ports, railways, aviation, roads, electricity and water).

Unit-2: AGRICULTURAL SECTOR:

Green Revolution. Food Security. Irrigation. Land Reforms. Rural Credit. Agriculture marketing and warehousing. Agricultural labour. Pink, white, yellow, blue revolutions (aquaculture). MSP. Paramparagat Krishi Vikas Yojana. PM Krishi Sinchai Yojana. Soil Health card Scheme. Horticulture and Floriculture. National bamboo Mission. National Gokul mission. PM Fasal Beema Yojana.

Unit-3: INDUSTRY & TERTIARY SECTORS:

Industrialisation patterns. Large scale Industries. The MSME sector. Unorganised sector. Industrial and manufacturing policies (Make-in-India programme). Ease of doing Business. India's Foreign Trade. Foreign Trade Policy. EXIM policy. Trends in imports and exports. Special Economic Zones. Energy Policy. Fiscal Policy. Tax reforms (introduction of GST). The banking sector reforms (Financial Inclusion, Small Finance bank, payments bank). Role of Nitiaayog.

Unit-4: ECONOMY OF BIHAR:

Major Industries of Bihar. Non-agro based industry. Heavy Industries. Industrial Policy of Bihar. Agriculture in Bihar (Crop seasons, agro-climatic regions, animal husbandry, Fisheries). Irrigation facilities. Minerals in Bihar. Major economic indicators. Poverty and Unemployment.

Unit-5: INFRASTRUCTURE OF BIHAR:

Power sector. Energy Resources. Education and health infrastructure. Tourism in Bihar (Buddhist region, Ramayan region, Sufi region, Gandhi region). Policies on start-up. Other relevant policies. Economic backwardness and possibilities of development. Naxalism. Financial system in Bihar.

Suggested Readings:

Datt, Mahajan: Indian Economy, 72/e (S. Chand)

Sanjiv Verma: The Indian Economy, 4/e (Unique Publishers)

Team Prabhat Prakashan: Govt Schemes, missions, campaigns and programmes in India, 1/e (Prabhat)

Ramesh Singh: Indian Economy (McGraw Hill)

NK Rajan, Sujeet Kumar: Know your state Bihar (Arihant)

Manish Ranjan: Bihar-Samanya Gyan (Prabhat)

NOTE: SESSIONAL MARKS (25) WOULD COMPRISE OF THE FOLLOWING:-

CLASS TEST(S) WEIGHTAGE: 40% (10 marks)

LAB TEST(S) WEIGHTAGE: 40% (10 marks)

CLASS PARTICIPATION/ATTENDANCE: 20% (05 marks)

MBA118: VIVA-VOCE:

In the first semester, Viva-Voce, comprehensive in nature covering all seven papers as indicated in the Scheme of MBA programme shall be evaluated out of 50 marks by a team comprising of internal faculty members constituted by the Director/Dean for the purpose.

SECOND SEMESTER COURSE

MBA121: Financial Management

MBA122: Human Resource Management & Development

MBA123: Sales and Marketing Management

MBA124: Production, Operations & Supply Chain Management

MBA125: Decision Sciences for Management-I

MBA126: Management Accounting and Control

MBA127: Cases in Business History and Innovation

MBA128: Presentation

MBA121: FINANCIAL MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the learners aware about the concepts and tools in financial management so as to manage the company's financial affairs with more deftness

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Nature, scope and objectives of financial management. Types of financial decisions. Finance as a strategic function, Role of finance manager, Financial Goals- Profit Maximization V/s. Wealth Maximization, Time Value of Money- Concept and Rational, Agency problem, Risk-return framework for financial decision making.

Unit-2: CAPITAL BUDGETING & COST OF CAPITAL:

Meaning and Significance; Methods of Evaluating Investment Opportunities – Payback Period, Discounted Payback Period, ARR, Net Present Value, Internal Rate of Return and Profitability Index. Cost of Capital: Meaning and Significance; Computation of Cost of Debt; Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost of Capital (WACC).

Unit-3: CAPITAL STRUCTURE:

Theories of capital structure- NI, NOI, MM Hypothesis, Trade-off theory, Pecking order theory, Optimal capital structure, Determinants of Capital structure in Practice, Operating, Financial and Combined Leverage; Measurement of Leverages; Analyzing Alternate Financial Plan.

Unit-4: DIVIDEND POLICY:

Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions, Theories of relevance and irrelevance of dividend in firm valuation: Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory.

Unit-5: WORKING CAPITAL MANAGEMENT:

Concept and types of working capital. Operating and cash cycle, Estimation of working capital requirement, Working capital financing, Determinants of working capital.

Suggested Readings:

Van Horne, James C.: Financial Management and Policy (PHI)
Pandey, I. M.: Financial Management (Vikas)
Brealey R.A. and S.C. Myers: Principles of Corporate Finance (McGraw Hill)
Damodaran, A., Corporate Finance: Theory and Practice (John Wiley)
Chandra, P.: Financial Management (TMH)
Khan, M.Y & Jain: P.K Financial Management: Text, Problems and Cases (TMH)
Srivastava, R. M.: Financial Management (Sterling)
Srivastava, R. M.: Essentials of Business Finance (HPH)

MBA122: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Total Credits: 4 Total Lectures: 30 hours Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the learners aware about the nuances of the most complex job, managing human beings in the organisational context.

Study Material:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Human Aspect of Management, Human Relations, Concept Scope and Importance of Human Resource Management, Changing Role of HRM- Empowerment, TQM, Quality Circle, BPR, Knowledge Management and Learning organization, Human Resource vs. Human Capital, Traditional HRM Vs. Modern HRM. Human resource information system.

Unit-2: EMPLOYEE ACQUISITION AND MAINTENANCE:

Job analysis and Job Design Approaches, Job characteristic approach to job design, Assessing Human Resource Requirement, HR Planning process; Employee Hiring- Recruitment and Selection Process; Factors affecting recruitment, sources of recruitment, Selection Process, Placement and Orientation, Training and Development Application of E-HRM,

Unit-3: EMPLOYEE RETENTION:

Concept and Methods of Job Evaluation, Components of Compensation, Innovations in Compensation Management- ESOP, Competency based pay; Team based pay, Broad Banding, Profit sharing etc. Determinants of Compensation Management, Concept, Objective and Importance of Performance Management, Performance Management Vs. Performance Appraisal, Process of Performance Management, Traditional and Modern Methods of Appraisal, Potential appraisal and Career Planning.

Unit-4: HRD:

HRD- Concept, Overview of HRD Trends and Practices, Motivational Philosophy of HRD, HRD Strategies, Culture and Values, HRD Structure and Systems, Professionalism in HRD, Lesson from Award Winning Indian HRD Managers.

Unit-5: HUMAN RESOURCE ACCOUNTING AND HRD AUDIT:

Basic concept of Human Resource Accounting, Approaches to HR Evaluation Monetary and Non-Monetary Models, Cost Based Models, Value Based Models, Concept of HRD Audit, HRD Audit Methodology: Interview, Observation and Questionnaire, HRD Scorecard, effectiveness of HRD Audit, Future of HRD.

Suggested Readings:

Aswathappa K: Human Resource Management (TMH)
C.B.Mamoria: Personnel Management (HPH)
SubbaRao: Personnel and Human Resources Management (HPH)
Michael Armstrong: Human Resource Management Practices (Koganpage)
Khanka S. S: Human Resource Management -Text and Cases (S Chand)
DeCenzo and Robbins: Fundaments of Human Resource Management (Wiley India)
Rao T.V.: Future of HRD (Macmillan)
Rao T.V:HRD Audit (Sage)

MBA123: SALES AND MARKETING MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the learners aware about the concepts and practices of sales and marketing.

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Definitions and Perspectives on Marketing. Marketing Environment. Marketing challenges in the globalized era. Marketing Planning. Indian Consumer Profile. Sales Management and its linkage to Marketing function. Nature of selling in the marketing era. Element of Salesmanship. Typical sales management process. Good sales manager vs good marketing manager. Issues and challenges in sales and marketing management. Marketing Mix elements. Overview of Segmentation, Targeting and positioning. Changing marketplace. Advent of E-marketing.

Unit-2: PRODUCT:

Generic, Branded, Differentiated, Customised, Augmented and Potential Product. Product types – Consumer goods, business goods, services. Product line. Product Mix. Packaging decisions. Managing product quality. Product Life-cycle. Product differentiation. Product positioning. New Product development. Product failures.

Unit-3: PLACE:

Distribution Logistics and Supply Chain Management. Marketing Channels. Channel design. Retailing & Retail Chain. Dealer Management. Distribution strategies. Direct and Online marketing.

Unit-4: PRICE & PROMOTION:

Objectives of Pricing and Pricing strategies. Integrated Marketing Communication concept. Advertising Management. Sales promotion. Personal selling. Publicity and Public Relations.

Unit-5: SALES MANAGEMENT:

Prospecting. Sales presentation. Demonstration. Overcoming objections. Closing the sale. Sales Force Management: Purpose of sales organisation. Structure. Acquisition, maintenance and retention of salesman. Emerging dimensions in selling, need for attitude change. Direct selling. Sales through Network marketing.

SUGGESTED READINGS:

Ramaswami & Namakumari: Marketing Management (Macmillan)
Kotler, Philip: Marketing Management (Pearson)
Stanton, William J.: Fundamentals of Marketing (TMH)
Kotler & Armstrong: Principles of Marketing (Pearson)
Meenakshi, Arun: Marketing Management (Vikas)

MBA124: PRODUCTIONS, OPERATIONS AND SUPPLY-CHAIN MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the learners aware about the issues in manufacturing, operations and supply-chain

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals, IGNOU Material

Unit- 1: INTRODUCTION:

Definitions. Production-Nature, system, organizational function. Operations management and its interface with other functions. POM decisions and applications. Difference between production and operations management. Attributes of modern production and operations function. Future challenges. Upcoming trends.

Unit-2: POM FUNCTION:

Elements of Production/Operations strategy. Production Process. Manufacturing/Service Operations. Process selection. Design of production system. Legal, ethical and environmental issues. Process planning, selection. Production Technology.

Unit-3: PLANT LOCATION & PRODUCTION:

Location selection-models. Facility layout. Layout principles and types. Service facility layout. Production Planning and control. Resource requirement planning. Materials requirement. ERP. Service Operations. Shop floor planning and control. Maintenance. TPM. Materials handling. Inventory management and control (ABC, VED, SDE, FSN, SOS, XYZ, EOQ).

Unit-4: SUPPLY CHAIN & LOGISTICS:

Overview. Objectives. Activities. Vendor analysis. Warehousing. Supply chain strategies. Virtual Supply Chain. Logistics. Transportation- Road, Rail, Air, Water and Pipeline; Containerization, Intermodal transportation, Freight Management - Overview, Packaging and Documentation. Benefits of Logistics Outsourcing-Third Party and Fourth Party logistics; Overview of Reverse Logistics, Concept and Emergence of Cold Chain Logistics; Cold Chain Operations-Shipment Preparation, Modal Choice, Custom Procedures.

Unit-5: INTERNATIONAL OPERATIONS:

Comparison with domestic Operations management. Strategic issues. Outsourcing.

SUGGESTED READINGS:

Vinod V. Sople: Logistics Management – The Supply Chain Imperative (Pearson)
Vinod V. Sople: The Supply Chain Management – Text & Cases (Pearson)
UpendraKachru: Production and Operations Management (Excel)
Ashwathapa&Bhat: Production and Operations Management (HPH)
D.K. Agrawal: Supply Chain Management (Macmillan)

MBA125: DECISION SCIENCES FOR MANAGEMENT-I

Total Credits: 5

Total Lectures: 35 hours

Classroom activities: 15 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the budding managers understand the issues and challenges in data sciences and analytics so as to take timely and wise managerial decisions in the world of massive data flow.

STUDY MATERIAL:

Text Books, Reference Books, Related Software user manual and books

Unit- 1: INTRODUCTION:

Meaning of Statistics. Divisions of statistics (Descriptive, Applied, Inferential, Inductive, Mathematical, Analytical). Distrust of statistics-causes and remedies. Business / management applications of Statistics. Statistical enquiry. Limitations. Measures of Central Tendency – Mean, Median & Mode; Dispersion – Standard Deviation & Coefficient of Variation. Skewness and Kurtosis-concept.

Unit-2: CORRELATION & REGRESSION:

Meaning of correlation. Types of correlation. Correlation and causation. Methods. Scatter diagram. Covariance. Correlation Analysis – Karl Pearson's Coefficient of Correlation and Spearman's Rank Correlation Coefficient. Regression-meaning and usage. Regression line and equation. Regression equations as predicting tools, Time Series and its components, Trend Analysis by Least Squares method. Applications in Business / management cases.

Unit-3: PROBABILITY & PROBABILITY DISTRIBUTION:

Probability Types and rules. Statistical independence and dependence. Baye's theorem. Probability distribution. Random variables. Use of expected value in decision-making. Binomial, Poisson and Normal distribution and its implication in Business / management affairs.

Unit-4: TIME-SERIES ANALYSIS & STATISTICAL DECISION THEORY:

Utility of Time Series. Components (basic understanding and simple managerial problems related to secular trend, seasonal-cyclical-irregular variations). Preliminary Adjustments. Introduction to decision theory. Decision Problem. Optimal decisions (Maximin, minimax). Concept of Decision tree analysis.

Unit-5: HYPOTHESIS AND STATISTICAL TESTS:

Meaning of hypothesis. Null and alternative hypothesis. Level of significance. Test statistic. Critical region or rejection region. Type-I & Type-II errors. Student t-test: Meaning and conditions to use. Applications. Cautions while using t-test. Uses of F-test, z-test, chi-square tests.

SUGGESTED READINGS:

Levin/ Rubin: Statistics for Managements (Pearson)
S P Gupta: Statistical Methods (Sultan Chand)
Tulsian, Jhunjhunwala: Business Statistics (S Chand)
R S Bharadwaj: Business Statistics (Excel Books)

MBA126: MANAGEMENT ACCOUNTING AND CONTROL

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects

OBJECTIVE:

To make the learners aware about this accounting decision-making tool in any sort of business organisation

STUDY MATERIAL:

Text Books, Reference Books

Unit-1: INTRODUCTION:

Management Accounting: Nature and Functions; Financial vs. Management Accounting; Role of Management Accountant. Cost Accounting: Concepts, Purpose, Elements of cost Cost, Kinds of costing, Classification of Costs, Cost vs. Management Accounting, Advantages and limitations of cost accounting.

Unit-2: ORIENTATIONS TO COST ACCOUNTING:

Basic Accounting for Material Cost, Labour Cost and Overheads Assessment of Cost- Preparation of Cost Sheet and Statement of Cost; Marginal Costing- Meaning, Advantages, and Applications

Unit-3: ACTIVITY BASED COSTING (ABC):

Concept and uses; Flow of Costs in ABC; Emerging Costing Approaches; Traditional Costing System vs. ABC.

Unit- 4: COST-VOLUME-PROFIT ANALYSIS:

Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis , Margin of safety, Multi product situations , Sales mix and Break Even Point.

Unit-5: RESPONSIBILITY ACCOUNTING AND BUDGETING:

Concept of Responsibility Accounting; Responsibility Centers– Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Budget Concept, Manual; Fixed and Flexible Budgets; Preparation and Monitoring of Various Types of Budgets; Budgetary Control System.

SUGGESTED READINGS:

Deepak Jain: Cost & Management Accounting (Taxmann)

S.N. Maheshwari: Cost and Management Accounting (Sultan Chand)

I.M. Pandey: Management Accounting(Vikas)

M.Y. Khan & P.K. Jain: Theory and Problems of Management and Cost Accounting (TMH)

JawaharLal: Cost Accounting (McGraw-Hill)

K.S. Thakur: Cost Accounting – Theory & Practice (Excel)

MBA127: CASES IN BUSINESS HISTORY AND INNOVATION

Total Credits: 3

Total Lectures: 10 hours

Classroom activities: 20 hours

PEDAGOGY:

Classroom Interaction, Presentations-cum-Discussion, Mini assignments & projects

OBJECTIVE:

To make the budding managers aware about the history of businesses and their promoters to motivate them to become entrepreneurs and job creators.

STUDY MATERIAL:

Text Books, Reference Books, Related Periodicals

Unit-1: ABOUT INDIAN ENTREPRENEURS AND BUSINESS ICONS OF INDIA:

Life history and business quotients of Indian Industrialists of the past like JRD Tata, Ratan Tata, GD Birla, Aditya Vikram Birla, RP Goenka, NR Narayan Murthy, Verghese Kurien, Azim H Premji, Brij Mohan Khaitan, Dhirubhai Ambani, QR Gupta, E Sreedharan, Subhash Chandra.

Unit-2: ABOUT GREAT INDIAN ORGANISATIONS:

Tata Sons, Birla, IOCL, TCS, Reliance, Wipro, ONGC, ITC, Coal India, Infosys, Sun Pharma, DMRC, Maruti Suzuki, LIC of India, Mahindra, Amul, Indigo, Havells, Haldiram, Bandhan Bank, HDFC Bank, Raymond .

Unit-3: INNOVATIONS & CASES:

Tinker Labs, Design Thinking and Business Innovation-A go-through. Disruptive and Breakthrough Innovation, reverse Innovation, product and process innovation; Agri-business Innovation through Incubation. Innovation cases from India (like Ola, Oyo, IPL, Tata Nano, Byju's, Zomato-Swiggy, Indian wings of MNCs, etc as prescribed by the Instructor) .

NOTE:

The respective faculty member may append more in all the above units from time to time to meet the contemporary needs. The same will be duly communicated to all concerned.

SUGGESTED READINGS:

Gita Piramal: Business Maharajas (Penguin)

Gita Piramal: Business Legends (Penguin)

VergheseKurien: I too had a dream (Roli books)

Rahul Singhal: Life and times of NR Narayan Murthy (Pentagon)

Rahul Singhal: Life and times of Azim H Premji (Pentagon)

S Khosla: Builder of Modern India Jamshetji Tata (Publications Division, MIB, GoI)

More books will be appended as per the requirements

MBA128: PRESENTATION:

In the 2nd semester, Presentations as indicated in the Scheme of MBA programme shall be evaluated out of 50 marks by a team comprising of internal faculty members constituted by the Director/Dean for the purpose.

THIRD SEMESTER PAPERS:

MBA211: Strategic Management

MBA212: Intellectual Property Rights

MBA213: Digital Marketing

MBA214: Legal Aspects of Business

MBA215: Decision Sciences for Management-II

MBA216: Specialisation paper-1(A/B/C/D/E)

MBA217: Specialisation paper-2 (A/B/C/D/E)

MBA218: Summer Internship Project and Presentation

SPECIALISATION STREAMS FOR THIRD SEMESTER (DUAL MODE-CBCS)

Students need to select **ANY TWO** of the five streams and one paper each in these streams out of the ones as mentioned below:

Area A: Entrepreneurship & Agri-Business Management (EABM)

216A: Entrepreneurship & Project Management

217A: Rural Development and Agri-business Management

Area B: Finance & Taxation (FINT)

216B: International Finance

217B: Working Capital Management

Area C: Marketing and E-Business (MKEB)

216C: Marketing Research & Consumer Behaviour

217C: Retail Management

Area D: Human Resource Management (HRM)

216D: Industrial Relations

217D: Compensation & Reward Management

Area E: Business Analytics (BA)

216E: Big Data Analytics

217E: Information Security and Ethics

MBA211: STRATEGIC MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the participants familiar to the concept, tools and techniques of Strategic Management processes.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Concept of strategy. Standard definitions. Three horizons framework. Levels of strategy. Introduction to the basic model of Strategic Management (Strategic position, choice, action). Three branches of strategy (Content, context, process). Strategy lenses (design, experience, variety, discourse).

Unit-2: STRATEGIC POSITION:

The Macro Environment (PESTEL, Building scenarios, Porter's Five Forces Model of competition. Strategic Groups, market segments, Competitor analysis, Blue oceans). ETOP. Foundations of strategic capability, the VRIO framework, benchmarking, Value-chain, SWOT. Strategic purpose. Stakeholder expectations, social responsibility and ethics. Culture and Strategy.

Unit-3: STRATEGIC CHOICE:

Concepts of SBUs, Basis of competitive advantage: Porter's Generic Strategy. Bowman's strategic clock, sustainable strategies. Interactive strategies. Corporate level / grand strategies, Managing a Strategic Alliance Portfolio; Business Portfolio Analysis. Concept of Stretch, Leverage and fit. Parenting Matrix.

Unit-4: INTERNATIONAL STRATEGY:

Porter's Diamond. Market selection and entry. Innovation and entrepreneurship issues, organic development, M&A, alliance issues (Buy, Ally, DIY).

Unit-5: STRATEGIC ACTION:

Organisational performance. Suitability, Acceptability, Feasibility and evaluation criteria. Organising for success, leading strategic change. Practicing strategy.

SUGGESTED READINGS:

- Johnson, Scholes, Whittington etal:** Exploring Strategy-Text & Cases (Pearson)
Kazmi & Kazmi: Strategic Management & Business Policy (McGraw Hill)
Porter, M.: Competitive Strategy (Free Press)
Wheelen and Hunger: Strategic Management and Business Policy (Prentice Hall)
Subba Rao, P.: Business Policy and Strategic Management (HPH)
P. K. Ghosh: Strategic Management (Sultan)
R. M. Kishore: Strategic Management (Taxmann)
Gaur, Jain: Business Policy and Strategic management (Pragati)

MBA212: INTELLECTUAL PROPERTY RIGHTS

Total Credits: 3

Total Lectures: 25 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the basics of intellectual property rights, its legal dimension to ensure a smooth run for a business enterprise in this knowledge economy

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Property and its types (real, personal, private, public, intellectual). Property attributes and ownership. Property in Business Law. History and evolution of IPRs. Trademark. Copyright. Geographical Indicator. New Generation IPRs. TRIPS. Changing dimensions of IPR.

Unit-2: Patent & Copyright:

Evolution. Berne and Rome Conventions. WIPO Copyright treaty. Protection of copyrights. Registration. Patent and patentability. Economics of patent. Trade secret. Domain names. Biodiversity. Traditional Knowledge and IPR. Biopiracy.

Unit-3: Trade secret and Unfair Competition:

Objectives and significance. Unfair competition-legal framework in India. Competition and competitiveness. National competition policy.

Unit-4: IPR Management:

Concept. History of patent management. Brand management. IP assets and its creation. Intellectual capital management movement. Hidden assets. Benefits of IPR management. Characteristics of a good IPR manager. Invention vs Innovation. Idea vs Invention. Stages from mind to patent. Financing of IP.

Unit-5: IP Valuation:

uses and approaches. Valuation methods. IP Audit. IP strategies. Patent mapping. Data mining. Patent pools. Open source.

SUGGESTED READINGS:

IGNOU Notes

MBA213: DIGITAL MARKETING

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about this emerging dimension of marketing and how it generates new business opportunities for modern business enterprise

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Concept of Digital Marketing; Importance of Going Digital, Grehan's 4Ps of Digital Marketing, Aligning Internet with Business Objectives.

Unit-2: TOOLS:

Importance of digital campaign tools, planning, implementation and monitoring digital marketing, Tools for customer Persuasion; Tools for E-retailing.

Unit-3: WEBSITE PLANNING:

WWW, Buying a Domain, Website Language & Technology, Search Engine Optimization Overview, Google Analytics Tracking Code, Designing Wordpress Website.

Unit-4: ONLINE PROMOS:

Offline and Online Advertising; Online PR; Social Media Marketing and Consumer Engagement: Different forms of social media, rules of engagement; Email-Marketing: Mobile marketing; Google Adwords and AdSense (introduction), Emerging Technologies.

Unit-5: REVENUE GENERATION, LEGALITIES:

Online Revenue Generation: Online sales revenue, Affiliate marketing commissions, subscriptions, pay-per-click, Data Security, Digital Footprints of Customers, Data Protection Acts and Regulations.

SUGGESTED READINGS:

Ryan, Jones:	Understanding Digital Marketing (Kogan Page)
Trengov, Malczyk, Beneke:	Internet Marketing (GetSmarter)
Loudon and Loudon:	Management Information Systems (Pearson)
Annmarie, Joanna:	Quickwin Digital Marketing (Prentice Hall India)
Mullen:	Email Marketing (Wiley India)
Perry Marshall:	The Ultimate guide to Google AdWords (Entrepreneur Press)

MBA214: LEGAL ASPECTS OF BUSINESS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the legal dimension of business and understand its implications for the business enterprise

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: LAW OF CONTRACT:

Indian Contract Act, 1872. Introduction, Nature and Kinds of Contracts. Offer and acceptance. Consideration. Free consent. Void agreement. Contingent contracts. Quasi-contracts. Remedies for breach of contract. Indemnity and Guarantee. Bailment and Pledge. Agency. Case citations.

Unit-2: LAW OF PARTNERSHIP:

Indian Partnership Act, 1932. Definition. Nature of partnership. Formation. Rights and Duties. Liabilities. Dissolution of partnership firms. Registration of a firm. Case citations.

Unit-3: LAW OF SALE OF GOODS:

Indian Sale of Goods Act, 1930. Contract of Sale of Goods. Conditions and Warranties. Transfer of property. Performance of contract of sale. Rights of unpaid seller. Case citations.

Unit-4: LAW OF NEGOTIABLE INSTRUMENTS:

Negotiable Instruments Act, 1881. Negotiable, non-negotiable and quasi negotiable instruments. Promissory note. Bill of Exchange. Cheques. Hundis. Maturity of Negotiable instruments. Payment in due course. Payment of Interest. Parties to Negotiable Instrument. Presentation of Negotiable Instrument. Negotiation. Dishonour and Discharge of Negotiable Instrument. Crossing and bouncing of cheques. Case citations.

Unit-5: COMPANY LAW:

Company law, 2013. Article of Association. Memorandum of Association. Formation of Company. Prospectus. Director. Appointment of Director. Meetings. Case citations.

Unit-6: LAW OF INFORMATION TECHNOLOGY:

Information Technology Act, 2000. Latest amendments. Digital signature. E-Commerce. E-governance. Electronic records. Subscribers. Penalties. Authority. Case citations.

SUGGESTED READINGS:

Avtar Singh	:	Company Law, 17/e (EBC)
Kuchhal & Kuchhal	:	Business Law (Vikas)
Dagar, Agnihotri	:	Business Law (Galgotia)
Agrawal, Nair, Banerjee	:	Business Law (Pragati)
Maheshwari & Maheshwari	:	Business Law (HPH)
Bare Acts		

MBA215: DECISION SCIENCES FOR MANAGEMENT - II

Total Credits: 5

Total Lectures: 30 hours

Classroom activities: 20 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the decision-making aspects of operations research for the business enterprise.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Origin, development, nature and features of Operations Research (OR). Scientific enquiry and modeling in OR. OR and decision-making. Application areas of OR for business/management enterprises. Opportunities and drawbacks of OR.

Unit-2: LINEAR PROGRAMMING:

Introduction. Problem and its Mathematical formulation. Graphical Method. Simplex Method. Duality in linear programming.

Unit-3: TRANSPORTATION & ASSIGNMENT PROBLEMS:

Importance. Problem formulation. Transportation table, loops, triangular basis. Optimality test. Degeneracy. Formation of Assignment Problem, solutions. Travelling Salesman problem.

Unit-4: QUEUING THEORY & SIMULATION:

Business Applications of Queuing Theory and Simulation. Elements, operating characteristics of a queuing system. Queuing models. Queuing control. Basis of simulation. Models. Process. Random number generation. Monte carlo simulation.

Unit-5: NETWORK ANALYSIS:

Introduction. Network flow problems. Minimal spanning tree problem. Shortest route problem. Maximal flow problem. Minimum cost flow problem. Network scheduling by PERT / CPM. Common Managerial problems.

SUGGESTED READINGS:

Kapoor, V. K	:	Operations Research (Sultan Chand)
Kanti Swaroop	:	Operations Research (Sultan Chand)
Sharma, J K	:	Operations Research (Macmillan)
Taha	:	Operations Research (Pearson)
Hira & Gupta	:	Operations Research (Sultan Chand)

MBA216A: ENTREPRENEURSHIP & PROJECT MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the growing spirit of entrepreneurship in India, options emerging as a result of new policies by the Government and its connection to project and enterprise management as a whole.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Conceptual framework and Indian scenario of Entrepreneurship. Entrepreneurship Development. Support Institutions. Basic theories of entrepreneurship (economic, socio-cultural, motivational, emotional intelligence, leadership). Entrepreneurship roles and competencies. Culture of entrepreneurship. Manager vs Entrepreneur vs Businessman vs Intrapreneur. New Venture areas.

Unit-2: CLASSIFICATION:

Rural entrepreneurship. Social Entrepreneurship. Women Entrepreneurship. Young Entrepreneurship. Sustainable entrepreneurship. Strategic entrepreneurship. Innovation. Start-ups. Value creation.

Unit-3: AGRIPRENEURSHIP:

Concept. Historical background and upcoming challenges (green revolution, farm mechanization, food security, land reforms, farm size and profitability, agricultural credit). Agripreneurship development and empowerment issues. Market intelligence and logistics. Agri-supply-chain. Government initiatives and institutional support. Governance issues.

Unit-4: MANAGEMENT OF ENTREPRENEURSHIP:

Production, Marketing, Human Resource, Finance, Labour Laws, Taxation, Exports marketing, E-Commerce related issues.

Unit-5: PROJECT MANAGEMENT:

Introduction. Business Planning. Political, Social, Cultural, Legal dimensions. Feasibility studies. Resources Management. Knowledge Management & Entrepreneurship. Project Financing. Activity based costing. BPR. Logistics. Networking. Enterprise mobility.

SUGGESTED READINGS:

Neeta Baporikar	:	Entrepreneurship Development & Project Management (HPH)
Vasant Desai	:	Entrepreneurship Management (HPH)
CB Gupta, Khanka	:	Entrepreneurship & Small Business Management (Sultan)
Vasant Desai	:	Theories of Entrepreneurship (HPH)
LK Guliani, Gupta	:	Fundamentals of Entrp Development & Project Management (HPH)
Abha Mathur	:	Entrepreneurship (Taxmann)
Badi & Badi	:	Entrepreneurship (HPH)

MBA217A: RURAL DEVELOPMENT AND AGRI-BUSINESS MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging scope for business opportunities in Rural India and Agri-business sector.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Importance, nature, scope, objectives of Rural Development (RD). Approaches to RD. Rural economic scenario in India. Migration issues. Rural Industrialisation. Rural work-force. Rural business environment. Rural distress. Agrarian crisis. Rural housing. Rural social security. Rural Healthcare & Education. Rural banking. Microfinance. Financial inclusion. Rural poor. Socio-economic structure of Rural India.

Unit-2: AGRI-BUSINESS MANAGEMENT:

Key features of Indian Agriculture. Meaning, nature, scope and relevance of Agri-business and its management. Agri-economy: Characteristics and Market position. Forms of agri-business and basic infrastructural facilities for Agri-business. Agriculture policy. Government intervention.

Unit-3: AGRO-BASED INDUSTRY:

Farm business management. Agri export. Agro-based industries. Agricultural marketing. Agro-processing industries. Scope in India. Role of banks. Credit facilities. Cooperative Marketing Agencies.

Unit-4: LINKAGE WITH ECONOMICS:

Linkages among sub-sectors of the agri-business sector. Economic reforms and Indian Agriculture. Impact of LPG on this sector. Government schemes for Agri-business sector / subsectors. Special mentions about the blue economy. Agriculture Economics-nature, scope, role in agricultural development. Land, labour and capital. Risk uncertainty and supply response. Economics of Agriculture production. Resource allocation. Time and agri-production process. Cost revenue and profit maximization. Agri-price determination. Consumption economics.

Unit-5: AGRI-BUSINESS POLICY FRAMEWORK:

Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy.

SUGGESTED READINGS:

K Venkata Reddy	:	Agriculture and Rural Development (HPH)
I Satya Sundaram	:	Rural Development (HPH)
Vasant Desai	:	Rural Development in India (HPH)
HLN Murthy	:	Agri-business Management (HPH)
Amarjeet Singh, Sandhu, Singh:		Fundamentals of Agriculture Economics (HPH)
RG Desai	:	Agricultural Economics (HPH)
SAR Bilgrami	:	An Introduction to Agricultural Economics (HPH)

MBA216B: INTERNATIONAL FINANCE

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

Study Material:

Text Books, Reference Books, IGNOU Material

Unit-1: INTERNATIONAL MONETARY SYSTEM:

Meaning, Exchange rate arrangements, Reform of international monetary system, Balance of payments and Gains from financial globalization.

Unit-2: EXCHANGE RATE:

Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage and interest rate parity.

Unit-3: FOREIGN EXCHANGE MARKET:

Forecasting exchange rates, Foreign exchange risk: types and measurement, Currency derivatives.

Unit-4: OFFSHORE FINANCING:

International equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

Unit-5: MARKET FOR DERIVATIVES:

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.

SUGGESTED READINGS:

Levi, Maurice: International Finance (McGraw Hill)

Eiteman, David K., Arthur Stonehill, Michael H. Moffett: Multinational Business Finance (Addison Wesley)

Shapiro, Allen C: Multinational Financial Management (PHI)

Apte P.G.: Multinational Financial Management (TMH)

Seth A.K.: International Financial Management (Galgotia)

MBA217B: WORKING CAPITAL MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

This paper enables the students the various dimensions of analyzing and estimating need of working capital in the business concern.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Concept of Working Capital; Components of Working Capital; Inter dependence among Components of Working Capital; Objectives of Working Capital Management.

Unit-II: FINANCING WORKING CAPITAL:

Sources of Working Capital Finance – A Brief Overview of Long-term and Short-term Sources of Finance; Long-term Vs. Short-term Sources-Speed, Risk, Liquidity, and Profitability; Conservative Policy; The Concept of Zero Working Capital.

Unit-3: CASH MANAGEMENT:

Motives for Holding Cash; Need for and Objectives of Cash Management; Cash Forecasting and Cash Budgets; Cash Cycle; Cash Float; Control of Float – Managing Collections and Disbursements; Near-Cash-Marketable Securities – Concepts, Types, Need For and Investment Strategy.

Unit-4: MANAGEMENT OF RECEIVABLES:

Concept and Nature of Receivables; Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables – The Profit Decision and Optimum Size Determination; Sound Credit Policy – Credit Standard and Credit Limit, Credit Period, Cash Discounts and Collections.

Unit-5: INVENTORY MANAGEMENT:

Concept, Nature, and Components of Inventory; Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory – Minimising Costs and Optimum Size Determination; Inventory Management System- Economic Order Quantity Subsystem, Reorder-Point Sub system, Stock-Level Subsystem, and Tying Together the Subsystems into a Total Inventory Management System; ABC Analysis of Stock; Just in Time Concept of Inventory Management.

SUGGESTED READINGS:

Khan, M.Y. and P.K. Jain: Financial Management: Text and Problem (TMH)

Horne, Van; James C., John Wachowicz: Fundamentals of Financial Management (Pearson)

Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe: Corporate Finance (TMH)

Srivastava, Rajiv, and Anil Mishra: Financial Management (OUP)

MBA216C: MARKETING RESEARCH & CONSUMER BEHAVIOUR

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging dimensions in Marketing Research and growing importance of understanding Consumers in the globalised economy.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: MARKETING RESEARCH BASICS:

Conceptual framework. Nature, Scope and Importance of Marketing Research. Market vs Marketing Research. Marketing Research across Industrial sectors. Marketing Research Process. Problem discovery, problem formulation, research designs, secondary and primary data, data collection methods, instruments. Sampling decisions. Scaling techniques. Data tabulation, analysis and interpretation.

Unit-2: APPLICATION AREAS IN MR:

Product Research, Advertising Research, Motivation Research, Sales Control Research. Emerging Areas. Discriminant Analysis, Factor Analysis; Cluster analysis; Conjoint analysis (concepts only).

Unit-3: CONSUMER BEHAVIOUR BASICS:

Field of Consumer Behaviour. Consumer Research. STP and marketing Mix. Technology Driven Consumer Behaviour. Consumer Value, satisfaction, and retention. Interdisciplinary nature.

Unit-4: THE INDIVIDUAL CONSUMER:

Motivation Dynamics. Personality facets, traits and linkage to Consumer Behaviour. Product and Brand Personification. Self and Self image. Consumer perception (selection-organisation-interpretation). Consumer Imagery. Perceived Quality. Consumer Risk. Consumer Attitude formation and change.

Unit-5: COMMUNICATION, CULTURE AND CB:

Persuasion. Role of Media. Reference Groups. Word-of-mouth. Social and cultural settings. Cross cultural Behaviour. Consumer decision-making. Diffusion of innovations.

SUGGESTED READINGS:

Nargundkar: Marketing Research (McGraw Hill)

Green, Tull: Marketing Research (PHI)

Zikmund, Babin: Marketing Research (Cengage)

DD Sharma: Marketing Research (Sultan)

Schiffman, Wisenbelt, Kumar: Consumer Behaviour (Pearson)

Schiffman, Kanuk: Consumer Behaviour (Pearson)

MBA217C: RETAIL MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging retail sector in India and how to manage the opportunities as a result of Government policy changes.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Evolution, history of Retail. Retail Management. Types of Retail. Retail terminologies. Retail Industry. Retail Environment. Retail Trade. Classification of Retailers. Indian Retail sector. Foreign Retail. FDI policy. Future trends.

Unit-2: RETAIL ORGANISATION:

Location. Store Management (Layout, Design, Visual Merchandise). Merchandise and Assortment Planning. HR Issues. Customer Experience Management. Category Management. Private labels.

Unit-3: RETAIL MARKETING AND SELLING:

Retail Purchasing. Retail Pricing. Retail Promotions. Retail Consumer Behaviour. Retail Selling.

Unit-4: RETAIL ETHICS:

Retail Information System. Technology Interface. Social Responsibility. Ecological Considerations. Waste reduction.

Unit-5: E-RETAILING:

Foundation. Transition from traditional to electronic system. Marketing strategies with E-Retail. Application Domain. Online merchandising. Online storefront. Online branding and promotion. Online purchase-procurement. CRM and SCM issues. Current trends.

SUGGESTED READINGS:

Kuldeep Singh: Retail Management in new dimension (Global Vision)

PK Sinha/DP Uniyal: Managing Retailing (Oxford)

K Roy: Retail Management (Vrinda)

DP Sharma: E-Retailing-Principles and Practices (HPH)

Berman, Evans: Retail Management-A Strategic approach (Pearson)

Levy, Weitz: Retail Management (McGraw Hill)

Vedamani: Retail Management (Jaico)

MBA216D: INDUSTRIAL RELATIONS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the intricacies of Industrial Relations scenario in Industrial world and mechanisms to diffuse industrial crisis.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Evolution, meaning and relevance of Industrial Relations (IR). Characteristics in Indian context. Growth dynamics of IR. Constitutional framework of IR.

Unit-2: TRADE UNIONISM:

Birth of Trade Union (TU), definition, emergence, theories, objectives, methods, legitimacy. TU activities. Structure and governance of TU. TU movement in India (pre- and post- 1950). Size and finance of TU. Political affiliations. Recognition of TU. TU Rivalry. Leadership issues. Basics of the TU Act, 1926 and recent amendments. Important case citations.

Unit-3: IR DYNAMICS:

IR Conflict and Disputes. Causes. Resolution. Industrial peace. Strikes and lockouts. Industrial Unrest. Role of National Commission on Labour and IR. New IR policy. State Intervention. Collective Bargaining. Standing Orders. Grievance and Disciplinary procedures. Suspension, dismissal, misconduct. Ethical Codes and IR. Labour Turnover and absenteeism, Employee counseling and vocational guidance.

Unit-4: SETTLEMENT MACHINERY:

Conciliation, Arbitration, Adjudication – Significance, Process and Implementation machinery. Workers' participation in Management. Works committee, Joint Management Council, shop council, joint council.

Unit-5: CONTEMPORARY IR:

IR in the era of Technology, ILO and its relevance today. The IR-HRD linkage. IR in developed economies. Recent Government initiatives in IR sector. Role of Niti Ayog.

SUGGESTED READINGS:

Mamoria, Mamoria, Gankar	:	Dynamics of IR (HPH)
SC Srivastava	:	IR and labour laws (Vikas)
PRN Sinha et al	:	IR, Trade Union and labour Laws (Pearson)
Manisha Mehrotra	:	Industrial Structure Organisation (Disha)

MBA217D: COMPENSATION & REWARD MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging scenario concerning compensation and rewards across the world to retain talent of highest order so as to make the organization most competitive globally.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Concept, objectives, dimensions, and roles of compensation, Structure of Compensation. Framework of a typical modern compensation policy adopted across different Industrial segments.

Unit-2: COMPENSATION STRUCTURE:

Concept of Wages (*Minimum, Fair and Living*), Statutory Bonus, Incentives, Allowances, Fringe Benefits and Social Security, Recommendations of the Pay Commissions and Wage Boards (Latest available), Job Evaluation- Meaning, Process and Methods (Emphasis on Quantitative Methods) and internal and External Equity, Pay Surveys.

Unit-3: PERFORMANCE & REWARDS:

Concept of Performance, Performance Appraisal and Performance Management, Pay for Performance-(*Variable Pay* and *Contingent Pay*), Competency based Compensation. Compensation as a Retention Strategy. Aligning Compensation with Corporate Strategy. Necessity of a Reward System.

Unit-4: EXECUTIVE COMPENSATION:

Executive Compensation - Meaning, Factors affecting Executive Compensation, Models of Executive Compensation, Designing an Executive Compensation Package, Concept of Stock Options. VRS.

Unit-5: GLOBAL ISSUES:

Expatriates Compensation - Concept and Elements, Approaches of Expatriates Compensation (Budget System, Going Rate, Balance Sheet and Custom Approach), Tax Efficient Compensation Package. Comparative International Compensation.

RECOMMENDED TEXTS:

- | | | |
|-----------------------------|---|--|
| Henderson | : | Compensation Management in a knowledge-based world (Pearson) |
| Milkovich | : | Compensation Management (McGraw Hill) |
| Bhatia | : | New Compensation Management in a changing environment (HPH) |
| Deepak Bhattacharya: | | Compensation Management (Oxford) |
| Tapomoy Deb: | | Compensation Management (Excel) |
| BD Singh | : | Compensation and Reward Management (Excel) |

MBA216E: BIG DATA ANALYTICS

Total Credits: 4

Total Lectures: 15 hours

Lab Activities: 25 hours

PEDAGOGY:

Classroom Interaction, Lab Exercise, Mini assignments & projects

OBJECTIVE:

Understand the Big Data Platform and its Use cases, Provide an overview of Apache Hadoop, Provide HDFS Concepts and Interfacing with HDFS, Understand Map Reduce Jobs • Provide hands on Hadoop Eco System, Apply analytics on Structured, Unstructured Data, Exposure to Data Analytics with R,

STUDY MATERIAL:

Reference Material, Reference Books

UNIT-1: Overview of Big Data

Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Eco System, IBM Big Data Strategy, Introduction to Infosphere BigInsights and Big Sheets. Big data in marketing, analytics, retail, hospitality, consumer good, defense etc.

UNIT-2: HDFS (Hadoop Distributed File System)

The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

UNIT-3: Map Reduce

Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Unit-4: Hadoop Eco System

Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive : Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. Hbase :HBasics, Concepts, Clients, Example, Hbase Versus RDBMS. Big SQL : Introduction

UNIT-5: Data Analytics with R

Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with R.

SUGGESTED READINGS:

- Big Data Analytics with R, Simon Walkowiak, **Packt Publication**
- Big Data Science & Analytics: A Hands-On Approach, ArshdeepBahga & Vijay Madiseti, **Hands-on-books-series.com**
- Business Intelligence and Analytics: Systems for Decision Support, Ramesh Sharda, **Pearson India**
- Big Data Analytics with R and Hadoop, VigneshPrajapati, **Packt Publication**

MBA217E: INFORMATION SECURITY AND ETHICS**Total Credits: 4****Total Lectures: 35 hours****Classroom activities: 5 hours****PEDAGOGY:**

Classroom Interaction, Lectures, Mini assignments, Presentation

OBJECTIVE:

Cognitive skills and ability to identify, analyze and articulate the importance of managing IS-related risk and security issues in organizations, and the relationship between these and the achievement of business value from IS/IT investments

STUDY MATERIAL:

Reference Material, Reference Books

UNIT-1: Introduction

Introduction to Enterprise Security, Identifying information assets and organization risk exposure, Discovering security holes in organization, Defining corporate risks and risk management issues, Business risks related to privacy and regulatory considerations, Conceptual review of detection, assessment, hardening techniques, Possible attacks on enterprises, Active Defense Mechanisms, Corporate Security Policies, Conducting Vulnerability Analysis, Security Automation Technologies, Security Content Automation Protocol (SCAP) technologies and standards

UNIT-2: Tools and Types of Risk Assessment:

Risk Assessment, Risk Analysis, Responsible factors, Qualitative and Quantitative risk Assessment, Policies, Procedures, Plans, and Processes of Risk Management, Tools and Techniques; Integrated Risk Management, The Future of the Risk Management.

UNIT-3: Risk Management:

Introduction to theories of Risk Management, the Changing Environment, Art of Managing Risks. Threat Assessment and its Input to Risk Assessment; Threat Assessment Method, Example Threat Assessment;

UNIT-4: Vulnerability Issues:

Operating System Vulnerabilities, Application Vulnerabilities; Public Domain or Commercial Off-the-Shelf Software, Connectivity and Dependence, Vulnerability assessment for natural disaster, technological hazards, and terrorist threats; implications for emergency response, vulnerability of critical infrastructures

UNIT-5: Ethics:

Ethics, Legal Developments, Information security in Society, Information Security laws, IT Act 2000 Cyber Security

SUGGESTED READINGS:

- Malcolm Harkins, Managing Risk and Information Security, A Press, 2012.
- Daniel Minoli, Information Technology Risk Management in Enterprise Environments, Wiley, 2009.
- Andy Jones, Debi Ashenden, Risk Management for Computer Security: Protecting Your Network & Information Assets, 1st Edition, Butterworth-heinemann, Elsevier, 2005.
- Introduction to Information Security and Cyber Laws, Surya Prakash Tripathi, Dreamtech Publication

FOURTH SEMESTER PAPERS:

MBA221: Ethics and Human Values (Core)

MBA222: Environmental Management & Sustainable Business Practices (Core)

MBA223: Financial Services (Core)

MBA224: Specialisation paper-3

MBA225: Specialisation paper-4

MBA226: Specialisation paper-5

MBA227: Dissertation

MBA228: Comprehensive Viva-Voce

SPECIALISATION STREAMS FOR FOURTH SEMESTER

Students need to select TWO papers each from the two streams selected in Third semester, selections to be made from the subjects/papers as mentioned below:

Area A: Entrepreneurship & Agri-Business Management (EABM)

224A: Food Technology, Processing and Retail

225A: Managing Cooperatives and Farm Business

226A: Agri Business Marketing and Supply Chain

Area B: Finance & Taxation (FINT)

224B: Security Analysis & Portfolio Management

225B: Tax Management

246B: Strategic Financial Management

Area C: Marketing and E-Business (FINT)

224C: Digital Marketing Applications

225C: Industrial and Services Marketing

226C: Integrated Marketing Communication

Area D: Human Resource Management (HRM)

224D: Industrial & Social Security Laws

225D: Compensation & Employee Welfare Laws

226D: Industrial Psychology

Area E: Business Analytics (BA)

224E: Data Analysis with SPSS

225E: Data Visualization with Spreadsheet

226E: Management Information System

MOOC (Swayam platform)

(Students are to choose at least one out of the following options)

S. No.	Name of the Subject	Recommended Semester
1	Financial Derivatives & Risk Management	3 / 4
2	Project Management for Managers	3 / 4
3	Marketing Research & Analysis	3 / 4
4	Decision-making Under Uncertainty	3 / 4
5	Performance and Reward Management	3 / 4
6	Economics of Health and Healthcare	3 / 4
7	Human Resource Development	3 / 4

MBA221: ETHICS AND HUMAN VALUES

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the ever increasing relevance of Ethics and Human Values for both Corporate and hence, societal development and to make the learner responsible corporate citizens.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Understanding the need for ethics, Ethical values, ethical codes, Ethical Principles in Business; Characteristics, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas, Ethical Culture in Organization,

Unit-2: THE INDIAN MODEL:

Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics. Indian Ethos and Business Ethics: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Ramayana and Kautilya Arthshastra.

Unit-3: INDIAN ETHOS AND HUMAN VALUES:

Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health.

Unit-4: LEADERSHIP AND INDIAN VALUE SYSTEM:

Contemporary Approaches to Leadership-Family Business-Leadership Qualities of Karta, Advantages - Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-Laws of Karma, Law of Creation - Law of Humility - Law of Growth - Law of Responsibility - Law of Connection - Corporate Karma Leadership. Ethical and value based leadership.

Unit-5: ETHICAL DECISION-MAKING:

Framework of Ethical Decision-making-Duty, Rights based, consequence based, virtue based. Neutralization of behavior and decision-making. Cases.

SUGGESTED READINGS:

Chronicle Books: The Lexicon for Ethics, Integrity and Aptitude (Chronicle Pub)

Gaur, Sangal: A Foundation Course in Human Values and Professional Ethics

Govindrajan, Natarajan, Senthil Kumar: Professional Ethics and Human values (PHI)

AN Tripathi: Human Values (New Age International)

Martin: Little Book of Ethics

Chakraborty: Human Values and Ethics

Chakraborty: Values and Ethics for Organisations

Shailendra Kumar, Alok K Rai: Business Ethics (Cengage)

MBA222: ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE BUSINESS PRACTICES

Total Credits: 2 Total Lectures: 20 hours Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

This course outlines the major sustainability challenges and explores the capabilities organisations need to respond positively to them.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Environment and Ecology. Environment Protection. Industrial Ecology. Multi-disciplinary nature of Environmental Studies. The Eco-system concept and public awareness. Ecosystem processes and approaches - quantifying trade-offs and synergies; improving water and nutrient management, reducing greenhouse gases emissions, enhancing stability, resistance and resilience. Introduction to the circular economy: opportunities for businesses; opportunities for consumers.

Unit-2: NATURAL RESOURCES AND MANAGEMENT:

Forest, Water, Land, Minerals, Energy etc. Bio-diversity and its conservation. Environmental Pollution. Solid Waste Management. Disaster Management. Social Issues (sustainability, Rainwater harvesting, waste-land reclamation, watershed management, climate change, global warming, acid rain, eco-tourism, eco-economy, Eco-mark). Renewable Energy. Environmental Conventions (including CoP).

Unit-3: CORPORATE SUSTAINABILITY:

Defining and managing corporate sustainability. Dimensions of sustainability. Life cycle assessment including carbon footprint and water footprint. Ecological footprint. Environment impact assessment. Principles and practice of financial and economic appraisal. Efficient provision of environmental goods and services. The role of business. Challenges and opportunities for business. Best Practices of the Corporate Sector for Sustainability.

Unit-4: RISK AND INNOVATION:

Environmental risk analysis and management. Environmental policy development and appraisal. Policy instruments. Ecological Modernization. Innovation: Technology Development, transfer, adoption and diffusion. Innovation and sustainability. Integrated Sustainable Technology Assessment in context. Clusters, technology road-maps and the development of sustainable technologies.

Unit-5: ENVIRONMENTAL MANAGEMENT IN PRACTICE:

Introduction to the International Standards associated with EMS. Environmental legislation and voluntary standards. Developing the business case for EMS. Barriers to implementation of EMS. Waste technology and prevention measures. Energy technology and monitoring. Water use and technology.

SUGGESTED READINGS:

Dash, MC: Environmental Management for Sustainable Development (Wiley)

Sankar: Environmental Management (Oxford)

Thomas, J: Environmental Management-Text and Cases (Pearson)

Krishnamoorthy: Environmental Management-Text & Cases (PHI)

Hitchcock and Willard: The Business Guide to Sustainability (Routledge)

Werbach: Strategy for Sustainability (Harvard Business Press)

Shaw: Business Ethics (Cengage)

Majid Husain: Environment & Ecology (GKP)

MBA223: FINANCIAL SERVICES

Total Credits: 4 Total Lectures: 35 hours Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the fast emerging field of Financial services in India so as to make them suitable to this Industry in terms of career.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: BANKING SERVICES:

Banking services wsr to India; Core Banking Service, Overview of delivery channels; Automated Teller Machine (ATM), Phone Banking – Internet Banking, Mobile Banking, Payment Gateways, Card technologies, MICR electronic clearing, Electronic Fund transfer – NEFT and RTGS, Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E-Cheques. Recovery of Retail Loans-Defaults, Rescheduling, recovery process- Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARAFESI Act), use of Lok Adalat forum, Recovery Agents-RBI guidelines.

Unit-2: NBFCs:

Leasing companies, Hire-purchase Finance Companies, Housing Finance Company, Investment Company, Loan Company, Mutual Benefit Financial Companies, Miscellaneous Non-Banking Company & Residuary Non-Banking Companies. Non-Bank Financial Services Companies; Merchant Banks-Venture Capital Funds-Credit Rating Agencies and Credit Rating Mortgages.

Unit-3: INSURANCE SERVICES:

Insurance: Basic industry functioning, life and non-life sectors, Field of Actuarial Sciences, Risk-introduction Insurable and non-insurable risk. Types of insurable risk. Benefit of insurance to project planners, Benefits and limitations of Risk Management Policy.

Unit-4: MICROFINANCE:

Micro finance: Introduction, evolution, importance in modern economy, SHGs and different schemes, SHG and Poverty Alleviation Programmes, SHG and Special Programmes / Schemes, Benefit of SHGs to members, Benefits to women, Benefits to Banks, Benefits to Government, Benefits to Voluntary Agencies and Benefits to Society.

Unit-5: DEPOSITORY SERVICES:

Financial Services and non depository institutions; Merchant Banking, Factoring, Forfeiting Leasing, Securitization and Custodian Services, Mutual Funds; Performance, evaluation of mutual funds, Depository services; security market brokers; legal aspects SEBI governance.

SUGGESTED READINGS:

KP Singh, MC Garg, BS Bodla: Insurance-Fundamentals, Environment and Procedures (Deep & Deep)
PS Palande: Insurance in India (Sage)
Prava Nalini Tripathy & Prabir Pal: Insurance – Theory and Practice (PHI)
Ajay Kumar,,D.P. Chatterjee et al: Risk Management (Macmillan)
PK Gupta: Insurance and Risk Management (HPH)
Agarwal, O.P.: Banking and Insurance (HPH)
Satyadevi, C.: Financial Services Banking and Insurance (S.Chand)
Varshney, P.N.: Banking Law and Practice (Sultan)
Sundaram and Varshney: Banking Law, Theory and Practice (Sultan)
Parameswaran: Indian Banking (S.Chand)

SPECIALISATION PAPERS:

MBA224A: FOOD TECHNOLOGY, PROCESSING AND RETAIL

Total Credits: 4 Total Lectures: 35 hours Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the different food processing techniques and their management and to aid them in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to further exemplify the response of this dynamic marketing system to the macro-economic forces.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

UNIT-1: FOOD INDUSTRY / FOOD PROCESSING IN INDIA:

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry-processing, storage, handling and distribution. Basic principles of food processing and food preservation. Packaging of foods. Canning. India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry

UNIT-2: FOOD INDUSTRY AND QUALITY STANDARDS:

Laws and regulations related of food industry and food production and marketing; Quality management- quality standards, FSSAI, PFA (Prevention of Food adulteration), ISO, etc. Analysis of food industries-milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing.

UNIT-3: FOOD RETAIL:

Introduction to International Food market and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and understanding food preference of Indian Consumer. Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Value Chain in Food Retailing, Emerging trends in food wholesaling and retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value addition across the chain in food retail, food service marketing.

UNIT-4: FOOD RETAIL MARKETING MIX:

4 P's in Food Retail Management, Brand Management in Retailing, Merchandise Pricing, Pricing Strategies used in conventional and non-conventional food retailing, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers. Managing Retail Operations, Managing Retailers Finances, Merchandise buying and handling. Logistics, procurement of Food products and Handling Transportation of Food Products.

UNIT-5: CRM AND ETHICAL ISSUES:

Customer Relationship Management, Managing Human Resources in food-retailing. Legal and Ethical issues in Retailing. Organic and diet-friendly foods. Case of KFC in India.

SUGGESTED READINGS:

India Food Report 2018

Norman N Potter: Food Science (CBS)

B Srilakshmi: Facts and Foods (New Age)

Acharya, Agrawal: Agricultural marketing in India (Oxford)

Potli, Mulky: Food Processing (Oxford)

MBA225A: MANAGING COOPERATIVES AND FARM BUSINESS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the basic principles and governance & management of cooperatives and farm business within the framework of resource restrictions.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Cooperative administration - a global perspective. Ecology of cooperative administration, Cooperative sectors and economic development. Cooperative management - nature function and purpose of cooperatives - procurement, storage. processing, marketing, process of cooperative formation, role of leadership in a cooperative management. HR issues. Role of State.

Unit-2: FARM BUSINESS FUNDAMENTALS:

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems. Principles of farm management decisions-principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

Unit-3: FARM OPERATIONS MACHINERY:

Farm machinery-Production, supply-demand, Marketing and distribution channels of farm machines; marketing of farm machines/implements/Equipments.

Unit-4: FARM BUSINESS FINANCE:

Tools of farm management and farm business analysis-farm planning and budgeting ; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

Unit-5: RISK AND UNCERTAINTY:

Management of farm resources-Land, Labour, Farm machinery, Farm building, etc. Risk and uncertainty in farming-sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

SUGGESTED READINGS

Heady & Jensen: Farm Management Economics (PHI)

Kapoor et al: Fundamentals of farm Business Management (Kalyani)

Kahlon & Singh: Economics of farm Management in India (Allied)

Panda: Farm Management & Agricultural Marketing (Kalyani)

Akmat: New dimensions of cooperative management (HPH)

Sah: Professional Management for the Cooperatives (Vikas)

MBA226A: AGRI-BUSINESS MARKETING & SUPPLY CHAIN

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the Marketing Mix for the Agri-sector and the ways in which the Supply Chain & IT would make it prosper.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Agricultural market structure-meaning, component and dynamics of market structure; marketing strategy meaning & significance, formulation of marketing strategy; agribusiness marketing environment design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour. Product management decisions, new product development; product life cycle. Pricing policies and practice for agribusiness. Distribution Management and Promotional management in agribusiness.

Unit-2: AGRI-INPUT MARKETING VARIATIONS:

Agricultural input marketing-meaning and importance. Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types-farm and non-farm, role of cooperative, public and private sectors in Agri-input marketing. Seed-Importance of seed input; Types of seeds-hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation. Chemical Fertilizers - Production, export-import, supply of chemical fertilizers, Demand/consumption. Prices and pricing policy: subsidy on fertilizers; marketing system. Role of IFFCO and KRIBHCO in fertilizer marketing. Plant Protection Chemicals-Production export/import, consumption, Marketing system; Electricity/Diesel Oil-marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

Unit-3: SUPPLY CHAIN:

Supply Chain: Changing Business Environment. SCM: Traditional Supply Management Approach versus Modern Supply Chain Management Approach; Elements in SCM. Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in: Supply Chain, Basic Principles of Manufacturing Management.

Unit-4: PROCUREMENT:

Procurement Management in Agri-Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming. Classification of Purchases Goods or Services, Traditional inventory Management. Material Requirements Planning, Just in-Time (JIT), Vendor: Managed inventory (VIM). Role of Logistics Management.

Unit-5: ROLE OF IT TOOLS:

IT Application in SCM; Advanced Planning and Scheduling; SCM in e-business, role of knowledge in SCM. Performance Measurement and Controls In Agri-Supply Chain Management using IT.

SUGGESTED READINGS:

Ramaswamy, Namakumari: Marketing Management (Macmillan)
Acharya, Agrawal: Agricultural Marketing in India (OUP)
Altekar: Supply Chain Management-Concepts and Cases (PHI)
Venugopal et al: Agri-input Marketing in India (Sage)

MBA224B: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the Securities markets and its appraisal so as to understand the decision-making processes in Securities and the operations of the Stock Exchanges.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Meaning, Nature and Scope of Security Investment; Various Approaches for Investment Decisions; Investment Process; Various Attributes of Investment; Investment Environment - Instruments, Markets, Regulations etc.

Unit-2: SECURITY ANALYSIS BASICS:

Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis – Financial Performance and Forecasting; Intrinsic Value of Shares. Meaning and Significance of Technical Analysis; Technical Analysis Vs. Fundamental Analysis; Traditional and Modern Tools of Technical Analysis; Various Forms of Efficient Market Hypothesis.

Unit-3: PORTFOLIO ANALYSIS & MANAGEMENT:

Security Risk and Return Vs. Portfolio Risk and Return; Various Components of Risks- Market Risk, Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs. Unsystematic Risks. Selection and Management of Optimum Portfolio Under Markowitz Model; Sharpe Model, Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model; Portfolio Selection Under Risk-free Lending and Borrowing Assumptions; Portfolio Appraisal and Revision.

Unit-4: SECURITIES MARKET:

Primary and Secondary Markets; Role and Functions of New Issue Market; Methods of Floatation; Pricing of Issues; Offer Documents; Appointment and Role of Merchant Bankers, Underwriters, Brokers, Registrars, Lead Managers and Bankers; Underwriting of Capital Issues. SEBI Guidelines Relating to the Functioning of the New Issue Market; Stock Exchanges and Intermediaries; SEBI and Investor Protection; Securities Contract Regulation Act and Listing of Securities; Regulations and Guidelines for FIIs.

Unit-5: STOCK MARKET IN INDIA AND DEMAT TRADING:

Meaning, Functions and Importance; Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading, Internet-Based Trading and Settlement Procedure; Types of Brokers. Trading Pattern in OTCEI : Meaning, Significance and Functions; Procedure of Listing and Trading on OTC; NSE-Functioning and Trading Pattern in NSE-Capital Market Segment and Wholesale Market Segment; Security Market Indicators-Need and Importance; BSE Sensex, NSE, NIFTY, MCX and other Indices. Demat Trading: Meaning and Significance; Role of Depositories and Custodian of Securities in Demat Trading; SEBI Guidelines and other Regulations Relating to Demat Trading; Procedure of Demat Trading.

SUGGESTED READINGS:

Fisher & Jordon: Security Analysis & Portfolio Management (PHI)

Avadhani, V. A.: Security Analysis & Portfolio Management (PHI)

Bhalla, V. K: Investment Management (S. Chand)

Pandian, P: Security Analysis & Portfolio Management (Vikas)

MBA225B: TAX MANAGEMENT

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the important provisions under Taxation and techniques of planning and management.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INCOME TAX:

Tax; Types of tax, Gross Total income and Total Income, Assessment Year and Previous Year, Residence and Tax Liability, Exempted Income. Income from Salary, Income from Business and Profession and Capital Gain

Unit-2: CORPORATE TAX:

Concept of Company; Indian and Foreign Company, Income of Company; Indian Income, Foreign Income, Receipt of Income and Accrual Income, Set off and Carry Forwarded Losses of Company; Normal and Special Provision, Computation of Taxable Income of Company, Minimum Alternative Tax and Dividend Tax.

Unit-3: TAX PLANNING:

Tax Planning, Tax Avoidance, Tax Evasion and Tax Management, Tax Planning V/s Tax management, Tax planning with respect to Setting up a new business, Tax planning with respect to location and nature of business, Tax planning with amalgamation, Tax planning with forms of business organization.

Unit-4: GST:

Introduction Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

Unit-5: LEVY AND COLLECTION OF GST TAXABLE EVENT-

“Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

SUGGESTED READINGS:

Singhania, V. K.: Direct Taxes-Law and Practice (Taxmann)
Srinivas, E. A.: Corporate Tax Planning (TMH)
Singhania, V. K.: Income Tax Laws & Practice (Taxmann)
Mehrotra, H. C.: Income Tax Law & Practice (Sahitya Bhawan)
Lakhotia: Tax Planning & Management (Kalyani)
Gaur & Narang: Tax Planning & Management (Kalyani)
Union Budget, Finance Bill for relevant Financial Year
The Union Territory Goods and Services Tax, 2017
The Goods and Services Tax (Compensation to States), 2017
The Constitution (One hundred and First Amendment) Act, 2016
Gupta, S.S.: GST- How to meet your obligations (Taxmann)

MBA226B: STRATEGIC FINANCIAL MANAGEMENT

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the strategic financial decisions in the corporate sector.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Strategic Management-Vision, Mission, Scope, Objectives, Strategies and Operating Plans; Process of Strategic Management; Strategic Financial Management; Changing Environment of Business Finance – Recent Trends and Financial Strategies; Financial Fundamental Analysis – Economy Analysis, Industry and Competition Analysis and Company Analysis.

Unit-2: CORPORATE VALUATION:

Concept of Value; Value Creation through Required Rate of Return – NPV and IRR Approach; Book Value of the Corporate Entity – Intrinsic Value; Adjusted Book Value of the Corporate Unit; Current Market Valuation Model; Cost Theory of Valuation; Earnings Theory of Valuation; The Gordon Model of Valuation; Discounted Cash Flow Model.

Unit-3: CORPORATE REORGANISATION:

Reorganisation for Growth – A Brief Overview of Expansion, Diversification, Alliances and Cooperation, and Mergers and Acquisitions; Corporate Growth and Financial Structure Redesigning – Leveraged Recapitalisation, Leveraged Buy Outs and Share Buyback; Growth Companies- Dividend Policy and Cash Dividends Vs Share Buyback.

Unit-4: CORPORATE MERGER & TAKEOVER:

Mergers-Concept and Types; Reasons for Merger; Legal Aspects of Merger; Merger Exchange Ratio; Evaluating a Merger-Capital Budgeting Framework; Corporate Takeover-Concept of Friendly and Hostile Takeover; Takeover Regulations in India; Takeover Defence Mechanism.

Unit-5: CORPORATE RESTRUCTURING:

Concept of Corporate Sickness; Sickness Scenario in India; Causes of Sickness; Symptoms of Sickness; Predicting Sickness-Financial Ratios and Altman Model; Reorganisation for Growth-Stifled Corporate Entity – Share Buyback, Divestiture, Sell-Offs, Spin-Offs and Equity Carve-Outs; Distressed Restructuring-Voluntary Settlements and DIP Financing for Reconstruction; Formulating Revival Plan.

SUGGESTED READINGS:

Rajni Sofat, Preeti Hiro: Strategic Financial Management (PHI)

Prasanna Chandra: Strategic Financial Management (McGraw Hill)

Prasanna Chandra: Corporate Valuation (McGraw Hill)

Gaughan: Mergers, Acquisitions and Corporate Restructuring (Wiley)

Krishnamurthy, Vishwanath: Mergers, Acquisitions and Corporate Restructuring (Sage)

MBA224C: DIGITAL MARKETING APPLICATIONS

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging retail sector in India and how to manage the opportunities as a result of Government policy changes.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

A Review of Marketing basics, marketing mix, evolution of Digital marketing. Inbound-Outbound Marketing. Content Marketing. Traffic and Leads. Strategic flow of Marketing.

Unit-2: WEBSITE PLANNING:

Domains, Language, Technology. Website Designs. Homepage, Other pages, SEO Overview, Google analytics, Website auditing, Wordpress.

Unit-3: FACEBOOK & YOUTUBE MARKETING:

Profiles and Pages. Business categories. Facebook pages and settings. Custom URL. Invite pagelikes. Scheduling posts. Facebook events. Twitter connection. Facebook Ad campaigns. Facebook strategies. Video flow. Google pages for Youtube channel, verify channel, webmaster tool, associated website linking, custom channel URL, branding watermark, featured contents on channel. Channel main trailer, uploading videos, uploading defaults, creator library, channel navigation, video thumbnail, CTA, redirecting to website, live broadcasting. Channel analytics, real time analytics.

Unit-4: EMAIL MARKETING:

Triggers in Email using marketing mix. Email software and tools. Importing Email list. Planning Email campaigns. Email templates and Design. HTML Email campaigns. Campaign Reports. Auto responder Emails.

Unit-5: CONTEMPORAY ISSUES:

Marketing automation tools. Email campaigns. CRM, sales product integration. Business Reporting. Lead Source Lead Building. Lead tracking features. Webhooks and connectors. Automation strategy. Basics of E-commerce and payment gateway. Googleplus, LinkedIn and Pinterest. Search Engine Optimisation. Affiliate marketing and Adsense.

SUGGESTED READINGS:

Dodson: The Art of Digital Marketing (Wiley)

Swaminathan/Kumar: Digital Marketing-From Fundamentals to Future (Cengage)

Bhatia, PS: Fundamentals of Digital Marketing (Pearson)

Ahuja: Digital Marketing (Oxford)

Bhatia: Social Media and Mobile Marketing (Pearson)

Vieira, W: Marketing in a Digital and data World (Notion Press)

Martin: The Essential Social Media Marketing Handbook (Rupa)

McDonald, Jason: Social Media 2017 Marketing Tools for Twitter, FB, LinkedIn etc.

MBA225C: INDUSTRIAL & SERVICES MARKETING

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the emerging scenario in Industrial and Services Marketing considering the upsurge of both sectors in the recent past thereby creation of entrepreneurial opportunities for them.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCING INDUSTRIAL MARKETING:

Introducing Industrial Markets and Marketing; scenario in India and worldwide. Nature and scope of Industrial Marketing; Industrial Marketing Vs Consumer Marketing; Buying Motives of Industrial Consumer; Factors influencing Industrial Buying: Buying Roles; Industrial Buying Decision Process; The Buy Grid Model.

Unit-2: INDUSTRIAL MARKETING MIX:

Classification of Industrial Products; Managing Industrial Product Line; Industrial Products: pricing across product life cycle; channel decision for industrial products; Industrial purchasing system- Auction, Documentation, Bids, order placement, follow up, receipts; Promotion for Industrial products – Sales appeal , Publicity & sponsorships, Trade shows, exhibits, Catalogs, Samples, promotional letters, Promotional novelties.

Unit-3: INTRODUCING SERVICES MARKETING:

Introduction to Services; characteristics of Services; Classification of Services; Difference between goods and services marketing; Reasons for growth of Service Sector; Service marketing Environment; Services Marketing Mix; Modern Trends in services marketing; Employee role in service designing.

Unit-4: SERVICE QUALITY:

Determinants of Service Quality with core features; Customer Expectation of Services; Levels of Expectation; zone of tolerance; factors influencing customer satisfaction; SERVQUAL model of customer satisfaction; the integrated Gaps model of Service Quality; Customer perception of services; Strategies for influencing customer perception.

Unit-5: CUSTOMER RELATIONSHIP MANAGEMENT:

The concept of Relationship Marketing; Applications of Relationship Marketing; Customer acquisition & Retention Strategies; Service Recovery; Role of information technology in building, maintaining and enhancing Relationship marketing.

SUGGESTED READINGS:

Reeder & Reeder: Industrial Marketing (PHI)

Hill, Cross: Industrial Marketing (AITBS)

Havaldar: Industrial Marketing (TMH)

Woodruffe: Services Marketing (Macmillan)

Zeithmal: Services Marketing (McGraw Hill)

Rampal, Gupta: Services Marketing (Galgotia)

MBA226C: INTEGRATED MARKETING COMMUNICATION

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the enchanting World of Advertising and its major role in the sectorial economy, the emergence of IMC concept and the ever changing media scenario in the country and the world so that they may be attuned to the requirements of this industry in career building process.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Advertising-Historical Perspective and Development (specially Indian Context). Definitions. Communication Tool (AIDAS). The IMC Concept. Advertising trends across the world and India. Advertising as business, as a tool for consumer welfare, cultural values, as a wasteful expenditure! Advertising Types. Careers in advertising. Advertising icons of India (Alyque Padmsee, Piyush Pandey, Prasoon Joshi, Tara Sinha, Sam Balsara, Prahlad Kakkar, Atul Tandan, RK Swamy) and the world (Gerson da Cunha, David Ogilvy, etc). Cannes festival and Indian ads. Disruptions in Advertising.

Unit-2: ADVERTISING PLANNING:

Advertisement Department in an organization. The role of Ad-Agency (Account Planning, Client servicing, Creative). Foreign Tie-ups. Campaign planning. Importance of USP. Positioning decisions. Creative execution. Ad-budget; advertising appropriation.

Unit-3: MEDIA STRATEGY:

Role of media in Advertising. The Indian Media Industry (traditional and modern) and latest reports on Advertising growth media-wise (KPMG, Mint etc., 2018). Types of Media. ATL-BTL Media. Media selection and planning. Media Mix. Media scheduling. Cross Media Ownership and its impact on Advertising. Mentions about NRS/IRS. Media Innovations. CAST impact. A briefing about print, electronic and Internet media (including ad options available; page three, instagram, tiktok). Outdoor media / OB Vans. Cinema, direct marketing, trade shows, telemarketing etc.

Unit-4: CONTENT:

Message Design. Advertising Appeals. Ad layouts. The Ad-copy and its types. Copywriting for Radio, TV and outdoor media. The Ad-Glamour – Modelling (Male and female; children), fashion shows, RJ-VJ-DJ, Cinematography. Special effects. Cartooning, Animations, Graphics. Ad Effectiveness. DAGMAR approach. Pre-post-progress testing.

Unit-5: IMC MIX:

An Overview about the role and importance of Sales Promotion, Public Relations, Personal Selling, Direct Marketing. Best practices.

SUGGESTED READINGS:

Belch & Belch: Advertising & Promotion-An IMC Perspective (McGraw Hill)

Aaker, Myers, Batra: Advertising Management (PHI)

Manendra Mohan: Advertising Management (TMH)

Clow and Baack: Integrated Advertising, Promotion and Marketing Communications (PHI)

Chunawalla, Sethia: Foundations of Advertising (HPH)

Kruti Sah: Advertising and IMC (McGraw Hill)

Ogilvy on Advertising

MBA224D: INDUSTRIAL & SOCIAL SECURITY LAWS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the framework of the legal dimensions in HRM & IR.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Objectives, Need and Principles of Labour Legislation; Historical Development of Labour Legislation in India; Labour Laws Awareness among Workers in India.

Unit-2: FACTORIES ACT, 1948:

Object and Scope of the Act; Key Definitions; Rights of Workers; Provisions Regarding Health, Safety and Welfare of the Workers; Working Hours, Leave, Penalties and Procedures.

Unit-3: INDUSTRIAL DISPUTES ACT, 1947:

Object and Scope of the Act; Key Definitions; Authorities for Prevention and Settlement of Disputes; Strikes and Lock-outs; Unfair Labour Practices and Penalties.

Unit-4: PAYMENT OF WAGES ACT, 1936:

Object of the Act; Key Definitions; Rules for Payment of Wages; Deductions from Wages; Enforcement of the Act.

Unit-5: MINIMUM WAGES ACT, 1948:

Object and Scope of the Act; Key Definitions; Fixation and Revision of Minimum Rates of Wages; Fixing Hours of Normal Working Day; Enforcement of the Act.

SUGGESTED READINGS:

Taxmann's Labour Laws 2019

Nabhi's Labour Laws 2019

PK Padhi: Labour & Industrial Laws (PHI)

SN Misra: Labour & Industrial Laws (Central)

HL Kumar: Labour Laws one should know (Universal)

Avtaar Singh, Harpreet Kaur: Introduction to Labour & Industrial Laws (Lexis)

MBA225D: COMPENSATION & EMPLOYEE WELFARE LAWS

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the framework of the legal dimensions in Compensation and Employee welfare.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: Workmen's Compensation Act, 1923:

Object and Scope of the Act; Key Definitions; Rules Regarding Workmen's Compensation; Theory of Notional Extension; Occupational Diseases; Commissioners and Appeals.

Unit-2: Employees' Provident Fund and Miscellaneous Provisions Act, 1952:

Key Definitions; Employees' Provident Fund Contributions; Employees' Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Mode of Recovery of Amount Due from Employers; Special Provisions Relating to Existing Provident Funds.

Unit-3: Employees' State Insurance Act, 1948:

Object and Key Definitions, Employees' State Insurance Corporation, Medical Benefit Council; Employees' State Insurance Fund; Contributions; Benefits, Employees' Insurance Court and Penalties.

Unit-4: Payment of Bonus Act, 1965:

Key Definitions; Calculation of Bonus; Qualification and Disqualification for Bonus; Minimum and Maximum Bonus; Set-on and Set-off of Allocable Surplus; Administration of the Act; Penalty and Offences.

Unit-5: Payment of Gratuity Act, 1972:

Scope and Application; Key Definitions; Payment of Gratuity; Determination of the Amount of Gratuity; Recovery; Penalties.

SUGGESTED READINGS:

Taxmann's Labour Laws 2019

Nabhi's Labour Laws 2019

PK Padhi: Labour & Industrial Laws (PHI)

SN Misra: Labour & Industrial Laws (Central)

HL Kumar: Labour Laws one should know (Universal)

Avtaar Singh, Harpreet Kaur: Introduction to Labour & Industrial Laws (Lexis)

MBA226D: INDUSTRIAL PSYCHOLOGY

Total Credits: 4

Total Lectures: 35 hours

Classroom activities: 5 hours

PEDAGOGY:

Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

OBJECTIVE:

To make the learner aware about the work-place behavior and psychology behind the same. Such knowledge helps the manager in running the operations smoothly in an organization.

STUDY MATERIAL:

Text Books, Reference Books, IGNOU Material

Unit-1: INTRODUCTION:

Significance, Nature and Scope of Industrial Psychology; Problems of Industrial Psychology; Foundations of Industrial Psychology-Economic, Social and Psychological.

Unit-2: JOB-RELATED BEHAVIOUR:

Job Analysis; Concept, Objectives and Methods of Job Evaluation; Concept and Methods of Performance Appraisal; Essential of a Good Performance Appraisal System; Performance Appraisal Vs. Merit Rating; Job Specification - Maintenance and Motivational Factors.

Unit-3: INDIVIDUAL DIFFERENCES, VOCATIONAL GUIDANCE / SELECTION:

Individual Differences- Nature, Significance; Reasons Behind Individual Differences; Vocational Guidance-Necessity and Kinds; Scientific Steps in Vocational Guidance and Limitations of Guidance; Vocational Selection-Advantages and Methods.

Unit-4: INDUSTRIAL TENSION & MALADJUSTMENT:

Causes, Effects and Remedies to Minimize Industrial Tension; Maladjustment – Emotional and Vocational; Readjusting a Maladjusted Worker; Monotony – Determining Factors and Effect on Productivity; Elimination of Monotony.

Unit-5: INDUSTRIAL FATIGUE & ACCIDENTS:

Causes, Effects and Remedies to Eliminate Industrial Fatigue; Causes and Ill-effects of Accidents; Steps for Reduction in Accidents.

SUGGESTED READINGS:

Narendra Singh: Industrial Psychology

Bhattacharya: Industrial Psychology (Univ Press)

Aamodt: Industrial Psychology (Cengage)

MBA224E: DATA ANALYSIS WITH SPSS**Total Credits: 4 Total Lectures (Including LAB): 20 hours Classroom activities: 20 hours****PEDAGOGY:**

Classroom Interaction, Lab Exercise, Mini assignments & projects

OBJECTIVE:

Critically examine the data and do the analyses with the help of SPSS, To identify opportunities for creating value using business analytics, To estimate the data value created using business analytics to address an opportunity, To understand and apply these methods to drive value in the organization

STUDY MATERIAL:

Reference Material, Reference Books

UNIT-1: Introduction to Data and Statistics

Why statistics, Variables and data, SPSS environment, Introduction to several statistical study methods, data and display

UNIT-2: Descriptive Statistics

Input and data cleaning, Defining variables - Manual input of data - Automated input of data and file import, Data Transformation - Syntax files and scripts - Output management Graphs and distribution shapes, Measures of center and spread, Probability, Discrete and Continuous Random Variables, Normal Distribution, Z-scores, Sample & Population, Concept of confidence interval, Testing of Normality, Dealing with non-normal Data

UNIT-3: Statistical tests

Means - T-test - One-way ANOVA - Non parametric tests - Normality tests, Linear correlation and regression - Multiple regression (linear)

UNIT-4: Bivariate analyses

Bivariate correlations, Interpreting correlation coefficients, Regression Analysis, non-linear relationships, Scatterplots to demonstrate time trends, Phi coefficient, Crosstabs

UNIT-5: Advance Statistics

Exploratory and Confirmatory FA, Cluster Analysis, Factor Analysis, Structural Equation Modeling

SUGGESTED READINGS:

- Predictive Analytics For Dummies, Dr. Anasse Bari (Author), Mohamed Chaouchi, Wiley Publication
- Business Analytics, U Dinesh Kumar, Wiley Publication
- Statistics for Management, Richard I. Levin, David S. Rubin, Pearson India

MBA225E: DATA VISUALIZATION WITH SPREADSHEET

Total Credits: 4 Total Lectures (Including LAB): 20 hours Classroom activities: 20 hours

PEDAGOGY:

Classroom Interaction, Lab Exercise, Mini assignments & projects

OBJECTIVE:

Provide an overview and brief history of the practice of data visualization, Introduce students to the key design principles and techniques for visualizing data, Develop an understanding of the fundamentals of communication and alignment around concepts that are required for effective data presentation

STUDY MATERIAL:

Reference Material, Reference Books

UNIT-1: Introduction

Overview of Data Visualization, Customizing common options in Excel, Absolute and relative cells, Protecting and un-protecting worksheets and cells

UNIT-2: Working with Functions

Using logical functions (AND, OR, NOT), Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX), VlookUP with Exact Match, Approximate Match, Nested VlookUP with Exact Match, VlookUP with Tables, Dynamic Ranges, Nested VlookUP with Exact Match, Using VLookUP to consolidate Data from Multiple Sheets

UNIT-3: Data Validations& Working with Reports

Specifying a valid range of values for a cell, Specifying a list of valid values for a cell, Specifying custom validations based on formula for a cell, Sorting tables, Creating subtotals, Multiple-level subtotals, Creating Pivot tables, Formatting and customizing Pivot tables, Using advanced options of Pivot tables, Pivot charts, Consolidating data from multiple sheets and files using Pivot tables, Using external data sources, Using data consolidation feature to consolidate data, Viewing Subtotal under Pivot

UNIT-4: Formatting & Macros

Using auto formatting option for worksheets, Using conditional formatting option for rows, columns and cells, Relative & Absolute Macros, Editing Macro's

UNIT-5: Working with Charts

Using Charts, Formatting Charts, Using 3D Graphs, Using Bar and Line Chart together, Using Secondary Axis in Graphs, Sharing Charts with PowerPoint / MS Word, Dynamically

SUGGESTED READINGS:

MBA226E: MANAGEMENT INFORMATION SYSTEM

Total Credits: 4

Total Lectures: 30 hours

Classroom activities: 10 hours

PEDAGOGY:

Lectures, Classroom Interaction, Mini assignments & projects

OBJECTIVE:

Understanding of Information System and its concept, How the IS can be used by an organization to leverage various business processes, How IS enhance and improve decision making process and Revitalize business processes, conduct electronic commerce, improve business decision-making, and gain competitive advantage

STUDY MATERIAL:

Reference Material, Reference Books

UNIT-1: Introduction

Introduction of Information system, Information system in business, Components of information system - Human-ware, Hardware, Software, Network, Data.

UNIT-2: Classification of MIS

Transaction Processing System, Decision Support System, Executive Information System, Expert System, Business Intelligence System, Knowledge Management System and their applications in real time environment.

UNIT-3: Technology and Management Strategy

The competitive environment of Business -Partnering for Mutual Benefits, Bargaining power of suppliers, Barriers to Entry, Information Goods, Properties of Information Goods, Technology Lock-in and switching cost, Network Externalities, Challenges of Managing the IT function, Vendor Management, The role of CIO, IT Governance, Introduction to Telecommunication and networks, The Network Enterprise and Network Architecture, Data Architecture, System Architecture

UNIT-4: Information System in Business

Functional Business Systems, Information System for Sales & Marketing Management, Information System for HR Management – HRIS, E-HRIS, Information System for Accounts & finance Management, Enterprise Business Systems, Enterprises Resource Planning – ERP, Customer Relationship Management – CRM, E-CRM, Business Processes Integration – SCM, Business Intelligent in Marketing, Procurement, Finance, Human resource, Manufacturing, Data Ware Housing & Data Mining .

UNIT-5: Information Systems Planning & Development

System Development Life cycle – SDLC, information security management, ethical and societal challenges of IT, System Development using 'V' Model approach

SUGGESTED READINGS:

- Davis & Olson - Management Information System, McGraw-Hill
- Rahul DE - Management Information System - WILEY INDIA
- Laudon & Laudon – Management Information System – Pearson Publication
- C.S.V Murthy - Management Information System – Himalaya Publishing

MBA227: DISSERTATION:

The students are also required to prepare and submit a Dissertation Report (could be in The area of their chosen Specialization) under an Institutional Guide/Supervisor. The report may be based either on an organisation specific problem or theme specific problem. It will be evaluated out of 100 marks by both internal and external evaluators as decided by the Dean. The marks thus awarded by the examiners would be finally considered and the result of which would be incorporated with the Marks-sheet of the fourth Semester Examinations.

MBA228: COMPREHENSIVE VIVA-VOCE:

It would be jointly conducted by one Internal & one External Examiner (*appointed by the University in consultation with Head/Dean of the Faculty*) at the end of the final semester. It would be based on the comprehensive learning over the entire MBA Course. The Viva-Voce shall carry 50 marks and marks shall be awarded jointly by the internal and external examiners as decided by the Dean and the result of which would be incorporated with the Marks-sheet of the fourth Semester Examinations.