

BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA

**MBA Structure
(Choice Based Credit System)
EFFECTIVE FROM 2015-16
1st Year MBA**

1st Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 101	Statistics and Decision Science	4	100	50	150
MNG 102	Marketing Management	4	100	50	150
MNG 103	Financial Accounting and Analysis	4	100	50	150
MNG 104	Economics for Management	4	100	50	150
MNG 105	Management Principles and Practices	3	100	50	150
MNG 106	Organizational Behaviour	3	100	50	150
MNG 107	English Communication Skills	3	100	50	150
MNG 108	ECS Lab	2	-	100	100
	Total	27	700	450	1150

2nd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 201	Research Methodology	3	100	50	150
MNG 202	Business, Environment and Society	3	100	50	150
MNG 203	Financial Management	4	100	50	150
MNG 204	Banking and Insurance	3	100	50	150
MNG 205	Operations Management	4	100	50	150
MNG 206	Human Resource Management	4	100	50	150
MNG 207	Managerial Communication	2	100	50	150
MNG 208	Managerial Communications Skill Lab	2	-	100	100
MNG 209	Business Data Analysis Lab	2	-	100	100
	Total	27	700	550	1250


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Summer Vacation:

Summer Training Program for 4 to 8 weeks in identified sector.

2nd Year MBA

3rd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 301	Cost and Management Accounting	3	100	50	150
MNG 302	Business Law	3	100	50	150
MNG 303	Entrepreneurship and Business Incubation	3	100	50	150
MNG 304	Elective-I (Major)	4	100	50	150
MNG 305	Elective-II (Major)	4	100	50	150
MNG 306	Elective-III (Major)	4	100	50	150
MNG 307	Elective-IV (Minor)	4	100	50	150
MNG 308	Summer Internship	3	100	-	100
	Total	28	800	350	1150

4th Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 401	Strategic Management	3	100	50	150
MNG 402	Elective-V (Major)	4	100	50	150
MNG 403	Elective-VI (Minor)	4	100	50	150
MNG 404	Open Elective	4	100	50	150
MNG 405	Project Work on Business Management and Viva	3	-	100	100
	Total	18	400	300	700

Each student shall undergo a project work in a business enterprise for 2 months during 4th Semester.


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Scheme of Evaluation

1. The University Examination shall be of 3 hours duration carrying 100 marks each. Pass marks shall be 35% implying a student has to score 35 marks out of 100 to pass in the paper concerned.

2. The composition of internal examination and mark distribution should be as under:
 - a. Class Test –I : 15 marks
 - b. Class Test –II: 15 marks
 - c. Quiz : 10 marks
 - d. Assignment: 10 marks

Total 50 marks

Pass marks in internal shall be 50% of the total internal marks i.e.25

3. In Lab Tests, the pass mark is 50%.


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COURSE CONTENTS FOR MBA PROGRAMME

1ST YEAR MBA

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MNG -101
STATISTICS AND DECISION SCIENCE
Credit – 4 : Class Hours - 40

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

Module-I: Statistical Methods: Measures of central tendency and dispersion: Standard Deviation, moments, measures of skewness and kurtosis. Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients, Time series Model (Component, Uses, Moving Average Method, Least Square Method)

Module II: Probability: Concept, Addition, Conditional Probability Baye's theorem, Probability Distributions: Binomial, Poisson and Normal

Module III: Decision Sciences & role of quantitative techniques. Linear Programming: Concept, Formulation & Graphical and Simplex Solution
Assignment Models: Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments.
Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

Module-IV: Queuing Theory: Concept, Single Server (M/M/I),
Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Decision Theory: Concept, Decision under risk (EMV) & uncertainty Game Theory : Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books

1. Quantitative Techniques for Management, Levine, Berenson, Render Hanna, Pearson
2. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
3. Quantitative Techniques-Davis.B, Oxford
4. Operations Research by R. Pannerselvam, Prentice Hall
5. Statistics for Business and Economics; R P Hooda, Vikas
6. Operations Research by Nita Shah, Ravi Gor, HardikSoni, PHI

MNG -102
MARKETING MANAGEMENT
Credit- 4 : Class Hours - 40

Objectives:

1. To sensitize the students to the dynamic nature of Marketing Management.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
4. The course is intended for defining and clarifying the concepts of marketing.

Module- I: Definition & Functions of Marketing : Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept

Module-II: Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment. Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation. Target Market: Concept of Target Market and criteria for selection of target market. Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP. Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

Module – III: Product : Meaning of product, Goods & Services Continuum, Classification of consumer products and industrial products, Product Mix: Length, Width, Depth and Consistency. New Product Development & Product Life Cycle : New Product Development Process: Idea Generation to commercialization. Product Life Cycle : Concept & Characteristics of Product Life Cycle. Relevance of PLC and Strategies across stages of the PLC. **Branding:** Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements. Packaging & Labeling : Meaning & role of Packaging & Labeling,

Pricing Basics: Meaning, Importance and Factors Influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Pricing approaches

Module-IV: Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, Channel conflicts and resolution (Overview only). Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

Promotion: The role of marketing communications in marketing effort. Communication Mix Elements : Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC) Contemporary Topics: Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing (Concepts only)

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books

1. Marketing Management – Kotler, Keller, Pearson,
2. Marketing: Baines, Fill and Page , Sinha , Oxford
3. Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
4. Marketing Management, Ramaswamy & Namakumari, McGrawHill
5. Marketing Management – K Karunakaran, Himalaya Publishing House
6. Marketing Management – Text and Cases, Tapan K Panda, Excel Books
7. Marketing Management – J.P Mahajan , Vikas
8. Marketing Management - Rudani , Schand

MNG 103 FINANCIAL ACCOUNTING AND ANALYSIS Credit- 4 : Class Hours - 40

Objectives:

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

Module-I: Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting,

Module-II: Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Preparation of Income statement and Balance Sheet, Depreciation Accounting

Module- III: Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds. Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies. How to read a Balance Sheet.

Module-IV: Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly. The faculty may pick up Annual Reports of at least 5 listed companies from different sectors and make groups to analyze the following aspects :

- Financial analysis as reported by Auditors and Directors’ and Corporate Governance.
- Basic EPS and Diluted EPS as per AS – 20
- State of Affairs through Valuation Ratios and Dupont analysis.
- Consolidated statements of Cash Flows from the perspectives of lender, investor, Prospective employee and supplier to the company.
- Corporate disclosures in the Financial Statements and Annual Reports of past 5 years.
- Innovative Techniques of FSA

Reference Books

1. Financial Accounting - Gupta, Pearson
2. Financial Accounting and Analysis, Satpathy, Mohapatra and Patra, HPH
3. Financial Accounting for Management; Paresh Shah, Oxford
4. Financial Accounting A managerial Perspective-Bapat & Raitha, McGrawHill
5. Financial Accounting for Management, A.K.Bhattacharya, PHI
6. Financial Accounting by S.N Maheswari, Vikas Publications

MNG – 104

ECONOMICS FOR MANAGEMENT

Credit – 4 : Class Hours: 40

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student’s ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Module – I: Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

Module – II: Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, Elasticity of substitution various cost concepts, cost functions , Economies of scale and economies of scope (simple numerical problems to be solved).

Module-III: Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing

Module-IV: Macro economics , the concepts of GDP, GNP, GDP deflator, concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies, Balance of Payment

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books

1. Managerial Economics- Petersen, Lewis, Jain, Pearson
2. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
3. Managerial Economics, Salvatre, Srivastava, Oxford
4. Managerial Economics – Analysis of Managerial Decision Making, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, P L Mehta Sultan Chand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash

MNG-105

MANAGEMENT PRINCIPLES AND PRACTICES

Credit- 3 Class Hours - 35

Objectives:

1. To explain the various concepts of management.
2. To make the students understand the contemporary management practices
3. To highlight professional challenges that managers face in various organization

4. To enable the students to appreciate the emerging ideas and practices in the field of management.

Module – I: Introduction to Principles of Management : Concept, functions and levels of Management, Skills and Roles of a Manager ; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, Rensis Likert and McKinsey

Module – II: Organization: Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge Resource.

Module – III: Planning: Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making

Module – IV: Controlling: Process, Standards and Bench Marking – Co-ordination- Principles of Co-ordination-Inter-Dependence, Change Management

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books

1. Principles of Management- Bhattacharya, Pearson
2. Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, HPH
3. Principles of Management- Durai, Pearson
4. Management, Robbins, Coulter & Vohra, Pearson.
5. Management: Text and Cases-VSP Rao, Excel Books
6. Management Theory & practice – Chandan J. S, Vikas Publishing House.
7. Principles and Practices of Management – Kaul, Vikas

MNG -106

ORGANIZATIONAL BEHAVIOUR

Credit- 3: Class Hours - 35

Objectives:

1. To develop an understanding of the behavior of individuals and groups inside organizations

2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.\
3. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Module-I : Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB, Models of OB

Module II : Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III: Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

Module – IV: Organizational Change: Meaning, Definition & Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulants to change.

Implementing Organizational Change : How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's-Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Books:

- a. Organizational Behaviour, K. Awathappa,HPH
- b. Understanding Organizational Behaviour, Parek, Oxford
- c. Organizational Behaviour, Robbins, Judge, Vohra, Pearson.
- d. Organizational Behaviour, VSP Rao, Excel
- e. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
- f. Organizational Behaviour,Hitt, Miller, Colella, Wiley
- g. Organizational Behaviour, Kabita Singh , Vikas

MNG -107
ENGLISH COMMUNICATION SKILLS
Credit- 3: Class Hours - 35

Objectives:

1. To develop the communication skills of the students
2. To encourage the students to make correct usage of English with an emphasis on Listening, Speaking, Reading and Writing skills
3. To familiarize the students with professional communication.

Module – I : Basics of Communication:

Importance of communication, Communication elements and process, General communication and business communication, Information Gap principle, Turn-taking, Awareness of Filters & Barriers & Strategies for overcoming them, Verbal and non-verbal communication, Principles of effective communication, Communication network in an organization

Module – II: Communication through English

The importance of communication through English at the present time, Plain English. Bias free English, Formal / Informal language use in appropriate contexts. The Sounds of English: Vowels and consonants, IPA symbols, Syllables, Stress and Intonation.

Module - III: Major Language Skills (LSRW)

Listening: Importance, Active & passive listening, barriers, strategies for improving listening skills.

Speaking: Characteristics of Effective Speech-Clear articulation; Rate of speaking; Voice quality; Eye Contact; Relevance of content for the audience

Reading Developing reading skills of skimming and scanning; predicting, guessing them leaning fun familiar words, inferring; reading critically, taking notes.

Writing: the characteristics of effective writing, clea organization and structuring of ideas, summarizing, clarity of language, stylistic variation, précis writing, paragraph writing.

Module – IV Functional English Grammar

English Verbs, Tenses, Subject-verb concord, Negation, Interrogation Parallel structure, Modifiers, Clause and Its types, Punctuation.

Conversations, Dialogues and Debates:

Purpose and features of good conversations, tips for improving conversations, situational dialogues and role plays, Features of a good debate and how to prepare for it.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books

1. Communication Skills, Sanjay Kumar & Pushpa Lata, Oxford
2. An introduction to Professional English and Soft Skills: Das etal, BPUT TextBook.CUP.
3. Better English Pronunciation, J.D.O. Connor (Cambridge)
4. A University Grammar of English, Quirketal, Pearson
5. Business communication, C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan
6. Soft Skills – K. Alex , S Chand

MNG -108

ENGLISH COMMUNICATION SKILLS - LAB

Credit- 2: Class Hours - 20

1. Role plays for practice ineffective use of body language, para language and spatial communication.
2. Phonemic transcription using IPA symbols. Syllable division and stress marking
3. Listening exercises
Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation. Listening for meaning: listening to ab short talk /news bulletin. Taking notes

- from a lecture/speech.
4. Speaking exercises
Pronunciation practice (for accent neutralization), Practicing word stress, and intonation. Practice of greetings and other functional expressions. Giving a short speech on a topic of interest. Participate in debates.
 5. Reading exercises
Note making after reading a text, showing the main idea and supporting ideas and the relationship between them.
 6. Writing exercises
Practice in writing paragraphs, Précis writing
 7. Practice exercises on the common grammatical errors.
Remedial measures to focus on correct use of English verbs, sentence structures, clause-types, Interrogation and parallel structures.

Lab Tests:

- 1st Lab test, 30marks.(Listening, Speaking, Non-verbal communication)
- 2nd Lab test, 40marks (Reading, Pronunciation, Grammar& Vocabulary)
- 3rdLabtest 30marks (Writing)

Suggested Readings:

1. A practical Course in Spoken English, Gangal, PHI
2. English Language Laboratories, Nira Konar, PHI

Detailed Syllabus for 2nd Semester, MBA

MNG-201 RESEARCH METHODOLOGY Credit-3 Class Hours-35

Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

Module I: Introduction to RM:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Module II: Measurement and Data Collection.

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Module III: Data Analysis – I:

Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance. Non-parametric Test – Sign Test, Run test, Krushall – Wallis test

Module IV: Data Analysis – II:

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly. It may be on practical aspects such as:

Use of software package to learn the following :-

- (I) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

Reference Books:

1. Research Methodology, by Deepak Chawla / NeenaSandhi (Vikas)
2. Management Research Methodology- Krishnaswamy, Pearson
3. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
4. Research Methodology, by V. Upadade&A. Shende (S. Chand)
5. Business Research Methods by Prahlad Mishra, Oxford
6. Business Research Methods by Naval Bajpai, Person
7. Business Research Method by Cooper et.al, McGraw Hill
8. Research Methodology by Khatua and Majhi, HPH.
9. Research Methodology by Swain , Kalyani Publishers
10. Research Methodology by Ranjit Kumar – Sage Publication.
11. Research Methodology by Kothari, Newage

MNG 202
BUSINESS, ENVIRONMENT & SOCIETY
Credit-3 Class Hours-35

Objectives:

1. To analyze different issues of environment and measures to control those.
2. To enrich the students' understanding of current scenario of society and related problems.

3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Module I: Concept of business environment: Business Environment : Classification (Internal; External :- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Policies.

Module II: Environmental Issues and Controlling Measures: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters.

Module III: Contemporary Social issues: Population explosion; Poverty-cause, effect and control measures; Unemployment; Dowry, Domestic violence; Child labour; Terrorism; Cyber crime; Corruption in public sphere; Inequality of caste and gender; Issues related to religious, ethnic, regional, minority, backward class, dalits in India.

Module IV: Corporate Social Responsibility(CSR): Concept, Dimensions of CSR, Models of CSR: Philanthropic, European and Indian; CSR initiatives by public and private sector organizations in India; Social audit; Social Return on Investment(SROI)- Concept, steps to measure, Implications, Community Welfare, Elevated Executives.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly. The teacher concerned may assign projects to group of students relating to above areas.

Reference Books:

1. Buiness, Environment and Society: Badi, Mohapatra and Patra, HPH
2. Indian Social Problems- A Sociological Prespective, Rao CNS, S Chand
3. Essentials of Businee Environment, KAswathhapa, HPH
4. Business Environment – B.N Ghosh, Oxford
5. Business Environment, Paleri, Cengage
6. Business Environment , Justin Paul , Tata McGrawHill
7. Corporate Social Responsibility in India by Sanjay K Agarwal – Sage Publication
8. Environmental Studies, Basak, Pearson

MNG-203
FINANCIAL MANAGEMENT
CREDIT: 4 CLASS HOURS: 40

Objective : This course provides students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Module I: Foundations of Finance : Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money. Risk and Return concepts, Risk and return in a single asset and two assets portfolio.

Module II: Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital.

Module III: Financing & Dividend Decision: Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. Sources of Long term finance, Dividend Theory, Dividend Policy.

Module IV: Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Books :

1. Fundamentals of Financial Management, Van Horne, Pearson
2. Essentials of Financial Management, IM Pandey, Vikas
3. Financial Management, Khan & Jain, McGraw Hill,
4. Financial Management, Srivastav & Misra, Oxford.
5. Financial Management, G Sudarsan Reddy, HPH
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by Prasanna Chandra , Tata McGraw Hill
9. Financial Management, Rustogi, Galgotia Publishing.

MNG-204
BANKING AND INSURANCE
Credit-3 Class Hours-35

Objectives:

1. To equip students with a thorough understanding of need and importance of banking and insurance in the modern day life.

2. To make students understand the basic legal provisions necessary for banks in India to operate.
3. To summarize methods of handling risk, identify and explain features of insurance, its advantages and disadvantages.

Module I: Overview of Banking

Evolution of Banking, Structure and Types of Banks (Commercial Bank, Cooperative Bank, Payment Bank, Small Banks), Roles of Banks (viz. Intermediation), Payment system, Financial services), Banking Services, Banking Products – Deposit and Loan products, Payment products. E-Banking, RTGS and NEFT.

Module II: Banking Regulations and Financial Stability

Need and importance of Banking regulation in India, Banking Regulation Act, 1949; KYC and AML guidelines, Banking Fraud, Banking Code, BASEL norms, SARFAESI ACT, ARCs, Banking ombudsman scheme; policies with respect to priority sector and MSMEs.

Module III: Basics of Insurance

Basic principles of business of insurance, Types of insurance: Life and Nonlife Insurance, Re Insurance. Principles governing marketing of insurance products; Insurance regulations and role of IRDA. Extension of insurance to Niche areas: Pension plans, Bancassurance, ULIPs, TPA, Micro Insurance, Insurance Inclusion.

Module IV: Insurance Risk and Claims Management

Risk and Uncertainty, Risks associated with business of insurance i.e .pure risk, financial risk, fundamental risk. Classification of pure risk, overlapping risks; Rules of Risk management, Risk management techniques, Risk management process, Underwriting. Claims settlement procedure for Life insurance, Motor insurance and Health Insurance.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books:

1. Banking Theory, Law and Practice – Gordon – Natarajan, HPH
2. Banking and Insurance – Mohapatra and Acharya, Pearson
3. Insurance and Risk Management, P.K. Gupta – HPH
4. RISK Management and Insurance – Trieckmann, Cengage
5. Banking Theory & Practice – Shekhar / Shekhar (Vikas)
6. Banking Law and Practice – S. Mishra (S Chand)
7. Banking law and Practice – Maheshwari and Maheshwari, Kalyani

MNG 205
OPERATIONS MANAGEMENT
Credit: 4 Class Hours-40

Objective:

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module I: Overview of Operations Management– Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Manufacturing Process and Service Process Selection and Design, Job Design and Work Measurement.

Module II: Facility Location, Layout & Capacity Planning– Locational Factors, Techniques; Factor Rating Method, Centroid Method; Facility Layout, Process Layout, Product Layout and Line Balancing, Fixed Position Layout, Service Operations Layout, Modern Layouts, Types of Capacity, Capacity Planning & Strategies, Economics of Scale and Scope.

Module III: Aggregate Planning, Scheduling & Project Management– Aggregate Planning; Relevant Cost and Strategies, Scheduling; Priority Rules and Techniques, Gantt Chart; JIT; Project Management, PERT/CPM- Network Diagram and Critical Path, Slack & Float.

Module IV: Quality Management and Supply Chain Management– Concept of Supply Chain Management; Concept of Quality; Design of Quality Control System, Statistical Quality Control, Types of Control Chart – X Chart, R Chart, P Chart, TQM (Total Quality Management) Concepts, Introduction to ISO 9000 & 14000 Standards.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books:

1. Operations Management, Mahadevan, Pearson
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management , S.N Chary , Tata McGraw Hill
4. Operations Management, Meenakhi Kumari, Cengage
5. Production and Operations Management, Kaniska Bedi, Oxford
6. Production and Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
7. Production & Operations Management, SP Singh, Vikas Publication
8. Production and Operations Management , Panneerselvam , PHI
9. Essentials of Operations Management by Scott T Young – Sage Publication

MNG-206
HUMAN RESOURCE MANAGEMENT
Credit-4 : Class Hours-40

Objectives:

1. To introduce and explain different phenomenon of Human Resource Management (HRM).
2. To enrich the students' understanding on HRM , which may enable them to implement the concepts in the workplace.
3. To direct the attention of students towards some of the emerging concepts of HRM.

Module I: Concept, Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning(HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

Module II: Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

Module III: Concepts of Career, Career planning process, Career Stages; Training &Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation.

Module IV: Industrial Relations (IR): Concept and Approaches to IR, John T. Dunlop's System Theory of IR, Positive and Negative IR, Role of State in IR; Trade Unions: Concept and Registration; Structure and Functions of Trade Union, International HRM: Definitions and Approaches, Concepts of Expatriate, Parent country National (PCN), Host Country National (HCN)and Third Country National (TCN). Challenges of HRM in dynamic business environment; Ethical issues in HRM HR Outsourcing; Employee Engagement; Organization Citizenship Behaviour(OCB), Talent Management, Competency Mapping.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Books:

1. HRM Text &Cases, Aswathappa,TMH.

2. Personnel & Human Resource Management, P. Subbav Rao, HPH
3. Human Resource Management, Jyoti Venkates, Oxford
4. HR, Denisi and Sarkar, Cengage.
5. Human Resource Management (Seema Sanghi (Vikas)
6. Human Resource Management – S.S. Khanka – (S. Chand)
7. Human Resource Management – Dessler and Verky, Pearson
8. Human Resource Management – VSP Rao, Excel
9. An introduction to Human Resource Management – Nick Wilton, Sage Publication

MNG- 207

MANAGERIAL COMMUNICATION

CREDIT – 2 CLASS HOURS: 30

Objectives:

1. To develop the communication skills and soft skills of the students
2. To enhance the ability of the students to participate in group discussions and personal Interviews

Module I: Introduction to Managerial Communication

- 1.1. Communication challenges in today's work place: Advances in technology; culturally diverse workforce; Team-based organizational Settings.
- 1.2 Effective Business Presentations: Importance in managerial communication; Planning, Preparing, Organizing, Rehearsing, and Delivering Oral presentations, Handling Questions; Power Point Presentation

Module II: Introduction to Managerial writing

- 2.1. Business letters: routine and persuasive letters, bad news letters, sales letters, job application letters.
- 2.2. Writing CVs.
- 2.3. Memos, notices, circulars, emails.
- 2.4. Business reports and proposals.

Module III: Group Communication

- 3.1. Business Meeting: Planning a meeting; Drafting a Notice-cum-Agenda; Role of the Chairperson and other participants; preparing the Minutes of a meeting.
- 3.2. Group discussion: Types; Do's and Don'ts of GD; Guidelines for Effective Group Discussions.
- 3.3. Types of managerial speeches: Speech of Introduction, speech of thanks, occasional speech, and theme speech.

Module IV: Soft Skills

- 4.1. Communication skills and Soft Skills.

4.2. Mastering the art of giving interviews, Types of interviews, Planning and Preparing for a Job Interview; Frequently Asked Questions in a Job Interview; Stages of an Interview; Important Non-verbal Aspects; Strategies for success in Job Interviews.

4.3. Business and social etiquettes.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Recommended Books:

1. Business Communication-concepts, cases & applications, Chaturvedi & Chaturvedi, Pearson
2. Business Communication, Meenakshi Raman & Prakash Singh, Oxford
3. Communication for Management, Urmila Rai and S M Rai, HPH
4. Business and Managerial Communication, Sengupta, PHI
5. Professional English and Soft skills ,Bikram K Das et al ,
5. Business Communication for Managers, P. Mehra, Pearson
6. BCOM 2nd Edition, Lehman and Sinha, Cengage
7. Soft Skills K Alex, S Chand
8. Business Communication, Kalia and Agarwal, Wiley
9. Business and Professional Communication by Kelly M Quintanilla and Shawn T Wahl – Sage.

MNG 208
Managerial Communication Skills (Lab)
Credit – 2 : Contact Hours – 30

1. **Managerial Writing:** Business letters, Advertisement, Preparing Press Releases, Press Notes, Writing theme speeches, Speeches of thanks.
2. **Group Team / Communications:** Preparing for GDs, Interviews, Writing CVs and Resumes, Internal communications for employee engagement. Business Etiquette.
3. **Corporate Communications:** Notices, Agenda, Board Room Behaviour, Minutes, Exercises in Corporate writing, Preparing Presentation, Making presentations before the top management.
4. **Learning Emotional Skills:** Emotional Skills and your personality, Interpersonal relations. Know your EQ. EQ Tests.

Conducting Tests :

1. There shall be two lab tests carrying 30 marks each and another carrying 40 marks.
2. The faculty concerned shall design the tests on topics prescribed in the syllabus.

Recommended Books :

1. English Language Lab, Nira Kanor, PHI
2. Guide to Managerial Communication, Mary Munter, Pearson
3. Cengage Learning India, English Language Communication Skill – Lab Manual
4. Soft Skills for Everyone, Butterfield, Cengage
5. Campus to corporates, Sage Publication

MNG 209
Business Data Analysis Laboratory
Credit: 2 : Contact Hours : 30

Teaching Scheme: Laboratory 4Hrs / Week

Course Outcome: After taking this course the student will be able to:

Design spreadsheets and data base tables for data analysis
Analyse the data and prepare graphical reports

1. **Prerequisites:** Basic Mathematics and Management
2. **Objective:** To Make students familiar with business data analysis, retrieval using computer for research and report generation.
3. **An introduction to creating and formatting worksheets**
 - a. The session includes : Insert and delete worksheets; Copy, reposition, copy and move, rename, grouping and applying coloring to worksheet tabs
4. **Applying formulas and functions**
 - a. **Create formulas:** This session includes : Use of basic operators, Revision of formulas
5. **Enforce precedence of operation :** This session includes: order of evaluation, precedence using parentheses, Precedence of operators for percent vs exponential
6. **Apply cell reference in formulas:** This session includes: Relative , Absolute
7. **Applying conditional logic in a formula:** This session includes: Create formula with values that match your conditions Edit defined conditions in a formula, Use a series of conditional logic values in a formula
8. **Apply name ranges in a formulas:** This session includes: Define, edit and rename a named range

9. **Apply cell ranges in formulas:** This session includes : Enter a cell range destination in the formula bar, Define a cell range using the mouse; Define a cell range using a keyboard shortcut
10. **Presenting Data Visually:** This session includes :Create charts based on worksheet data.
11. **Introduction to Query Language (SQL DDL commands)**
 - a. This session includes: Creating tables, Creating table with constraints, Altering tables
12. **SQL DML commands**
 - a. This session includes, Inserting data into tables, Updating data into tables, Deleting data from tables
13. **Getting data using Query** Use of select statement to create data queries
14. **Advance Query 1 :** Use of SQL functions (aggregate functions,group functions etc.)
15. **Advance Query 2:** Use of joins and sub queries
- 16.
- Lab. Test 1 (Spread sheet - 50 marks)**
- Lab. Test 2 (Query language - 50 marks)**

Note: Lab activities will be done using only open source spread sheet and open source database like My SQL

COURSE CONTENTS

FOR

2ND YEAR MBA

**2nd Year MBA (Effective from 2016-17)
(Applicable for 15-16 admission batch students)**

2nd Year MBA

3rd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 301	Cost and Management Accounting	3	100	50	150
MNG 302	Business Law	3	100	50	150
MNG 303	Entrepreneurship and Business Incubation	3	100	50	150
MNG 304	Elective-I (Major)	4	100	50	150
MNG 305	Elective-II (Major)	4	100	50	150
MNG 306	Elective-III (Major)	4	100	50	150
MNG 307	Elective-IV (Minor)	4	100	50	150
MNG 308	Summer Internship	3	100	-	100
	Total	28	800	350	1150

4th Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 401	Strategic Management	3	100	50	150
MNG 402	Elective-V (Major)	4	100	50	150
MNG 403	Elective-VI (Minor)	4	100	50	150
MNG 404	Open Elective	4	100	50	150
MNG 405	Project Work on Business Management and Viva	3	-	100	100
	Total	18	400	300	700

Each student shall undergo a project work in a business enterprise for 2 months during 4th Semester.

MATRIX

		Marketing	Finance	HR	IT	OM	AGM
Papers	Code	A	B	C	D	E	F
3rd Semester							
Elective– I (Major)	MNG 304	SDM	SAPM	EL	DBM	IM	AFP
Elective– II (Major)	MNG 305	SM	FD	CM	SPM	TQM	RD
Elective– III (Major)	MNG 306	CB	FMS	IR	CNS	SCM	RBM
Elective– IV (Minor)	MNG 307	RM	SFM	PM	DBI	MSO	COM
4th Semester							
Elective– V (Major)	MNG 402	RM	SFM	PM	DBI	MSO	COM
Elective– VI (Minor)	MNG 403	CB	FMS	IR	CNS	SCM	RBM

NB: Students are required to exercise their choices for selecting the major and minor area of specializations at the outset of 3rd Semester.

MARKETING:

MNG 304 A: Sales & Distribution Management (SDM)

MNG 305 A: Services Marketing (SM)

MNG 306 A: Consumer Behaviour (CB)

MNG 307 A: Retail Marketing (RM)

FINANCE:

MNG 304 B: Security Analysis & Portfolio Management (SAPM)

MNG 305 B: Financial Derivatives (FD)

MNG 306 B: Financial Markets and Services (FMS)

MNG 307 B: Strategic Financial Management (SFM)

HR:

MNG 304 C: Employment Legislations (EL)

MNG 305 C: Compensation Management (CM)

MNG 306 C: Industrial Relations (IR)

MNG 307 C: Performance Management (PM)

SYSTEMS

MNG 304 D: Data Base Management (DBM)

MNG 305 D: Software Project Management (SPM)

MNG 306 D: Computer Networks & Security (CNS)

MNG 307 D: Datamining for Business Intelligence (DBI)

OPERATIONS MANAGEMENT

MNG 304 E: Inventory Management (IM)

MNG 305 E: Total Quality Management (TQM)
MNG 306 E: Supply Chain Management (SCM)
MNG 307 E: Management of Service Operations (MSO)

AGRI-BUSINESS:

MNG 304 F: Agriculture & Food Processing (AFP)
MNG 305 F: Rural Development (RD)
MNG 306 F: Rural Banking and Micro-Finance (RBM)
MNG 307 F: Cooperative Management (CoM)

Open Electives: (One paper to be chosen)

MNG 404 A Leadership & Team Building (LTB)
MNG 404 B Human Resource Development (HRD)
MNG 404 C Customer Relationship Management (CRM)
MNG 404 D B2B Marketing (BBM)
MNG 404 E Big Data Analytics (BDA)
MNG 404 F Enterprise Resource Planning (ERP)
MNG 404 G Business Taxation (BT)
MNG 404 H Project Appraisal (PA)
MNG 404 I Behavioral Finance (BF)

DETAILED SYLLABUS OF 3rd SEMESTER

MNG-301 COST AND MANAGEMENT ACCOUNTING CREDIT-3, Class Hours: 35

Module-I. Introduction to Cost Management: Basic concepts: Scope of Cost Management. Types of Cost, Cost Accounting and Financial Accounting, Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II. Cost Accounting Systems: Material Cost Management: Material Costs, Valuing material issues and stock. **Overheads:** Measuring and importance, production overheads, Primary Distribution and Secondary distribution, allocation and apportionment of cost, absorption by production units, Methods, over and under absorption of overhead.

Module-III. Methods and Techniques: Job Costing: Batch costing method and contract costing. **Process Costing:** Process losses and inter-process profits, Simple Equivalent Production, Joint Product and By Products. **Service Costing:** Transport, Hospital, Canteen **Marginal Costing:** Nature and scope, marginal cost equation. Profit volume ratio, Break-even chart, Impact on profits due to changes in various factors, use of probabilities and application of marginal costing for management decisions.

Module-IV. Cost Management Tools: Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets.

Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour, Overhead and Sales), Disposal of variances.

Cost Reduction and Productivity (only concepts): Cost reduction, value analysis, productivity, value added and Learning curves, Activity Based Costing.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. A text book on Cost and Management Accounting, M.N Arora, Vikas
2. Cost and Management Accounting, S P Jain, K L Narang, Simmi Agrawal, Kalyani
3. Cost and Management Accounting, Colin Drury, Cengage Learning
4. Modern Cost and Management Accounting, M.Hanif, Tata McGraw Hill Edn Pvt Ltd.
5. Cost Accounting, K. Alex, Pearson
6. Cost Accounting, P.C. Tulsian, S. Chand and company Ltd.
7. Cost Management, S.C. Vaidya & Suveera Gill, Macmillan India Ltd.
8. Cost and Management Accounting, Prashanta Athma, Himalya Publishing House
9. Cost Management, Leslie G. Eldenburg Susan K. Wolcott Wiley India Pvt. Ltd
10. Cost Accounting, K.S. Thakur, Excel Book
11. Cost Accounting, Jawaharlal Seema Srivastava, The McGraw Hill Companies
12. Cornerstones of Cost Management, Hanseen Mowen, Cengage Learning
13. Cost Accounting, Edward J. VanDerbeck, Thomson
14. Cost Accounting Principles and Practice, B.M. Lall Nigam I.C. Jain, PHI Learning Pvt. Ltd.

MNG-302
BUSINESS LAW (BL)
Credit 3, Class Hours: 35

Module – I Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

Module – II Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Contract of Sales of Goods: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Un-paid seller and his rights.

Module – III Economic Laws Consumer Protection Act, 1986: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Module – IV Company Laws: Indian Companies Act 1956, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment, Legal position, Company Meetings, Resolutions, Winding-up of Companies and their modes.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Business and Corporate Law, S.R Mohapatra, Basanta Kumar, P.Mohapatra, HPH
2. Business Law, L.M Porwal, Sanjeev Kumar, Vrinda Publication Limited
3. Business Law, M.C Kuchhal, Vikas Publishing House Pvt. Ltd
4. Business Law, N.D Kapoor, Sultan Chand & Sons
5. Business Law, R.S.N Pillai Bagavathi, S. Chand & Company Ltd
6. Business and Corporate Law, Dr. P.C Tullisian, S. Chand & Company Ltd
7. Business Laws, Satish B Mathur, The Mc GrawHill Companies
8. Taxmanns Business and Corporate Laws, V.S Datey, Taxmann Allied services (P) Ltd
9. Business Law, S.S Gulshan, Excel Books
10. Business Laws for Managers, Prof. P.K Goel, Biztantra

MNG 303
ENTREPRENEURSHIP AND BUSINESS INCUBATION
Credit: 3, Class Hours: 35

Module-I: Entrepreneurship: Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

Module-II: Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases: Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch: Essential Components, Intellectual Property, Branding, Strategy, Making the Entrepreneurial System Work for you, Financing startups: Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Acquisition/ mergers, Strategic alliances; IPO, Factors of success and failures, Restarters, Trends and obstacles,

Module-III: Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, Planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation.

Module-IV: Startup India, Make in India, Case study on Startup village, Kochi; 10000 Start-ups of NASSCOM and Silicon Valley, USA, Startup policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board (NSTEDB), DST guidelines for Seed Support System (SSS) for Startups in Incubators.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Entrepreneurship Creating and Leading an Entrepreneurial Organisation, Arya Kumar, Pearson
2. Entrepreneurial Development, Dr.S.S.Khanka,S.Chand and Company Ltd
3. Entrepreneurship New Venture Creation, David H. Holt,PHI LearningPvt. Ltd
4. Entrepreneurship, Rajeev Roy,Oxford University Press
5. Entrepreneurship, D.F. KuratkoT.V.Rao, Cengage Learning
6. Small- Scale Industries and Entrepreneurship, Vasant Desai,HimalalyaPublicing House
7. Entrepreneurship Management,Bholanath Dutta, Excel Books
8. Entrepreneurship,P.Narayan Reddy, Cengage Learning
9. Entrepreneurship Development, S.L. GuptaArun Mittal, International Book House Pvt.
10. Entrepreneurship Development, Dr. P.K. Mishra,Alok Publications
11. Principles of Entrepreneurship ,Prof. Satish C. Ailawadi, Mrs. Romy Banarjee, Event Publishing

ELECTIVE: MARKETING

MNG 304 A SALES AND DISTRIBUTION MANAGEMENT Credit: 4, Class Hours: 40

Module - I : Sales Management; Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory Management, Evaluation of sales force ,Sales Budget, Sales Quota.

Module - II: Distribution Management, Designing customer oriented marketing channel, Managing channel member behavior, Channel Conflict, Co-operation & competition.

Module – III: Vertical marketing system, Horizontal Marketing system, Logistics management – Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management.

Module - IV : Managing the international channels of Distribution- Differences in customer expectation across countries, International orientation of companies, the mode of entry decisions, Implications of entry mode.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev, Oxford
2. Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, Tata McGraw
3. Sales and Distribution Management, S.A.Chunawalla, Himalaya Publishing House
4. Sales Management, Joseph F.Hair, Rolph E. Andreson, Rajiv Mehta, Babin, Cengage
5. Sales Management, Pradip Kumar Mallik, Oxford
6. Sales Forecasting, Thomes F. Wallace, Robert A. Stahl, Shroff Publishers
7. Sales and Operations Planning, Thomas F. Wallace, Shroff Publishers
8. Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson
9. Sales Management, Ingram,Laforge, Avila, SchwepkerJr.,Williams, Thomson
10. Marketing and Sales Management, D.C.Kapoor, S.Chand
11. Sales and Distribution Management, K. Shridhara Bhat, Himalaya Publishing House
12. Sales and Distribution Management, Dr.S.L.Gupta, Excel Books
13. Sales Management, R.K.Srivastara, Ernest Cyril de Run, Kim ShyanFam, Excel Books
14. Sales Management, Richard R.Still, Edward W. Cundiff,NormanA.P.Govori, PHI
15. Sales Management, Prof.M.V.Kulkarni, Everest Publishing House
16. Fundamentals of Sales Management, Ramneek Kapoor, Macmillan

17. Salesmanship and Sales Management, P.K.Sahu, K.C.Rout, Vikas Publishing House
1. Basics of Distribution Management, Satish K. Kapoor, Purva Kansal, PHI Pvt.Ltd.

MNG 305 A

SERVICES MARKETING

Credit: 4, Class Hours: 40

COURSE OBJECTIVE: To understand the meaning of services and the significance of marketing the services.

COURSE OUTCOME: Will be able to apply the concepts of services marketing in promoting services.

Module-I: Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

Module-II: Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Demand-Supply Management, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service Research and innovations, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Module –III: Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery,

Module-IV: Marketing of service Sector-Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
2. Services marketing, Vinnie Jauhari, Kirti Dutta, Oxford University Press
3. Services Marketing ,Rama Mohan Rao, Pearson
4. Textbook of Marketing of Services, Nimit Chowdhary, Monika Chowdhary, Macmillan
5. Services Marketing, Ravi Shankar, Excel Books
6. Services Marketing, S.M.Jha, Himalaya Publishing Home
7. Services Marketing, Ramneek Kapoor, Justin Paul, BiplabHalder, Tata Mc graw Hill
8. Marketing of Services, K.Doughlas Hoffman & John E.G.Bateson, Cengage Learning
9. Service Management and Marketing, Christian Gronroos, Wiley India
10. Services Marketing, P.K. Gupta, Everest Publishing Home

11. Services marketing, Gurdev Singh Thakur, Supreet Sandhu Babrah, Balram Dogra, Kalyani
12. Marketing of Services, Deepak Bhandri& Amit Sharma, Vrinda Publications
13. Services marketing, Rajendranargundkar, Tata Mcgraw Hill
14. Services marketing, GovindApte, Oxford University Press
15. Services marketing, Dr. S. Shajahan, Himalaya Publishing Home
16. Services marketing and Management, Dr. B. Balaji, S.Chand
17. Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
18. Services marketing, Kenneth E. Glow, David L. Kurtz, Biztantra
19. Marketing of Services, S.L. Gupta, International Book Home Pvt.Ltd.
20. Services Marketing, Harsh V.Verma, Pearson
21. Services marketing, C.Bhattacharjee , Excel Books
22. Services Management, Jay A.Kandampully, Pearson

MNG 306 A

CONSUMER BEHAVIOUR

Credit: 4, Class Hours: 40

OBJECTIVE: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOME:

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

Module -I: Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

Module - II: Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behaviour

Module-III: Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Module - IV Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell - Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
2. Consumer Behavior, Suja R. Nair, Himalaya Publishing House
3. Consumer Behavior, N.K.Sahni and Meenu Gupta, Kalyani Publishers
4. Consumer Behavior and Advertising Management, DebrajDatta&MahuaDatta, Vrinda Publishers
5. Consumer Behavior, P.C. Jain & Monika Bhatt, S.Chand
6. Consumer Behavior, Satish K. Bhatra& S H HKazmi, Excel Books
7. Consumer Behavior and Branding, S.Ramesh Kumar, Pearson
8. Consumer Behavior, Wayne D. Hoyer, Deborah J. MacInnis, PrnakiDasgupta, Biztantra
9. Consumer Behavior, M.S. Raju, Dominique Xardel, Vikas Publishing House
10. Consumer Behavior, Rd. Rajeev kumar, Himalaya Publishing House
11. Consumer Behavior, Del I Hewkins, David L. Mothersbough, Amit Mookerjee, Tata McGraw Hill
12. Consumer Behavior, Martin Evans, Ahmad Jamal, Gordon Foxall, John Wiley & Sons Ltd.
13. Consumer Behavior in Indian Context, P.C.Jain& Monika Bhatt, S.Chand
14. Consumer Behavior and Marketing Action, Henry Assael, Cengage Learning
15. Consumer Behavior, Jay D. Lindquist, M. Joseph Sirgy, Cengage Learning
16. Consumer Behavior, Blackwell, Miniard& Engel, Cengage Learning
17. Consumer Behaviorand Managerial Decision Making, Frank R. Kardes, Pearson
18. Consumer Behavior, RamanujMajumdar, PHI Learning Pvt. Ltd.
19. Consumer Behavior and Marketing Strategy, J.Paul Peter & Jerry C. Olson, Mc Graw Hill
20. Consumer Behavior and Promotion Management, N.K. Sahni&Meenu Gupta, Kalyani Publishers
21. Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
22. Theory of Consumer Behavior, Dr. Shri Prakash, Vikas Publishing Home

MNG 307A

RETAIL MANAGEMENT

Credit: 4, Class Hours: 40

COURSE OBJECTIVE: To understand the concepts of effective retailing

COURSE OUTCOME: To manage the retail chains and understand the retail customer's behavior

Module - I : Retailing – Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Module - II : Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

Module - III : Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

Module – IV: Retail Supply Chain, Relationship marketing in retailing, HRM Practices in Retail, Technology in Retailing, Future of Retailing.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
2. Retail Management, Chetan bajaj,RajnishTuli, Nidhi V. Srivastava, Oxford
3. Introduction to Retailing, Lusch, Dunne and Carver, Cengage Learning
4. Retail management ,Suja Nair, Himalaya Publishing Home
5. Retail Management, N.K.Sahni and Mani Parti, Kalyani Publishers
6. Retail Management, Gibson G. Vedamani, Jaico
7. Retail Marketing Strategies, Dr.Ramkishen Y, Jaico
8. Retailing, Patrick M. Dunne,Robert F. Lusch,David A. Griffith, Thomson
9. Retailing-An Introduction, Roger Cox,PaulBrittain, Pearson Education
10. Retail Franchising, Manish V. Sidhpuria, Mc Graw Hill
11. Retail Management, Dunne and Lusch, Cengage Learning
12. Managing Retailing, Piyush Kumar Sinha,Dwarika Prasad Uniyal, Oxford University Press
13. Retail Management, S.K. Baral&S.C.Bihari, A.I.T.B.S Publishers, India
14. Retail Management, Dr.Harjit Singh, S.Chand
15. Retail Marketing Management, David Gilbert, Pearson
16. Fundamental of Retailing, K V S Madaan, Tata Mc Graw Hill Edn. Pvt. Ltd.
17. Retailing Management, Michael Levy,Borton A Weitz, Ajay Pandit, Mc Graw Hill
18. Retailing Management, Swapna Pradhan, Tata Mc Graw Hill
19. Integrated Retail Management, James R. Ogden,Denise T. Ogden, Biztantra
20. Merchandising Mathematics for Retailing, Cynthia R. Easterling, Ellen L. Flottman, Marion H.Jernigan, Beth E. S. Wnest, Pearson
21. O-Retailing, D.P. Sharma, Himalaya Publishing Home
22. Retail Management, Arif Sheikh and Kaneez Fatima, Himalaya Publishing Home
23. Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson

ELECTIVE: FINANCE

MNG 304 B

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credit: 4, Class Hours: 40

OBJECTIVES: Enables student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

OUTCOME: Become a good investment analyst

Module-I: Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, Markowitz Efficient function.

Module-II: Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.

Module-III: Portfolio Selection: feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.

Module-IV: Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Security Analysis & Portfolio Management, V.K.Bhalla, S.Chand
2. Security Analysis & Portfolio Management, S.Kevin, PHI
3. Investment Management(SAPM), Preeti Singh, Himalaya Publishing House
4. SAPM, K. Sasidharan, Alex K.Mathews, Tata McGraw Hill
5. Investment Management and Security Analysis, Dhanesh Kumar Khatri, Mac Millan
6. Investment Management, Yogesh Maheshwari, PHI Pvt.Ltd.
7. Portfolio Construction Management and Protection, Robert A. Strong, Thomson
8. Financial Statement Analysis and Security Valuation, Stephen H. Penman, Tata McGraw Hill
9. Investments, ZviBodie, Alex Kane, Alan J. Marcus, Pitabas Mohanty, Tata McGraw Hill
10. An Introduction to Investments, Herbert B. Mayo, Cengage

11. Investment Analysis and Portfolio Management, M. Ranganatham, R. Madhumathi, Pearson
12. Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill
13. Investment Analysis and Portfolio Management, Reilly and Brown, Cengage
14. SAPM, Sudhindra Bhat, Excel Books
15. SAPM, V.A. Avadhani, Himalaya Publishing House
16. SAPM, Donald E. Fischer, Ronald J. Jordan, Pearson
17. SAPM, Rohini Singh, Excel Books
18. Securities Markets and Products, Indian Institute of Banking and Finance, Taxmann
19. SAPM, Shashi K. Gupta, Rosy Joshi, Kalyani Publishers
20. SAPM, Punitharathy Pandian, Vikas Publishing Home
21. Investment Management, M. Sulochana, Kalyani Publishers
22. Modern Portfolio Theory and Investment Analysis, Elton and Gruber, John Wiley & Sons

MNG 305B

FINANCIAL DERIVATIVES

Credit: 4, Class Hours: 40

Course Objective: This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

Outcome: Possess good skills in hedging risks using derivatives

Module-I Financial Derivatives – An overview : Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

Module-II Future Market : Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

Module-III: Options Market : Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread.

Principles of option pricing- put-call parity, binomial model for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging, Forex options structured solutions.

Module-IV Swap Market and Risk Management: SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

Delta-Gamma hedging, hedging policy-financial distress, cash flow hedges and value hedges, capital structure and hedging, over view of Commodity Derivatives.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Financial Derivatives-Theory, concepts and problems, Gupta, PHI
2. Derivatives and Risk Management, Srivastava, Oxford
3. Options , Futures and other Derivatives, Hull J.C, Pearson
4. Derivatives and Risk Management, Verma J.R, TMH
5. Financial Derivatives,,Mishra B.P and Debasish S.S, Excel
6. Risk Management and Derivatives, Stulz R.N, Cengage
7. Commodity Derivatives,IIBA,Mcmillan

MNG 306 B
FINANCIAL MARKETS AND SERVICES
Credit: 4 Class Hours: 40

Course Objectives

To familiarize the students with dynamics of financial market, financial instruments and financial services

To provide the students the basic operational practices of financial markets and services

MODULE 1: Financial System and Money Market: Introduction to Indian Financial System: Components and Functions. Financial Markets - classification, Emerging reforms in Indian Financial Systems. Globalization of capital market - Capital market instruments and institutions. Money Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions

MODULE 2 Capital Market: New Issue Market: Functions of new issue market, SEBI guidelines for IPO, Secondary Market: functions, listing procedure, Share dematerialization Brokers : Registration, kinds of brokers, Methods of trading in a stock exchange- online trading, BSE- BOLT system, Mobile Trading , NSE-NEAT system

MODULE 3 Mutual Fund and Credit Rating :Mutual funds: Introduction, Classification of funds, advantages, Mutual fund investment vs Stock market investment. Functions of AMC, Performance of evaluation of Mutual Funds, Money Market Mutual Funds
Credit Rating: Meaning and objectives, Types, Agencies, Credit Rating Process, Credit Rating Methodology, Credit Rating Symbols

MODULE 4 Merchant Banking, Venture Capital, Leasing, Hire Purchase and Consumer Finance: Merchant Banking: Services of Merchant Banks, Categories, Regulatory framework

Venture Capital: Meaning, Stages of venture capital financing, Types of venture capital, Exit routes, Private equity, criteria for analyzing venture capital proposals, Styles of venture financing, SEBI guidelines, venture capital funds in India.

Leasing and Hire Purchasing: Lease financing: concept and classification, significance and limitations, Financial evaluation of leasing. Hire Purchasing: conceptual framework, financial evaluation of hire purchase, Lease financing vs hire purchase financing. Consumer Finance: Meaning, Types, Sources, Consumer Finance; Consumer Finance Practices in India.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI
5. Indian Financial System, Guruswamy, TMH

MNG 307B
STRATEGIC FINANCIAL MANAGEMENT
Credit: 4, Class Hours: 40

Objective: To apply Financial Management theories and techniques for strategic decision makings:

Module-I: Financial Policy and Corporate Strategy: Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

Module-II: Concepts of Valuation: Valuation of stock, dividend and earning model Bond valuation, YTM, YTC, Duration and immunization. Valuation of enterprise using market comparable, price to earnings, price to earning to growth, Market to book value, Enterprise value to EBITDA Enterprise value to cash flow, Enterprise value to sales.

Module-III: Mergers and Takeover: Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures.

Case Study: 1. Tata Steel's taken over of Corus

2. Centurion Bank with HDFC Bank
3. Microsoft's takeover bid for Yahoo

Module-IV: Corporate Restructure: Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restructuring, techniques of corporate restructuring.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Strategic Financial Management, Jakhota, Vikas
2. Strategic Financial Management, Ravi M Kishore, Taxman

ELECTIVE: HR

MNG 304C EMPLOYMENT LEGISLATIONS Credit : 4, Class Hours: 40

Module1: Labour and Employment Laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment injury, health, maternity benefit, Statutory Regulation of condition of service in certain establishments, voluntary retirement scheme and golden handshake, Overviews of labour laws in India.

Module2: Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

Module3: Factories Act,1948; Employees' Compensation Act,1923.

Module4: Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
2. Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
3. Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar ,Vrinda
4. Labour Laws, Taxmann.

MNG 305C COMPENSATION MANAGEMENT Credit: 4, Class Hours: 40

Module I: Conceptual Aspects of Compensation and Reward Management: Concept of compensation, the 3P compensation concept, system of compensation, compensation dimensions, organizational compensation policy, Methods of payment: TRS, PBR, MDW; New Trends in compensation Management. Concept of Reward: Money as a Motivator, Nonfinancial Rewards; Reward systems, Reward Management strategies. Rewards influencing behaviour Rewards and Employee satisfaction. Effect of globalization on compensation and reward management.

Module-II: Theoretical dimensions of Wages, compensation and Reward systems: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Surplus value theory, Bargaining theory, Employment theory, Competitive theory. Criteria of wage fixation, Broad-banding, Executive compensation, Emerging trends in compensation and Reward Management.

Module III: Wage Determination and Wage Administration in India: Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Merit based pay. Types of incentive plans, Wage differentials, Wage Policy in the 11th and 12th Five year plan periods in India, Socio-Economic objectives of Wage policy.

Module - IV: Institutional Mechanism: Institutional Mechanism for wage determination: Unilateral pay fixation, collective bargaining, pay commissions, Third party arbitration, Adjudication, Wage Boards: Structure, Scope and functions.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Understanding Wage and Compensation System, A.M. Sharma, HPH
2. Compensation and Reward Management, B.D. Singh, Excel Books
3. Compensation, Milkovich et al, Mc Graw Hill
4. Compensation Management in a Knowledge, Based World, Henderson, Pearson

MNG 306 C
INDUSTRIAL RELATIONS
Credit: 4, Class Hours: 40

COURSE OBJECTIVE: To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

COURSE OUTCOME:

Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

Module – I: Industrial Relations: Concept, Scope and Approaches to Industrial Relations – Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism: Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism – Selling Pearl Man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions.

Module – II: Industrial Dispute: Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. **Collective Bargaining:** Meaning, Concept and functions, Types of Bargaining, process of Bargaining, Emerging Trends in Collective Bargaining,

Theories of Collective Bargaining by Chamberlain, Flenders, McKersie, and Sidney & Beatrice Webb.

Module – III : Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO – Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue.

Module – IV: Employee participation and Labour – Management Co-operation: Workers Participation in Management: Concept, Scope, Levels and functions, Forms of Workers' Participation, Participation or Association with Management, Productive Bargaining.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Industrial Relations, C.S. Venkata Ratnam, Oxford
2. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, Pearson
3. Dynamics of Industrial Relations, Mamoria, Gankar, HPH
4. Industrial Relations, Monappa, TMH
5. Industrial Relations, Balasubramanian, Everest Publishing House

MNG 307C
PERFORMANCE MANAGEMENT
Credit: 4, Class Hours: 40

Module-I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies.

Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Module-II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, obtaining and analyzing information for measurement purposes, 3600 feedback and 720 degree feedback, Assessment centers, Performance reviews.

Module-III: Performance Management Application & Improvement: Performance Management in practice, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance. Analyzing Performance problems. Performance counseling and coaching Concept, Principles and Skills.

Module-IV: Reward Systems and Legal issues: Performance Management linked Reward Systems Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Performance Management, Aquinis, Pearson
2. Performance Management, Chadha, Macmillan
3. Performance Management, Armstrong, Michael, Baron, Jaico
4. Performance Management, Cardy, PHI
5. Performance Management, Kohli, Deb, Oxford
6. Performance Management, Sharma, HPH
7. Performance Management System, R.K. Sahu, Excel Books

ELECTIVE: SYSTEMS

MNG 304D

DATA BASE MANAGEMENT

Credit: 4, Class Hours: 40

Module I : Introduction : Database System Applications, Purpose of Database Systems, View of Data, Database Languages, Relational Database, Database Design, Object Based and Semi-structured Database, Data Storage and Querying , Transaction Management, Data Mining and Analysis, Database Architecture, Database Users and Administrations, History of Database Systems.

Relational Model : Structure of Relational Database, Fundamental Relational Algebra Operations, Additional Relational Algebra Operations, Extended Relational Algebra Operations, Null Values, Modification of the Database

SQL: Background, Data Definition, Basic Structure of SQL Queries, Set Operations, Aggregate Functions, Null Values, Nested Subqueries , Complex Queries, Views, Modification of the Database, Joined Relations.

Module II : DATABASE DESIGN METHODOLOGY : Database Design and the ER Model: Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity Relationship Diagrams, Entity Relationship Design Issues], Weak Entity Sets, Extended E R Features, Database Design for Banking Enterprise, Reduction to Relational Schemes, Other Aspects of Database Design , Relational Database Design: Features of Good Relational Designs,

Atomic Domains and First Normal Form, Decomposition Using Functional Dependency Theory ,Functional-Dependency Theory, Decomposition Using Functional Dependencies, Decomposition Using Multivalued Dependencies;

Application Design and Development: User Interfaces and Tools, Web Interfaces to Database, Web Fundamentals, Servlets and JSP, Building Large Web Applications, Triggers, Authorization in SQL, Application Security.

Module III : Integrity Issues in Database :Backup and Recovery: Overview of Integrity Control Functions, The Processes of Database Backup and Recovery, Backup Strategies, Summary Chart of Traditional Backup and Recovery Strategies, Residual Dump Backup Strategy, Variables in the Backup Process, Process Checkpoint and Restart, Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization;

Access Control and Encryption: Data Access Control Policies and Approaches, A General Model of Data Access Control, User Identification and Authentication, Authorization, Controlling Inferences from Statistical Data, Encryption, Threat Monitoring and Audit Trail; Database-System Architecture: Centralized and Client-Server Architecture, Server System Architectures, Parallel Systems, Distributed Systems, Network Types, Parallel Database: Introduction, I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Intraoperation Parallelism , Interoperation Parallelism , Design of Parallel Systems,

Module – IV: Distributed System: Homogeneous and Heterogeneous Database, Distributed Data Storage, Distributed Transactions, Commit Protocols, Concurrency Control in Distributed Database, Availability, Distributed Query Processing, Heterogeneous Distributed Database, Directory Systems .Data Analysis and Mining: Decision-Support Systems, Data Analysis and OLAP, Data Warehousing, Data Mining.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Fundamentals of Database Systems, Ramez Elmasriand Shamkant B. Navathe , Pearson
2. Database Management Systems, Raghu Ramakrishnan, Johannes Gehrke, McGraw-Hill

MNG 305D
SOFTWARE PROJECT MANAGEMENT
CREDIT: 4 CLASS HOURS: 40

Module I :Introduction to S/W project management, S/W project management competencies, responsibilities of a software project manager, Software process, S/W process models, project planning, organization of project team.

Module II : S/W size estimation, estimation of effort & duration, Halstead's software Science, models, dependency & scheduling, staffing, Organizing a software engineering project, S/W configuration management, monitoring & controlling S/W projects.

Module III: Developing requirements, risk management, project tracking & control, communication & negotiating, S/W quality, S/W quality engineering, defining quality requirements, quality standards, practices & conventions, ISO 9000, ISO 9001.

Module IV: Software quality matrices, managerial and organization issues, defect prevention, reviews & audits, SEI capability maturity model, PSP, six sigma. Special topics in process and quality management.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Software Project Management, B. Hughes, M. Cotterell, McGraw Hill,
2. Software Project Management, R. Walker, Pearson,
3. Software Engineering- A Practitioner's approach, R. Pressman, McGraw Hill,

MNG 306D
COMPUTER NETWORK AND SECURITY
CREDIT: 4 CLASS HOURS: 40

Module I; Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW. Network topology, transmission media. Applications of networking in business and society. Concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

Module II : Network: Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLC, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network.

Module III: TCP / IP: Session, Presentation and Application Layers functions. Networking and Internetworking devices: Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network, Distributed Processing Potential: Client Server Computing, introduction to distributed database. Internet: Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only), Internet computing, MPLS.

Module IV: Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of Bluetooth. Network Security & Privacy: overview, purpose, spamming, cryptography (ciphering, DES, RSA -concept only), authentication (concept only), Digital Signature and firewall.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Data Communication & Networking, Forouzan., TMH.
2. Data and Computer Communications, Stallings, W., Pearson Education.
3. Computer Networks, Tanenbaum, Pearson

MNG 307 D
DATAMINING FOR BUSINESS INTELLIGENCE
Credit: 4, Class Hours: 40

Module-I: Data Warehousing Fundamentals Business Intelligence, Data Warehouses, Data mining, Pivot Tables, Relations, attributes, relationships Database Normalization, normal forms, Denormalization of tables, SQL ,Transactional databases vs. data warehouses Multidimensional Model for data warehouses, Differences between traditional star schema and SAP BW star schema ,Dimension and fact tables, Modeling and creating the Info Cube (star schema) in SAP Administrator Workbench, Modeling the Data Ware House Data sources, operational data store, data marts, Characteristics and key figures, Creating Info Objects, Building Info Cubes.

Module-II: Extraction from data sources such as SAP ERP, Flat file extraction, Defining and using Persistent staging areas PSA, Data Store Objects DSO, Loading master data, loading transactional data

Module-III: Navigating in reports, Designing queries in the Query Designer, Using Info Providers and Info Objects for queries, Calculated and restricted key figures in BEx, Properties and attributes of characteristics, Hierarchies, Query properties and navigation, Exceptions and Conditions

Module-IV : Data Mining Statistical techniques in data mining, Preparing data for mining, Association analysis, market basket analysis, Clustering, Classification, Regression, Decisions Trees; Row vs. columnar databases, In-memory databases.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Data Mining: Concepts and Technique, J. Han & M. Kamber, Morgan Kaufmann
2. Mastering Data Mining: The Art and Science of Customer Relationship Management, M. J. A. Berry and G. Linoff, Wiley Computer Publishing

ELECTIVE: OPERATIONS MANAGEMENT

MNG 304E INVENTORY MANAGEMENT Credit: 4, Class Hours: 40

Course Objective: To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques, and the practices prevalent in various organizations - The concepts and evolution of materials management, The economic justification of investing in materials management related activities, The process of determining how much, from whom and when to buy? and Cost reduction tools available to a materials manager.

Module-I: An Overview, Objectives, Evolution, Strategies, Functions, Profit Making potential, costs, Stages, Selective Inventory, Control, Demand Forecasting, Lead-time, Safety stock, Fixed Quantity Reorder system, fixed period reorder system, fixed period reorder system, MRP and JIT systems, Multi-item inventory modelling: Deterministic and Probabilistic joint replacement policy, stock out model.

Module-II: Procurement Process, types of materials, important aspects, quality, quantity, time, price and source, standardization and codification, vendor selection and evaluation, vendor development, value analysis, make or buy decisions, negotiations, institutional, government and international buying, capital equipment purchases, warehousing and transportation, warehouse location, transportation, receiving, issuing and store keeping. Concept of spare parts management, principles and guidelines for spare parts management.

Module-III: Quality control in material management – quality characteristics, facets of quality, quality losses, quality Programme and its objectives, quality control: objectives of quality control, quality control methods.

Module-IV: Surplus, obsolete and waste management, why surplus and waste? Surplus from obsolete or damaged stocks and equipment, management of obsolete, buying surplus material.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Inventory Control and Management, Waters, Wiley
2. Inventory Management Principles and Practices, Narayan and Subramanian Excel
3. Materials Management, Gopal Krishnan and Sudarsan, TMH

MNG 305E
TOTAL QUALITY MANAGEMENT
Credit: 4, Class Hours: 40

Module I: Introduction to Quality Management, its Philosophies and TQM : The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality.

Module II Principles and Design for Six Sigma: Kaizen, Total Productive Maintenance(TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Module – III Statistical Process Control: Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction , Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

Module- IV: Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Total Quality Management - J.R. Evans – Cengage
2. Quality Management – Bedi - Oxford
3. Modern Methods for Quality Control & Improvemen –Wardsworth/Stephens/Godlsrey– Wiley
4. Quality Management – Gitlow / Oppenheim / Levine – TMH
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsary – Cengage
7. Total Quality Management – K. Sridhara Bhatt, HPH
8. Introduction to Statistical Quality Control – Montgomery – Wiley
9. 100 methods of TQM, Gopal Kanji, Sage.

MNG 306 E
SUPPLY CHAIN MANAGEMENT
Credit: 4, Class Hours: 40

Module I : Supply Chain Foundations: Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module II : Customer Orientation: Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.

Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Module III : Manufacturing Logistics Management: Lean and Agile Manufacturing, Virtual Manufacturing, Just in Time Manufacturing, Lead time Components and their Compression, Lot Streaming.

Module IV: Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Text Book of Logistics and Supply Chain Management – Agarwal – McMillan
2. Business Logistics / Supply Chain Management – Ballou / Srivastava – Pearson
3. Supply Chain Management: Strategy, Planning & Operations, Sunil Chopra, Pearson
4. Global Operations and Logistics – Dornier / Ernst / Fender / Kouvelis – Wiley
5. A Logistic Approach to Supply Chain Management – Coyle / Langley / Gibson / Novack / Bardi – Cengage
6. Supply Chain Management, K. Shridhara Bhatt, HPH
7. Supply Chain Management – Sahay – Mc Millan
8. Fundamentals of Supply Chain Management, J Mentzer, Sage

MNG 307E
MANAGEMENT OF SERVICE OPERATIONS
Credit: 4, Class Hours: 40

Course Objective: This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.

Module-I: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations.

Module-II: Field Service and Customer satisfaction., nature of services, Service classification, Service package, distinctive characteristics of service operations; The strategic service concept, Classifying services for strategic insights, Understanding competitive environment of Services, Service objectives and goal formulation.

Module-III :Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Competitive service strategies, winning customers in the market place, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

Module-IV: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management; Defining service quality, Measuring service quality –SERVQUAL, Bench marking, Scope of service quality, Quality service by design – incorporating quality in the service package, Taquchi method, Poka Yoke, QFD, Achieving service quality – cost of quality, tools for achieving service quality, Deming’s 14 point program.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Service Management and Operations, Haksever, Render, Rumel;Pearson
2. Service Management operations Strategy,FitSimmons and Fizsimmons TMH

ELECTIVE: AGRI-BUSINESS

MNG 304F

AGRICULTURE AND FOOD PROCESSING

Credit: 4, Class Hours: 40

Objective

To acquaint with principles of different techniques used in processing and preservation of foods.

Module-I: Scope of food processing; historical developments; principles of food processing and reservation.

Module-II: Processing and preservation by heat – blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Module-III: Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation- types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Module-IV: Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Biotechnology in Agriculture and Food Processing: Opportunities and Challenges – Paneswar and Marwaha, CRC Press
2. Automatic Control for Food processing System- Moreira, ASPEN Publications

MNG 305F

RURAL DEVELOPMENT

Credit: 4, Class Hours: 40

Module-1 : Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

Module-2: Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

Module-3: Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Module-4: Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

Reference Book:

1. Resources, Value and Development - Amartya Sen., Basil Blackwell.
2. Dist & Decentralized Planning- Rakesh Hooja & P.C. Mathur, Rawat Publication
3. Globalisation and Development studies – Ed. Frans J Schunrman
4. Managing Rural Development – R. Chambars

MNG 306 F
RURAL BANKING AND MICROFINANCE
Credit: 4, Class Hours: 40

Module I Financing Rural development: Functions and policies of RBI in Rural banking, NABARD Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing. Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasement. Term loans for irrigation, Farm mechanization. Financing Rural Non Farmsector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

MODULE-II:-Problems and Prospects in Rural banking and Priority sector financing: Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans.Role of Rural banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.

MODULE: III: - Perspectives of Micro finance : Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Module IV: - Operational Aspects of Micro Finance : Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Institutional finance for rural development, Veerashekharappa, Rawat publishing
2. Banking reforms in India, K.Subramaniam and T.K. Velayudham, Tata Mcgraw-Hill publishing
3. Rural banking and economic development, Rais Ahmed, Mittal publications
4. Catalyzing cooperation: design of self-governing organization, Tushaar Shah, Sage publications.

MNG 307F
COOPERATIVE MANAGEMENT
Credit: 4, Class Hours: 40

Module-1: Theory of Co-operation: Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism-Rochdale thinkers –Robert owen-Raiffeisen and schulze -Delitzsch. Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society-Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Module -2. Co-operative Movement in India: Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDB, NCUI.

Module-3. Cooperative Management: Concept of Management-Definition- Principles-Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-Office Organization-Office correspondence -maintenance of Records and Statistics.

Module 4. Cooperative Banking :Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions- Role of NABARD as an apex institution- Banking regulation Act as applicable to Cooperative banks in India.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

- 1.Agricultural Co-operative Management and Policy- Zopounidis, Kalogeras, Dijk, Baurallis, Springer Publication.
- 2.Cooperative Management of Enterprise Network- P.K ray, Network and System Management

DETAILED SYLLABUS OF IV SEMESTER

MNG 401 STRATEGIC MANAGEMENT CREDIT: 3, CLASS HOURS: 35

COURSE OBJECTIVE:

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment. It entails specifying the organization's mission, vision and objectives, developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.

COURSE OUTCOMES:

After studying this paper, a student can get appropriate knowledge and skills to take strategic managerial decisions and optimally utilize the resources available.

Module I STRATEGY AND PROCESS : Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II ENVIRONMENTAL ANALYSIS & COMPETITIVE ADVANTAGE: External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOT Analyses - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

Module III STRATEGIES : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Module IV STRATEGY IMPLEMENTATION & EVALUATION: The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

Module – V: The concerned faculty shall have the liberty to define the course contents under this module and teach students accordingly.

Reference Book:

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford ,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

MNG 402 (Series) AND MNG 403 (Series) SYLLABI ARE SAME AS THAT OF MNG 307 AND MNG 306 (Series)RESPECTIVELY.

**OPEN ELECTIVES
(Choose only one Paper)**

(Instruction: This is a self-study paper; however, a teacher shall be allotted for necessary clarification and updation of knowledge for each group of students opting for a paper, if the group size is more than 5. The students shall have to write internal and end semester examination as usual.)

MNG 404 A	Leadership & Team Building (LTB)
MNG 404 B	Human Resource Development (HRD)
MNG 404 C	Customer Relationship Management (CRM)
MNG 404 D	B2B Marketing (BBM)
MNG 404 E	Big Data Analytics (BDA)
MNG 404 F	Enterprise Resource Planning (ERP)
MNG 404 G	Business Taxation (BT)
MNG 404 H	Project Appraisal (PA)
MNG 404 I	Behavioral Finance (BF)

**MNG 404 A
LEADERSHIP & TEAM BUILDING**

Course Objectives: The objective of this course is (a) to help students objectively observe and analyse leadership styles and to assist them to develop appropriate leadership skills; and (b) to prepare future leaders for the business organizations how to build, develop and manage the teams.

Module-I : Leadership – Concept, Scope, Leader Vs. Manager, Types of Leadership, Leadership Styles, Leadership Traits, Theories of Leadership (Behavioural, Trait, Path-Goal and Contingency); Transactional Leadership, Transformational Leadership, Charismatic Leadership, Value Based Leadership.

Module-II: Emotional Intelligence and Leadership : Emotions and the impacts, concepts and competencies, Significance of EIs for Leaders, Ethics and Leadership. Power and politics in leaderships, Leadership skill development and assessment.

Module – III: Team Building : Understanding Teams, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, 5 Ps of Team Building, Team Development, Ginnetts Team Model, Team Performance, Team Effectiveness, Basic Skills for Team Leader.

Module- IV: Leadership Attributes : Leadership Attributes of DhirubhaiAmbani, Kumar Mangalam Birla, J. R. D. Tata, Narayan Murthy, Azim Premji, Jack Welch, Bill Gates, Chanda Kochhar, Kiran Mazumdar Shaw, Ekta Kapoor.

Reference Book:

Leadership and Team Building- U.K Haldar, Oxford
Successful Team Building Tools- Elaine Biech, Pfeiffer

MNG 404 B HUMAN RESOURCE DEVELOPMENT

Module – I : Evolution & Concept of HRD: Evolution of the concept of HRD, HRD Functions, Role of HRD Professional, HRD Climate & its elements, HRD Matrix, Role of Line Managers in HRD. Assessing HRD needs: Concept, process and Techniques.
Learning and HRD – Maximizing Learning, Learning Process, Learning Strategies and Styles.
HRD Interventions – Strategy and types.

Module – II : Training Methods and HRD Evaluation : Introduction, Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and mentoring Class Room Training Approaches lecture Approach, Discussion Method, Experiential Methods, Computer Based Training Methods. Evaluation – Purpose of HRD Evaluation, Models and Framework Evaluation Kirkpatrick’s framework and Philips Models, Data Collection for Evaluation, Research Design, Ethical Issues, and Assessment of the Impact of HRD Program.

Module – III: Organizational Development & HRD: Organizational Development – Concepts and Theories (Change process theory and implementation theory). Organizational Culture-Work force diversity and HRD. Managing Workforce Diversity, Issues and challenges of HRD in cross – cultural Environment for Global Work Place.

Module – IV: HRD Practices in Organizations: NALCO, Reliance, TCS, Telecom

Reference Book:

5. Human Resource Development, DKBhattacharya, HPH
6. Human Resource Development, TVRao, Oxford

MNG 404 C

CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVE: To understand the need and importance of maintaining a good customer relationship.

COURSE OUTCOME: To use strategic customer acquisition and retention techniques in CRM.

Module: I: INTRODUCTION: Definitions – Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach– CRM as a strategic marketing tool – CRM significance to the stakeholders.

Module II UNDERSTANDING CUSTOMERS : Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

Module III CRM STRUCTURES: Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

Module IV CRM PLANNING AND IMPLEMENTATION: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management –Role of CRM Managers. **TRENDS IN CRM** e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Referenced Books:

4. Customer Relationship Management, Ziekmund Wiley 2012
5. Customer Relation Management, Mohamed and A.Sahadevan, Vikas Publishing

MNG 404 D

B2B MARKETING

Course Objectives: Learning of Industrial Marketing provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.

Course Outcome: This course will develop a thorough understanding of business to business activities – economical and trade relations between business firms.

Module-I Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market &environment.

Module-II Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of

right segment, Differential – value creation in Marketing Mix, Relationship development for high performance.

Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

Module-III Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Channel Structure & Intensity, Channel Conflict & resolution, channel Integration: HMS, VMS, MMS

Module- IV Business Market Logistics: Logistic Management – need & importance in Business Marketing, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

Reference Book:

B2B Marketing – A South Asian Perspective- Hutt, Sharma, Speh , Cengage

B2B marketing – Brennan , Sage Publications

B2B Marketing – Ellis and Sarkar, Oxford

MNG 404 E BIG DATA ANALYTICS

Module-I : Introduction to BIG DATA Analytics, Nuances of big data, Value ,Issues ,Case for Big data, Big data options Team challenge ,Big data sources , Acquisition ,Nuts and Bolts of Big data. Features of Big Data, Security, Compliance, auditing and protection, Evolution of Big data, Best Practices for Big data Analytics, Big data characteristics, Volume, Veracity, Velocity, Variety, Data Appliance and Integration tools, Green plum – Informatics

Module-II : Evolutions of analytic scalability, Convergence, parallel processing systems, Cloud computing, grid computing ,map reduce, enterprise analytic sand box, analytic data sets, Analytic methods, analytic tools ,Cognos, Micro strategy, Analysis approaches ,Statistical significance , business approaches, Analytic innovation, Traditional approaches Iterative. Introduction to Streams Concepts, Stream data model and architecture, Stream Computing, Sampling data in a stream, Filtering streams, Counting distinct elements in a stream ,

Module-III: Estimating moments, Counting oneness in a window , Decaying window - Real-time Analytics Platform(RTAP) applications, IBM Info sphere , Big data at rest , Info sphere streams , Data stage , Statistical analysis , Intelligent scheduler , Info sphere Streams, Predictive Analytics , Supervised , Unsupervised learning , Neural networks, Kohonen models , Normal , Deviations from normal patterns , Normal behaviours , Expert options , Variable entry , Mining Frequent item sets , Market based model.

Module-IV: Apriori Algorithm , Handling large data sets in Main memory , Limited Pass algorithm , Counting frequent item sets in a stream , Clustering Techniques , Hierarchical –K-Means, Clustering high dimensional data Visualizations Visual data analysis techniques, interaction techniques, Systems and applications IBM for Big Data , Map Reduce Framework,

Hadoop , Hive Sharding ,No SQL Databases , Hadoop Distributed file systems , Hbase, Impala , Analyzing big data with twitter , Big data for E-Commerce , Big data for blogs.

Reference Book:

Sub: Big Data Analytics

Big Data Analytics- Minelli, Chambers, Dhiraj , Wiley Publications

Big Data Analytics - Pyne , Rao and Rao, Springer

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MNG 404 F

Enterprise Resource Planning

Course Objective:

1. To understand the business process of an enterprise

2. To grasp the activities of erp project management cycle To understand the emerging trends in erp developments

COURSE OUTCOME

The student shall have the knowledge of ERP implementation cycle and has an awareness of core and extended modules of ERP

Module-I INTRODUCTION:Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

Module II ERP SOLUTIONS AND FUNCTIONAL MODULES:Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

Module III ERP IMPLEMENTATION:Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

Module IV POST IMPLEMENTATION: Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

Reference Book:

1. Enterprise Resource Planning- Concepts and Practices ; VKGarg and NKVenkatkrishna, PHI
2. Enterprise Resource Planning ; CSV Murthy, HPH
3. Enterprise Resource Planning; Alexix Leon ; TMH

MNG 404 G

Business Taxation

Module-I: Direct Taxation; Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income , Exemptions.

Module-II: Income from salary, expenditures, computation of income, Computation of income from house property, Computation of income from business and profession, Income from other sources.

Module-III: Introduction to indirect taxation, computation of sales tax, value added tax.

Module-IV: Indirect Taxation; Service tax, central excise tax and custom duty.

Reference Book:

Business Taxation - A. Pathak and S. Godiawala , Mc Graw Hill Publication
Taxation - Singhanian , Taxmann
Taxation – Hariharan

MNG 404 H

PROJECT APPRAISAL

Module - I: Project Identification and Formulation

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

Module-II: Project Appraisal

Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

Module -III:Project Cost Estimation, Project Financing and Risk Analysis

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP, mix of govt. support and regulation.

Module -IV:Project Evaluation and Audit

Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination, post audit, objectives of post audit, phases of post audit, types of post audit, Preparation of Audit plan and Audit Report, agencies for project audit.

Reference Books:

- 1) Project Management- K. Nagarajan- New Age International
- 2) Project Management and Appraisal-S.Khatua-Oxford
- 3) Project Management-Pinto-Pearson
- 4) Project Management and Control-N.Singh-HPH

MNG 404 I BEHAVIOURAL FINANCE

Module-I: Risk and Return of single asset and n-asset portfolio. Markowitz Model, EMH, Technical analysis, CAPM, Portfolio evaluation and revision

Module-II: Nature, Scope and Significance Behavioral Finance, Market Strategies, Building Blocks.

Module-III: Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

Module-IV: External Factors and investors behavior, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

Reference Books:

1. Behavioral Finance: Shuchita Singh and Batt, Vikas.
2. Value investing and behavioral Finance, Parag Parikh, TMH
3. Understanding Behavioural Finance, Cengage