

**DR. HARI SINGH GOUR UNIVERSITY SAGAR (M.P.)**

**(A Central University)**



**Department of Business Management**

**Syllabus**

Of

**MASTERS OF BUSINESS ADMINISTRATION**

**(As per AICTE Model Syllabus)**

**w.e.f. Session 2018-2019**

## MBA CBCS Programme

The MBA CBCS Programme is divided into two parts as under. Each part will consist of two semesters.

Part	Years	Semester	
I	First Year	Semester I	Semester II
II	Second Year	Semester III	Semester IV

- **There will be three lecture hours with one tutorial hours of teaching per week for each core Paper.**
- **Duration of Examination of each Paper shall be three hours.**
- **Each Paper will be of 100 marks.**
- **Out of hundred 40 marks shall be allotted for internal assessment & 60 marks for end semester.**

### Credit Distribution Scheme for MBA CBCS Programme

Programme		Credits				Total Credits	Minimum Duration	Maximum Duration
		CC	SE		OE			
MBA I	First Semester	32	0		0	32	02 Years	04 Years
	Second Semester	32	0		0	32		
MBA II	Third Semester	16	06		0	22		
	Fourth Semester	12	06		0	18		
<b>Total</b>		<b>92</b>	<b>12</b>		<b>0</b>	<b>104</b>		

#### Explanation of Course Character Code:

- **First three alphabets stand for Name of the Department of Business Management.**
- **Middle Alphabetical Code stands for the Nature of Course.**
- **First Digit Stands for Concern Semester.**
- **Second Digit Stands for Level of Course.**
- **Third Digit Stands For Course Number.**

Where,

- AECC** : Ability Enhancement Compulsory Course
- CC** : Core Course
- SEC** : Skill Enhancement Course
- DSE** : Discipline Specific Elective Course
- GE** : Generic Course
- FC** : Foundation Course
- OE** : Open Elective
- SE** : Specific Elective

#### Scheme of Examination & Evaluation:

Syllabus Contents	Examination	Maximum Marks
50 % Syllabus (Unit I & II)	First Mid Sem	20 Marks
(Unit III & IV)	Continuous Internal Assessment	15 Marks
	Attendance	05 Marks
Entire Syllabus	End – Semester	60 Marks

The marks for attendance shall be awarded as follow:

- (I) 75 % and below : 00 Marks
- (II) >75% and upto 80% : 01 Marks

(III)	> 80% and upto 85%	:	02 Marks
(IV)	> 85% and upto 90%	:	03 Marks
(V)	> 90% and upto 95%	:	04 Marks
(VI)	> 95 %	:	05 Marks

- **Students to be eligible for appearing in End Semester Examination must appear in Mid Semester Examination and Internal Assessment.**
- **75% Attendance Compulsory to appear in the Final Examination.**

### MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-121N	Managerial (Micro) Economics	100	4	3	1	0	4
2.	BUM- CC-122N	Business Statistics	100	4	3	1	0	4
3.	BUM- CC-123N	Indian Financial System and Financial Market	100	4	3	1	0	4
4.	BUM- CC-124N	Principles of Management and Managerial skills for Effectiveness	100	4	3	1	0	4
5.	BUM- CC-125N	Business Communication	100	4	3	1	0	4
6.	BUM- CC-126N	Indian Ethos and Business Ethics	100	4	3	1	0	4
7.	BUM- CC-127N	Legal and Business Environment (Micro and Macro)	100	4	3	1	0	4
8.	BUM-CC-128N	Accounting for Managers	100	4	3	1	0	4
			800	32	24	8	0	32

### MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-221N	Human Resource Management	100	4	3	1	0	4
2.	BUM- CC-222N	Operations Management	100	4	3	1	0	4
3.	BUM- CC-223N	Marketing Research	100	4	3	1	0	4
4.	BUM- CC-224N	Organizational Behavior	100	4	3	1	0	4
5.	BUM- CC-225N	Marketing Management	100	4	3	1	0	4
6.	BUM- CC-226N	Computer Applications for Business	100	4	3	1	0	4
7.	BUM- CC-227N	Corporate Finance	100	4	3	1	0	4
8.	BUM-CC-228N	Seminar & Term Paper / Project Work	100	4	3	1	0	4
			800	32	24	8	0	32

**MBA Third Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-321	Corporate Strategy	100	4	3	1	0	4
2.	BUM-CC-322	Entrepreneurship	100	4	3	1	0	4
3.	BUM- CC-323	Quantitative Techniques	100	4	3	1	0	4
4.	BUM-CC-324	Seminar & Term Paper / Project Work	100	4	3	1	0	4
<b>Specialization:</b> <b>Marketing Management</b>								
5.	BUM- SE -325A	Digital and Social Media Marketing	100	3	2	1	0	3
6.	BUM- SE -325B	International Marketing and Service marketing	100	3	2	1	0	3
<b>Specialization:</b> <b>Financial Management</b>								
4.	BUM- SE -326A	Management of Financial Institutions and Risk Management	100	3	2	1	0	3
5.	BUM- SE -326B	Security Analysis and Portfolio Management	100	3	2	1	0	3
<b>Specialization:</b> <b>Human Resource Management</b>								
5	BUM- SE -327A	Human resource metrics & Compensation management	100	3	2	1	0	3
6.	BUM- SE -327B	Strategic HRM and Performance Management Systems	100	3	2	1	0	3
			600	22	16	6	0	22

**MBA Fourth Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-421	Project Management	100	4	3	1	0	4
2.	BUM- CC-422	Organization Design	100	4	3	1	0	4
3.	BUM-CC-423	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	<b><u>Specialization:</u></b> <b><i>Marketing Management</i></b>							
5.	BUM- SE -424A	Retail Management and product Management	100	3	3	0	0	3
6.	BUM- SE -424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3
	<b><u>Specialization:</u></b> <b><i>Financial Management</i></b>							
4.	BUM- SE -425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3
5.	BUM- SE -425B	International Accounting and Projects Planning Analysis Management	100	3	3	0	0	3
	<b><u>Specialization:</u></b> <b><i>Human Resource Management</i></b>							
4.	BUM- SE -426A	International HRM and Cross Cultural Management	100	3	3	0	0	3
6.	BUM- SE -426B	Organizational Change and leadership	100	3	3	0	0	3
			500	18	15	3	0	18

**MBA First Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-121	Managerial (Micro) Economics	100	4	3	1	0	4
2.	BUM- CC-122	Business Statistics	100	4	3	1	0	4
3.	BUM- CC-123	Indian Financial System and Financial Market	100	4	3	1	0	4
4.	BUM- CC-124	Principles of Management and Managerial skills for Effectiveness	100	4	3	1	0	4
5.	BUM- CC-125	Business Communication	100	4	3	1	0	4
6.	BUM- CC-126	Indian Ethos and Business Ethics	100	4	3	1	0	4
7.	BUM- CC-127	Legal and Business Environment (Micro and Macro)	100	4	3	1	0	4
8.	BUM-CC-128	Accounting for Managers	100	4	3	1	0	4
			800	32	24	8	0	32

**First Semester**  
**Course Code: BUM- CC-121**  
**Title: Managerial (Micro) Economics**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-121	Managerial (Micro) Economics	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Nature and Scope of Managerial Economics ,The Economic Way of Thinking-Demand Analysis 1, Micro Economics, Fundamental principles of Managerial Economics- Incremental principle, Marginal principle, opportunity cost, discounting principles. Price elasticity, income elasticity, arc elasticity, cross elasticity and advertising elasticity.	12 Hours
<b>UNIT –II</b>	Demand Analysis II & Estimation-Production & Costs I, Utility: Total Utility, Marginal utility, Law of diminishing marginal utility, Cardinal and ordinal Utility, Consumer equilibrium; techniques of demand forecasting, indifference curve analysis; marginal productivity theory of factor pricing	12 Hours
<b>UNIT – III</b>	Production & Costs: II-Profit-Maximization & Competitive Markets Price-Searchers, Theory of cost: Cost Concept, Cost output relations, Cost Analysis; break even analysis; Accounting cost and economic cost; law of variable proportions, economies of scale; least cost combination concept	12 Hours
<b>UNIT – IV</b>	Market Structure: Introduction, Characteristics of perfect competition, Price determination under Perfect Competition; Pricing under monopoly, types of monopoly, price discrimination, Pricing under Monopolistic Competition, Pricing under oligopoly, equilibrium price, kinked demand curve; discriminating prices,	12 Hours
<b>UNIT – V</b>	Profit Management : Nature of Profit, Profit Policies, Profit Planning, Business Cycle ,Game Theory and Asymmetric Information, Accounting profit and economic profit, Theories of Profit, profit standards and problems related to profit maximization	12 Hours

**Books Recommended:**

- Dr. D.N. Diwevedi.
- R. L. Varshney and K.L. Maheshwari, Managerial economics, Sultan Chand and Sons.
- Yogesh Maheshwari, Managerial Economics, PHI Learning Pvt. Ltd.

**Note:**



**First Semester**  
**Course Code: BUM- CC-122**  
**Title: Business Statistics**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-122	Business Statistics	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	<b>Business Statistics:</b> An Overview-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics- especially in Business Management.	12 Hours
<b>UNIT –II</b>	<b>Collection of Data-</b> Introduction, Primary and Secondary Data, Methods of collecting primary data, questionnaire, source of secondary data. <b>Sampling:-</b> Introduction, Census and sample method, different types of methods of sampling, size of sample, merits and limitations of sampling, sampling error.	12 Hours
<b>UNIT – III</b>	<b>Correlation Analysis-</b> Introduction, Significance of the study of correlation, Types of correlations, Methods of studying correlation-scatter diagram method, graphic method, Karl Pearson coefficient of correlation, Rank correlation. <b>Regression Analysis-</b> Introduction, uses of regression analysis, difference between correlation and regression analysis. Regression equations, methods of simple regression.	12 Hours
<b>UNIT – IV</b>	<b>Analysis of Time Series-</b> Introduction, Definition, Utility of Time Series. Components of a Time Series- Secular Trend, Seasonal Variations, Cyclical Variations, Irregular Variation, Methods of measuring trends- Free hand method or graphic method, semi average method, moving average method, least square method. <b>Business Forecasting:</b> Overview of Forecasting Process-Exploratory Data Analysis-Regression Analysis- Logistic Regression-Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Models.	12 Hours
<b>UNIT – V</b>	<b>Index Numbers</b> - Introduction, Definition and uses of Index Numbers, Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. <b>Marketing Analytics:</b> Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing.	12 Hours

**Books Recommended:**

- Business Analytics, James R Evans, Pearson Education Limited
- Business Analytics: Data Analysis & Decision Making- S. Christian Albright, Wayne L. Winston
- Business Analytics: An Application Focus- Purba Halaoly Rao

**Note:**

**First Semester**  
**Course Code: BUM- CC-123**  
**Title: Indian Financial System and Financial Market**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-123	Indian Financial System and Financial Market	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Salient features of Indian Financial System, Functions, Importance, Concepts & Structure and assets of Financial System, Role of Finance Manager, Forms of Business Organization and Financial considerations, Nature and significance of primary and secondary market, objectives and functions.	12 Hours
<b>UNIT –II</b>	Resource mobilisation, Channelization of funds, Fundamentals of Financial Institutions and Financial Services; financial institutions, nature,types, functions, investment banks, investment companies, commercial banks; venture capital financing.	12 Hours
<b>UNIT – III</b>	Equity, Debt and Currency markets, Financial Market: Money Market, Capital Market Gov. Securities Market & Foreign Exchange Market, indices of BSE, NSE, OTCEI and its calculations, stock market index calculation	12 Hours
<b>UNIT – IV</b>	Financial Instruments Primary market- Instruments, Secondary market- Instruments, short- term, medium term and long term instruments, cost of different sources of raising capital, weighted average cost of capital, optimum capital structure, methods of capital budgeting.	12 Hours
<b>UNIT – V</b>	Financial sector reforms and financial markets, contemporary issues, Recent trends in Indian Financial System, Financial Re-engineering, Issues of relevance, shareholder value and its calculation.	12 Hours

**Books Recommended:**

- Gorden, & Natarajan- Financial Markets & Services, Himalaya Publishing House.
- Gorden, & Natarajan- Financial Markets & Institutions, Himalaya Publishing House.
- Clifford Gomez- Financial Markets, Institutions & Financial Services ,Prentice Hall of India Ltd.
- Tripathi Nalini Prava, Financial Services Prentice Hall of India Ltd

**Note:**

**First Semester**  
**Course Code: BUM- CC-124**  
**Title: Principles of Management and Managerial skills for Effectiveness**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-124	Principles of Management and Managerial skills for Effectiveness	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	<b>Introduction of Management:</b> Concept, Definitions, Essence of Management, Functions of Management, Management as a profession, Managerial Levels and Roles, Managerial Responsibilities; Characteristics of a Good Manager.	12 Hours
<b>UNIT –II</b>	Planning: Concept, Nature, Importance, Types, Steps in Planning, Limitations. Organizing: Organizing defined, Types, Process of Organising, Principles of organizing, Organisational structure. Staffing: concept, definition, Recruitment and Selection, orientation	12 Hours
<b>UNIT – III</b>	Managerial Skills: Characteristics of a Good Manager, Building peer support for team's projects, Identifying operational and strategic gaps	12 Hours
<b>UNIT – IV</b>	Identifying mentor to support professional development, Understand leadership challenges and strategies, Leadership; Communication- Definition, Objectives of Communication, Communication process model, guidelines for effective communication	12 Hours
<b>UNIT – V</b>	Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks, Controlling: Effective Control System, Control Process, Types of Managerial Control.	12 Hours

**Books Recommended:**

- Organizational Behaviour, Stephen P. Robbins
- Organizational Behaviour, J. S. Chandar
- Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc .. 1996
- Stoner, J. etc. *Management*. 6th ed., New Delhi, Prentice Hall of India. 1996

**Note:**

**First Semester**  
**Course Code: BUM- CC-125**  
**Title: Business Communication**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-125	Business Communication	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Course Introduction & Communication Basics, Meaning and Significance of Communication in Business, Process of Communication, Channels and Media in Communication, Contents of Upward, Downward and Criss - Cross Communication, Barriers to communication	12 Hours
<b>UNIT –II</b>	Workshop-Jam Feedback and overcoming Glossophobia-Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–3 (Delivery)	12 Hours
<b>UNIT – III</b>	Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning. What is listening, barriers, strategies for effective listening, listening in business context.	12 Hours
<b>UNIT – IV</b>	Writing Business Communication basics-Writing Reports, Proposals, Emails, Summaries, Communication Networks, Principles of Effective Communication, Barriers of Communication.	12 Hours
<b>UNIT – V</b>	Graded Individual Presentations- Group 1 Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes. Group discussions and interviews.	12 Hours

**Books Recommended:**

- F.T. Wood : A Remedial English Grammar for Foreign Students.
- W.S. Allen : Living English Structure
- R.S. Sharma : Technical Writing.
- Krishna Mohan & R.C. Sharma, Business Correspondence and Report Writing, Tata McGraw Hill, New Delhi.
- Business Communication : Homai Pradhan, Vijya Thakur, D.S. Bhende.
- Effective Business Communication : M.V. Rodrigues, Concept Publishing Company, New Delhi 110 059.
- Communication Skills by Prof. Nageshwar Rao & P.R. Das.
- Business Communication: T N Chab

**First Semester**  
**Course Code: BUM- CC-126**  
**Title: Indian Ethos and Business Ethics**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-126	Indian Ethos and Business Ethics	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra	12 Hours
<b>UNIT –II</b>	Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga,	12 Hours
<b>UNIT – III</b>	Contemporary Approaches to Leadership- Joint Hindu Family Business– Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning , Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama KarmaLaws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership	12 Hours
<b>UNIT – IV</b>	Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making	12 Hours
<b>UNIT – V</b>	ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics	12 Hours

**Books Recommended:**

- AIMA (2007), corporate governance and business ethics.
  - Holden, I.P. (2000). Ethics for managers. Hampshire: Gower.
  - Rajput, Dr. Namita and Vasishth , Dr. Neeru. Corporate Governance, values and ethics.
  - Sekhar, R.C. (2002). Ethical choices in business (2<sup>nd</sup> edition). New Delhi: Response.
- Murray, D. (2001). Ethics in organization. India: Kogan Page

**Note:**

**First Semester**  
**Course Code: BUM- CC-127**  
**Title: Legal and Business Environment (Micro and Macro)**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-127	Legal and Business Environment (Micro and Macro)	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Legal Aspect of Business: Introduction to Business Laws, Fundamentals of contract laws-Formation of Contracts;Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management-Special Contracts	12 Hours
<b>UNIT –II</b>	Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System	12 Hours
<b>UNIT – III</b>	Companies Act 2013: Nature and types of companies , formation of companies, Memorandum and Articles of Association, winding up. The limited Liability Partnership Act 2008: Salient features of LLP, Designated partners, Incorporation documents, Incorporation by Registration, Extent and Limitation of Liability of LLP and partners.	12 Hours
<b>UNIT – IV</b>	-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods- Transfer of Ownership& Property–Performance of contract-Consumer Protection Laws-Law relating to Business Organizations	12 Hours
<b>UNIT – V</b>	Partnership Trusts- Company form of organization, Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions	12 Hours

**Books Recommended:**

- Francis Cherunilam, Business Environment, Himalaya Publications, New Delhi, 11<sup>th</sup> Edition
- K. Aswathappa, Essentials of Business Environment, Himalaya Publications, New Delhi, 11<sup>th</sup> Edition.
- Suresh Bedi, Business Environment, Excel Publications, New Delhi.
- Justin Paul, Business Environment, Text & Cases, McGraw-Hill, New Delhi.
- Francis Cherunilam, Government and Business, Himalaya Publications, New Delhi
- Economic Survey (Latest), Govt. of India, Ministry of Finance, New Delhi.
- Ramesh Singh, Indian Economy, Mcgraw Hill Education Series, New Delhi
- Datt and Sundaram, Indian Economy, S. Chand Publication, New Delhi

**MBA First Semester**  
**BUM- CC-128**  
**Title: Accounting for Managers**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM- CC-128	Accounting for Managers	100	5	4	1	0	5

**Course Objective:**

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

- UNIT – I** Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation. (Max. 12 hrs.)
- UNIT – II** Management Accounting - Concept, Need, Importance and Scope. Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows. (Max. 12 hrs.)
- UNIT – III** Cost Accounting – Introduction Reconciliation and Integration between Financial and Cost Accounts; Cost Sheet, Job & Process Costing, Contract Account. (Max. 12 hrs.)
- UNIT – IV** Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making. (Max. 12 hrs.)
- UNIT – V** Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing. (Max. 12 hrs.)

**Essential & Suggested Readings :**

- Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Bhattacharya S K and Dearden J. *Accounting for Management. Text and Cases*. New Delhi, Vikas, 1996.
- Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, McGraw Hill, 1990.
- Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sullan Chand, 1992.
- Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
- Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997.

**Note:**

(a) The question paper for the End- Semester Examinations shall be of 3 (Three) hours duration and shall be set such as to comprise the following Sections:

- (i) **Section A** : Shall have 10 (Ten) Objective Type Questions of 1 (One) Mark each. All questions in this Section shall be compulsory; **(Total 10 Marks)**.
- (ii) **Section B** : Shall have 6 (Six) Short Answer Questions (SAQs) of 5 (Five) Marks each. Out of which the examinee shall be required to attempt any 4 (Four) questions; **(Total 20 marks)**.
- (iii) **Section C** : Shall have 5 (Five) Essay/Long Answer Questions (LAQs) of 10 marks each. Out of which the examinee shall be required to attempt any 3 (Three) questions; **(Total 30 marks)**.

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

### MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-221	Human Resource Management	100	4	3	1	0	4
2.	BUM- CC-222	Operations Management	100	4	3	1	0	4
3.	BUM- CC-223	Marketing Research	100	4	3	1	0	4
4.	BUM- CC-224	Organizational Behavior	100	4	3	1	0	4
5.	BUM- CC-225	Marketing Management	100	4	3	1	0	4
6.	BUM- CC-226	Computer Applications for Business	100	4	3	1	0	4
7.	BUM- CC-227	Corporate Finance	100	4	3	1	0	4
8.	BUM-CC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4
			800	32	24	8	0	32



**Second Semester**  
**Course Code: BUM- CC-221**  
**Title: Human Resource Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-221	Human Resource Management	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Introduction, HR as a Factor of Competitive Advantage, Line and staff responsibility of HR Managers; Human Resource Planning, Recruitment & Selection process	12 Hours
<b>UNIT –II</b>	HRD- Relationship between HRM and HRD, HRD mechanisms and processes, HRD matrix; Training need analysis, Delivery Methodology, Evaluation	12 Hours
<b>UNIT – III</b>	Capacity Building. Performance Appraisal-methods, limitations and problems, ethics, Potential Appraisals, Compensation Management- Job evaluation, Pay band system, ESOP.	12 Hours
<b>UNIT – IV</b>	Job analysis, wage/ salary fixation, incentives, bonus, Fringe Benefits, Career Planning & Development, Employee Separations, Downsizing & Outplacement	12 Hours
<b>UNIT – V</b>	HRIS, Fundamentals of Industrial Relations and Labour Laws—Trade Union Act; Industrial dispute Act.	12 Hours

**Books Recommended:**

- M. Sharma - Personnel and Human Resource Management.
- V. P. Michael -Human Resource Management & Human Relations
- P. C. Pardeshi - Human Resource Management.
- C. B. Mamoria - Personnel Management
- R.S. Davar : Personnel Management & Industrial Relations, (Tenth Revised Edition), Vikas Publishing House Pvt. Ltd., New Delhi – 14.
- Edwin B. Flippo : Personnel Management, (Sixth Edition) McGraw Hill International Ltd., New Delhi

**Note:**

**Second Semester**  
**Course Code: BUM- CC-222**  
**Title: Operation Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-222	Operation Management	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practice	12 Hours
<b>UNIT –II</b>	Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets	12 Hours
<b>UNIT – III</b>	Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services	12 Hours
<b>UNIT – IV</b>	Inventory Management: Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management, Introduction and Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains	12 Hours
<b>UNIT – V</b>	Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Project Management, Quality management and Sustainable Operations Management	12 Hours

**Books Recommended:**

- Operations Management – Jay Heizer, Barry Render and Chuck Munson
- Production and operation Management- Prof. K.C.Jain, Dr. P.L. Verma and Mr. Prabhat Kartikey
- Operations Management- Nigel Slack, Alisteir Brandon Janes and Robert Johnston

**Note:**

**Second Semester**  
**Course Code: BUM- CC-223**  
**Title: Marketing Research**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-223	Marketing Research	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Background to Research: Developing research proposals-Research paradigms Contributions of research to theory and practice	12 Hours
<b>UNIT –II</b>	Research Ethics-Literature Review: Identifying, accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Argumentation	12 Hours
<b>UNIT – III</b>	Qualitative Methods: The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research-Quantitative Methods: Data and Variables-The Nature of Quantitative Research-Descriptive and Influential Statistics	12 Hours
<b>UNIT – IV</b>	Sampling-Designing and Coding Questionnaires-Data Entry and Screening-Hypothesis Testing-Association: Correlation Coefficients Bivariate Regression-Association-Chi-square Tests-Difference: t-tests-Difference: ANOVA-Reliability, Validity and Rigour-Reporting a Quantitative Study	12 Hours
<b>UNIT – V</b>	Research Proposal: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management Presentation and defence of proposals	12 Hours

**Books Recommended:**

- Research Methodology : C.R. Kothari
- Research Methodology : S.P. Gupta
- Marketing Research : Green & Tull
- Marketing Research: Beri, G.C.
- Marketing Research : Sangeeta Agrawal
- Marketing Research :Principles, Applications & Cases : Sharma D.D., (Sultan Chand & Sons., New Delhi)
- Marketing Research (Methodology Foundations): Churchill, J.R. Gilbert A.
- Marketing Research: Luck, D.J. Hugh G. Wales, D.A. Taylor & Rubin, R.S.
- Modern Marketing Research: Patil, S.G., P.V. Kulkarni & H. Pradhan.
- Marketing Research: Theory & Practice, : Bellur, V.V.

**Second Semester**  
**Course Code: BUM- CC-224**  
**Title: Organizational Behavior**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-224	Organizational Behavior	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Introduction, Foundations of individual behavior-Ability, Attitudes , Job Satisfaction, Personality, Values , Perception	12 Hours
<b>UNIT –II</b>	<b>Motivation:</b> Basic concepts and Theories of Motivation; Basic Concepts and Theories of Leadership and their Application	12 Hours
<b>UNIT – III</b>	Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Interpersonal and group dynamics	12 Hours
<b>UNIT – IV</b>	Group decision making, Techniques, Work teams, Understanding organizations- Managing organizational culture, Technology and organizational design	12 Hours
<b>UNIT – V</b>	Organizational decision making, Managing organizational conflict, power & politics and Organisational change	12 Hours

**Books Recommended:**

- Organizational Behavior, Stephen P. Robbins
- Organizational Behavior, J. S. Chandar

**Note:**

**Second Semester**  
**Course Code: BUM- CC-225**  
**Title: Marketing Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-225	Marketing Management	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Introduction to Marketing Management, The marketing concepts, Features of integrated marketing concept, Recent trends in marketing, Marketing Management, Function of marketing management	12 Hours
<b>UNIT –II</b>	Analysing Marketing Environment and Competition- Consumer Behaviour, Integrated marketing communication, Determining Promotional Mix, Advertising, Sales Promotion, Personal selling.	12 Hours
<b>UNIT – III</b>	Market Segmentation- Bases of Market Segmentation, Benefits, Requisites, marketing mix, Target Marketing- Positioning for Competitive Advantage, Marketing Environment, Marketing Organisation.	12 Hours
<b>UNIT – IV</b>	Product/ Service, Product Classification, Branding- Product Life Cycle, Competitive Strategies, Product Mix Pricing Decision: Objectives and Significance of Pricing, Factors affecting pricing decision, Pricing Approaches, Price Discrimination, Branding, Packaging and Labeling	12 Hours
<b>UNIT – V</b>	New Product Development and Product Extension Strategies- Pricing-Place- Promotion Decisions; Strategic Marketing planning process: Competitor analysis, marketing strategies, Marketing planning process.	12 Hours

**Books Recommended:**

- Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- Stanton, William J. Fundamentals of Marketing, New York, McGraw Hill.
- Ramaswamy, V.S. and Namakumari, S. Marketing: Planning Control, Macmillan India Limited, New Delhi
- Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi
- C. N. Sontakki, Marketing Management, Kalyani Publishers, New Delhi



**Second Semester**  
**Course Code: BUM- CC-226**  
**Title: Computer Applications for Business**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-226	Computer Applications for Business	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Basic features of Computer Systems and their Applications in Managerial Decision Making, Generations of computer and computer languages, personal computer and business	12 Hours
<b>UNIT –II</b>	MS Office- Applications MS Excel: Graphs and Charts–Calculation of various financial functions-Ms Access: Tables and Queries	12 Hours
<b>UNIT – III</b>	MS Power Point: Introduction–Toolbar, their Icons and Commands– Navigating in Power point-Creation of slides, animation, and templates- Designing Presentations–Slide show controls	12 Hours
<b>UNIT – IV</b>	Making notes on Pages and Handouts–Printing Presentations– Customizing Presentations-Auto content Wizard, Introduction to spread sheets software, creation of spread sheet applications, range, formulas, graphics on spread sheets	12 Hours
<b>UNIT – V</b>	Computer Networks: LAN, WAN, MAN, ERP, MIS, Overview of a Network– Communication processors–Communications Media–Types of Network–Network Topologies- Network protocols–Network Architecture, concepts of E-commerce and E-business.	12 Hours

**Books Recommended:**

- P.K. Sinha, Introduction to Computers
- Alexis Leon and Mathew Leon – Introduction to Computers, published by Leon Tech World.
- Boockholdt, J.L. *Accounting Information System: Transaction Processing and Control*, Irwin Mcraw-Hill.
- Hall, J.A., *Accounting Information System*, South-Western College Publishing.
- Gelinias, Ulric J., and Steve G. Sutton, *Accounting Information System*, South Western Thomson Learning.
- Rajaraman, V., *Introduction to Information Technology*, PHI.
- Bharihoka, Deepak, *Fundamentals of Information Technology*, Excel Book.
- Madan, Sushila, *Computer Applications*, Mayur Paperbacks, New Delhi.

**Second Semester**  
**Course Code: BUM- CC-227**  
**Title: Corporate Finance**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-227	Corporate Finance	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Introduction to Financial management: Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations, underlying the choice of form of business organization	12 Hours
<b>UNIT –II</b>	Time value of Money, Valuation of Stocks and Bonds: Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity, Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation	12 Hours
<b>UNIT – III</b>	Capital investment analysis: The yield curve. Spot rates and forward rates, The risk- adjusted discount rate method in capital budgeting decisions. Certainty equivalents cash flows and their use in risky project's analysis. Valuation of risky projects: sensitivity analysis, simulation, decision trees	12 Hours
<b>aUNIT – IV</b>	Capital structure decisions, cost of capital: Capital Structure Decisions; Instruments of Long Finance; Cost of Different sources of Raising Capital; Weighted Average Cost of Capital. Optimum Capital Structure, Valuation and Rates of Return; Methods of Capital Budgeting; Short term financing Investments	12 Hours
<b>UNIT – V</b>	working capital management and finance, Management of Working Capital Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.	12 Hours

**Books Recommended:**

- Corporate Finance- Jonathan Berk and Peter DeMarzo, Pearson Publication
- Corporate Finance- David Hillier, Stephens Ross, Randolph Westerfield, Jeffrey Jaffe and Bradford Jordan
- Corporate Finance- Narender L. Ahuja, Varun Dawar and Rakesh Arrawatia
- Corporate Fianace- Theory and Practice- Aswath Damodaran



**MBA Second Semester**  
**BUM-CC-228**  
**Title: Seminar & Term Paper / Project Work**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM- CC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge

**MBA Third Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-321	Corporate Strategy	100	4	3	1	0	4
2.	BUM-CC-322	Entrepreneurship	100	4	3	1	0	4
3.	BUM- CC-323	Quantitative Techniques	100	4	3	1	0	4
4.	BUM-CC-324	Seminar & Term Paper / Project Work	100	4	3	1	0	4
<b>Specialization:</b> <b>Marketing Management</b>								
5.	BUM- SE -325A	Digital and Social Media Marketing	100	3	2	1	0	3
6.	BUM- SE -325B	International Marketing and Service marketing	100	3	2	1	0	3
<b>Specialization:</b> <b>Financial Management</b>								
4.	BUM- SE -326A	Management of Financial Institutions and Risk Management	100	3	2	1	0	3
5.	BUM- SE -326B	Security Analysis and Portfolio Management	100	3	2	1	0	3
<b>Specialization:</b> <b>Human Resource Management</b>								
5	BUM- SE -327A	Human resource metrics & Compensation management	100	3	2	1	0	3
6.	BUM- SE -327B	Strategic HRM and Performance Management Systems	100	3	2	1	0	3
			600	22	16	6	0	22

**Third Semester**  
**Course Code: BUM- CC-321**  
**Title: Corporate Strategy**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-321	Corporate Strategy	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Introduction to Strategic Management: Objectives and policies; General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management	12 Hours
<b>UNIT –II</b>	The External Environment–Industry Analysis-Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain	12 Hours
<b>UNIT – III</b>	Competing through Business Models -Competitive Advantage and Firm Resources, Competitive Analysis: Framework for analyzing competition, Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model	12 Hours
<b>UNIT – IV</b>	Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage, Internal Analysis; SWOT Analysis; Industry Analysis, Strategic profile of a firm: case study method	12 Hours
<b>UNIT – V</b>	Competitive Advantage to Corporate Advantage -Integrative Analysis, Strategic Planning: Formulation of Strategies	12 Hours

**Books Recommended:**

- Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
- Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
- Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall., 1984.
- Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
- Christensen, C.R. etc. Business Policy: Text and Cases. 6<sup>th</sup> ed., Homewood Illionis, Richard D. Irwin, 1987.
- Glueck, William F. Strategic Management and Business Policy. 3<sup>rd</sup> ed. New York, McGraw- Hill. 1988.
- Hax, A.C. and Majluf, N. s. Strategic Management. Englewood Cliffs, New Jersey, Prentice-Hall Inc. 1984.
- Heme. G. and Prahalad, C.K. Competing fot rhe Future, Boston, Harvard Business School Press, 1984.
- Peters, Tom, Business School in a Box. New York, Macmillan1995.

**Note:**

**Third Semester**  
**Course Code: BUM- CC-322**  
**Title: Entrepreneurship**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-322	Entrepreneurship	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Entrepreneurship and Intrapreneurship–similarities and variance-India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators Rural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-set Key attributes an entrepreneur -Desirable and acquirable attitudes and behaviors-Readiness-The right time, right age, right conditions	12 Hours
<b>UNIT –II</b>	Myths and realities of entrepreneurship-Transition from college/ regular job to the world of start-ups-Personal finance- Explaining to family-Entrepreneurial Stress- Composition–complementarity-Different life stages- Relative importance- Disagreements, Idea, opportunity and retrospective determinism- To solve something felt and experienced vs I want to be an entrepreneur- Where can ideas come from- Creating and appropriating value- Scarcity, choice and trade offs- Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling, Ideal Persona	12 Hours
<b>UNIT – III</b>	Market segmentation, Market sizing- Marketing plan, pricing- Strategy-Rigor of another kind: Heuristics and Gut-feel- Business Plan -How to develop it-What all should it have, what it shouldn't have-Unit economics, scalability, defensibility-Venture feasibility analysis-Pitching- Legal Matters- Organizational form–partnership, sole proprietorship, corporation-Intellectual property–copyright, trademarks	12 Hours
<b>UNIT – IV</b>	Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider- Digital Haves and Havenots- Digital Economy as a resource- Promotion tools-the value of Likes and Shares- Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation, Informal capital–Friends & Family, Angel-Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuumshareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go–Live	12 Hours
<b>UNIT – V</b>	What proof of concept is needed-Minimum viable productName of product / service- Website / Visiting card /Office space- Struggles-Causes of failure–Product/ market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession	12 Hours

**Books Recommended:**

- Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

**Third Semester**  
**Course Code: BUM- CC-323**  
**Title: Quantitative Techniques**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-323	Quantitative Techniques	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Quantitative Techniques: An Overview, Importance for learning Quantitative Techniques for managers. Methods, Importance and scope of Quantitative Techniques in Business Management. Linear Programming- Introduction Formulation of linear programming Problems, Solutions of Linear programming Problems by graphical method, simplex method.	12 Hours
<b>UNIT –II</b>	Transportation Problem-Finding Initial basic feasible solutions- Northwest corner rule, Least cost method, Row minima method, Column minima method and Vogel's approximation methods, test of optimality-Modified distribution methods. Assignment Model- Hungarian method for optimal solution, Solving unbalanced problem.	12 Hours
<b>UNIT – III</b>	Network Analysis- Rules and precautions of network construction; CPM and PERT Networks- Obtaining the critical path, Time estimates for activities, Probability of completion of project, Determination of floats (Total, Free, Independent). Game Theory- Competitive games, rectangular game, saddle point, Minimax (Maximin), Value of the game, Solution of Games with saddle points.	12 Hours
<b>UNIT – IV</b>	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution	12 Hours
<b>UNIT – V</b>	Hypothesis Testing-The Comparison of two samples, Analysis Variance, Chi-square Tests. Decision theory - Introduction, Risk and uncertainty, payoff table, regret table, Decision making under uncertainty- Maximax, Maximin and Minimax regret criterion, Laplace criterion, Hurwitz criterion, Expected monetary value criterion, Expected opportunity loss criterion.	12 Hours

**Books Recommended:**

- Gupta, S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
- Gupta, S.C., Practical Statistics, Sultan Chand & Sons, New Delhi.
- Sharma J.K. : Business Statistics, Pearson, New Delhi

**Note:**

**MBA Third Semester**  
**BUM-CC-324**  
**Title: Seminar & Term Paper / Project Work**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM- CC-324	Seminar & Term Paper / Project Work	100	4	3	1	0	4

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge

**Third Semester**  
**Course Code: BUM- SE-325A**  
**Title: Digital and Social Media Marketing**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325A	Digital and Social Media Marketing	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	Evolution of digital marketing-The digital consumer & communities online, Offline Marketing vs Digital Marketing, Pre-requisites of Digital Marketing, Scope of Digital Marketing in Developing Economy	9 Hours
<b>UNIT –II</b>	Digital marketing landscape-Search Engine Optimization,Search Engine Marketing, -PPC and Online Advertising	9 Hours
<b>UNIT – III</b>	Social Media Marketing-Social Media Strategy & Customer engagement-Affiliate marketing & strategic partnerships, Scope of Social Media Marketing, Effectiveness of Social Media Marketing, Well-known Social Media Marketing Portals	9 Hours
<b>UNIT – IV</b>	Email marketing- Advantages and Disadvantages, Content strategies-CRM & CX in digital marketing-Digital marketing, data, and analytics-Social listening	9 Hours
<b>UNIT – V</b>	Web analytics-Social media analytics Mobile Marketing: Significance of Mobile Marketing, Integrating Digital and Social.-Media Strategies	9 Hours

**Books Recommended:**

- Digital Marketing:Strategies for online success- Godfrey Parkin
- Digital Marketing:Strategy, Implementattion and Practice- Dave Chaffey and Fiona Ellis Chadwick
- Social Media Marketing:Strategies for Engaging in Facebook, Twitter and other Social Media-Loana Li Evans
- Digital and Social Media Marketing: A results Driven Approach- Aleksej, Gorden, Tahir Rashid, Ana Cruz

**Note:**

**Third Semester: 3**  
**Course Code: BUM- SE-325B**  
**Title: International Marketing and Service marketing**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325B	International Marketing and Service marketing	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	International Marketing- Nature & Process of International Marketing, Domestic Marketing V/s. International Marketing. Characteristics of MNCs. Process of Internationalization, Benefits and challenges of International Marketing.	9 Hours
<b>UNIT –II</b>	Basis for International Trade, Principle of Absolute Advantage, Principle of Relative Advantage, International Product Life Cycle Theory, Planning for International Marketing. Overview of Marketing Research, Market Analysis & Market Entry Strategies, International marketing management	9 Hours
<b>UNIT – III</b>	IMC in International Context-Emerging Markets-Future of International Marketing, Product Strategies: Basis decisions, Product planning branding and packaging decisions. Direct and indirect distribution channels, Advertising strategies.	9 Hours
<b>UNIT – IV</b>	Concept of Service, Characteristics of services –Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership, The Service Marketing Triangle, Environment of Service, Service as a system, Attitude towards service and service sector, Goods Vs Services.	9 Hours
<b>UNIT – V</b>	Designing the service-Performing the service-Communicating the service-Service leadership, Customer Retention and Relationship Marketing, Total Quality Management	9 Hours

**Books Recommended:**

- Bhattacharya,B. Export Marketing : Strategies for success.
- Johri ,Lalit M. International Marketing : Strategies for success.
- Keegan, Warren: Global Marketing Management.
- Onkvisit,sak,and shaw,JJ.: International marketing analysis and strategy.
- Pripalomi ,V.H. : International Marketing.
- Terpstra,vern and sarathi,R. :International Marketing
- Walter,I and Murray, T . Handbook of international business.
- Lovelock, Christopher H. Services Marketing.
- McDonald, Malcom and Payne, A. Marketing Planning for Services.
- Zeithmal, Bitner, Gremler and Pandit, Service Marketing: Integrating Customer Focus Across the Firm, McGraw Hill Education Pvt. Ltd., New Delhi

**Note:**



**Third Semester: 3**  
**Course Code: BUM- SE-326A**

**Title: Management of Financial Institutions and Risk Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326A	Management of Financial Institutions and Risk Management	100	3	3	0	0	3

**Course Objective:**

		Max. 6 hrs.
<b>UNIT – I</b>	Introduction to Indian financial system:, role in economic development, weaknesses of Indian financial system. Financial Services. Fundamentals of Mutual Funds, Merchant Banking, underwriting Securitization of debt, leasing, hire purchase, venture capital, factoring & forfeiting, Discounting, Credit rating & Credit Card  <p style="text-align: right;">(Max. 12 hrs.)</p>	9 Hours
<b>UNIT –II</b>	Financial Institutions: Fundamentals & Basic Concept, Role & importance of Financial institutions, Banking financial institutes- structure and operations, non Banking Financial institutions; Financial Management of Commercial Banks; Role of ICICI, IDBI, SIDBI, MUDRA, NHB, NABARD, LIC, GIC, and ECGC etc. in the concerned area. Provisions of RBI's Operations; Credit and Monetary Planning; Thrift Institutions. Development Banks, Innovation and recent trends in Banking	9 Hours
<b>UNIT – III</b>	Introduction to Risk Management : Identifying types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and Hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging, Price variation, Short Term borrowing. Instruments of External techniques of Risk Management: Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects.	9 Hours
<b>UNIT – IV</b>	Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Marketing and Servicing, IT Applications, Tax planning, Legal Framework	9 Hours
<b>UNIT – V</b>	General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Terminology d. Perils, Clauses and Covers, Risk Assessment & Underwriting, Product Design, Development and evaluation, Loss prevention and control. Claims Management, Reinsurance, Marketing and Servicing, IT applications, Legal framework and documentation.	9 Hours

**Books Recommended:**

- Gorden, & Natarajan- Financial Markets & Services, Himalaya Publishing House.
- Clifford Gomez- Financial Markets, Institutions & Financial Services ,Prentice Hall of India Ltd.
- Tripathi Nalini Prava, Financial Services Prentice Hall of India Ltd.

**Note:**

**Third Semester: 3**  
**Course Code: BUM- SE-326B**  
**Title: Security Analysis and Portfolio Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326B	<b>Security Analysis and Portfolio Management</b>	100	3	3	0	0	3

**Course Objective:**

		Max. 6 hrs.
<b>UNIT – I</b>	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return.	9 Hours
<b>UNIT –II</b>	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators. Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management	9 Hours
<b>UNIT – III</b>	Return and Risk( individual and portfolio)- Factor pricing models-equity and Fixed Income valuation-Asset allocation techniques-Managing equity and bonds funds-Managing Mutual funds	9 Hours
<b>UNIT – IV</b>	Portfolio Management: Meaning, evolution, Need & objectives, nature & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct. SEBI guidelines. Differences between security analysis & Portfolio Management.	9 Hours
<b>UNIT – V</b>	Portfolio Theories: Traditional theory, Modern theory (Markowitz theory, sharp's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance	9 Hours

**Books Recommended:**

- Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall., 1983.
- Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management. 8<sup>th</sup> ed., Delhi, S. Chand, 2001
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6<sup>th</sup> ed., New Delhi, Prentice Hall on India, 1995.
- Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill , 1993.
- Haugen, Robert H. Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon London. 1987.
- Sharpe, William F etc. Investment, New Delhi, Prentice Hall of India, 1997
- Brennet, M. Option Pricing; Theory & Applications. Toronto, Lexington Books, 1993
- Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
- Huang, Stanley S C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.
- Sharpe, William F. etc. Investment, New Delhi, Prentice Hall of India, 1997.

**Third Semester**  
**Course Code: BUM- SE-327A**  
**Title: Human resource metrics & Compensation management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327A	Human resource metrics & Compensation management	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	Understanding HR indicators, metrics and data, Data collection, , Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations.	9 Hours
<b>UNIT –II</b>	Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.	9 Hours
<b>UNIT – III</b>	Compensation Management: Concept, definition, objectives, dimensions, concept of total reward system. Economic theories of wages, Living & Fair wage concept. Wage & Salary determination, Job Evaluation approach to Compensation management, Designing Compensation, Internal & External Equity compensation system, Wage differentials.	9 Hours
<b>UNIT – IV</b>	Performance Based compensation: pay for performance, types of performance plans, effect of compensation on performance. Compensation & Motivation. Incentive plans & Fringe Benefits. Strategic compensation Management. Special group compensation: Top Executives, CEO, R&D Staff	9 Hours
<b>UNIT – V</b>	Bonuses- concept & methods of calculation-Pay for performance, Competency based pay, equity based rewards, team rewards-Reward strategy & psychological contract, Law relating to compensation- Executive compensation, Benefits administration	9 Hours

**Books Recommended:**

- P. Subba Rao, Essentials of Human Resource Management & Industrial relations, Fifth edition, Himalaya publishing House.
- SC Srivastava, Industrial Relations & Labour Laws, Vikas publishing house.
- AM Sarma, Industrial Relations & Labour Laws, Himalaya Publishing House, Second edition, 2015
- Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press.
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House. First edition, 2015
- B.D. Singh, Compensation and Reward Management, Excel Books, Sixth edition, 2012
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House.
- John Sullivan, HR Metrics, the world-class way;how to enhance your status,

**Third Semester**  
**Course Code: BUM- SE-327B**  
**Title: Strategic HRM and Performance Management Systems**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327B	Strategic HRM and Performance Management Systems	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	Introduction to business and corporate strategies, integrating business strategies with HR strategies, analyzing HR practices followed by different firms, HR as a strategic planner.	9 Hours
<b>UNIT –II</b>	Challenges and implementation of strategic human resource management: process based approach. Human resource environment-technology, structure; workforce diversity; demographic challenges, temporary and contract labour.	9 Hours
<b>UNIT – III</b>	Recruitment and retention strategies, training and development strategies, performance management strategies, reward and compensation strategies, retrenchment strategies and human aspect of strategy implementation.	9 Hours
<b>UNIT – IV</b>	Introduction to performance management system, Reviewing & Managing Performance–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card, EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures	9 Hours
<b>UNIT – V</b>	Performance Management and Rewards-Ethics in Performance Management. Building a High Performance culture-Performance Management & Employee Development.	9 Hours

**Books Recommended:**

- Anuradha Sharma, STRATEGIC HUMAN RESOURCE MANAGEMENT: an Indian perspective, sage publication
- T.V.Rao, performance management toward organizational excellence, sage publications
- Chiara demartini, performance management system:design, diagnosis and use, springer publications

**Note:**

**MBA Fourth Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-421	Project Management	100	4	3	1	0	4
2.	BUM- CC-422	Organization Design	100	4	3	1	0	4
3.	BUM-CC-423	Seminar & Term Paper / Project Work	100	4	3	1	0	4
<b>Specialization:</b> <b>Marketing Management</b>								
5.	BUM- SE -424A	Retail Management and product Management	100	3	3	0	0	3
6.	BUM- SE -424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3
<b>Specialization:</b> <b>Financial Management</b>								
4.	BUM- SE -425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3
5.	BUM- SE -425B	International Accounting and Projects Planning Analysis Management	100	3	3	0	0	3
<b>Specialization:</b> <b>Human Resource Management</b>								
4.	BUM- SE -426A	International HRM and Cross Cultural Management	100	3	3	0	0	3
6.	BUM- SE -426B	Organizational Change and leadership	100	3	3	0	0	3
			<b>500</b>	<b>18</b>	<b>15</b>	<b>3</b>	<b>0</b>	<b>18</b>

**Fourth Semester**  
**Course Code: BUM- CC-421**  
**Title: Project Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-421	Project Management	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles	12 Hours
<b>UNIT –II</b>	Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point, Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), PERT and CPM	12 Hours
<b>UNIT – III</b>	Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management	12 Hours
<b>UNIT – IV</b>	Understanding different fundamental contract types and some of the variants, Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	12 Hours
<b>UNIT – V</b>	Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects	12 Hours

**Books Recommended:**

- Project Management: Principles of Project Management- Paul Newton and Helen Bristoll
- Fundamentals of Project Management- James P. Lewis
- Project Management: Process, Technology and Practice- Ganesh Vaidyanathan
- Project Management- Harold Kerzner

**Note:**

**Fourth Semester**  
**Course Code: BUM- CC-422**  
**Title: Organization Design**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-422	Organization Design	100	4	3	1	0	4

**Course Objective:**

<b>UNIT – I</b>	Understanding organizations-Basics of an organizational design, Scope and Significance of Organization design, Different Forms of Organizational Design	12 Hours
<b>UNIT –II</b>	Organization and stakeholders-Organizations and environmental influences-Organizational strategy	12 Hours
<b>UNIT – III</b>	Organizational design - Alternative structures-Management process - Authority and organizational control mechanisms	12 Hours
<b>UNIT – IV</b>	Managing organizational culture Technology and organizational design- Organizational decision making and organizational learning & knowledge management	12 Hours
<b>UNIT – V</b>	Organizational life cycle and change management- Managing organizational conflict, power and politics	12 Hours

**Books Recommended:**

- Organization Design- Patrica Cichocki and Christine Irwin
- Organization Design: The Collaborative Approach- Naomi Stanford
- Strategic Organizational Diagnosis and Design: The Dynamics of Fit- Richard M. Burton and Borge Obel
- Levers of Organization Design- Robert Simons

**Note:**

**MBA Fourth Semester**  
**BUM-CC-423**  
**Title: Seminar & Term Paper/ Industrial Tour**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM- CC-423	<b>Seminar &amp; Term Paper/ Industrial Tour</b>	100	4	3	1	0	4

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.

***In case of industrial tour for MBA IV Semester Credit is divided as (4+1) one credit (i.e. 20 marks) shall be awarded on the submission of report on the Industrial tour/visit. The report has to be submitted to the tour in-charge.***



**Fourth Semester**  
**Course Code: BUM- SE-424A**  
**Title: Retail Management and product Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424A	Retail Management and product Management	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	Retail Management: Understanding Shoppers-Delivering value through retail formats-Deciding location-Supply Chain Management-Retail Buying-Retail Marketing	9 Hours
<b>UNIT –II</b>	E-retailing and Technology in Retailing- In Store Technologies, Electronic retailing, Technology- Human Interface, Challenges etc.Category Management-Store layout and Design-Establishing a Pricing Strategy-Deciding location	9 Hours
<b>UNIT – III</b>	Product management decision- making & product policy decisions.New product idea generation and screening-Brand Awareness and Consumer Brand Knowledge	9 Hours
<b>UNIT – IV</b>	-Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning DecisionsConcept Testing-Tactical Branding Decisions-Product Use	9 Hours
<b>UNIT – V</b>	Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure)	9 Hours

**Books Recommended:**

- Diamond Allen, Fashion Retailing.
- Diamond, Jay And Gerald Pontel Retailing.
- Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion.
- Levy, Michael & Barton A.Weitz Retailing Management.

Berman B and Evans J R- *Retail Management*

**Note:**

**Fourth Semester**  
**Course Code: BUM- SE-424B**  
**Title: B2B Marketing, Sales and Distribution Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	B2B Marketing: Market Opportunity Identification–Analysis & Evaluation-Introduction to B2B Marketing-Customer Analysis-Customer Relationship Management Strategies for Business Markets	9 Hours
<b>UNIT –II</b>	Assessing Market Opportunities-Environmental Changes Impacting Supply Chain Power-Strategic Market Planning-Managing Products for Business Markets-Managing Business Marketing Channels	9 Hours
<b>UNIT – III</b>	Pricing-Key Account Management-Business Marketing Communication-Business Marketing Communication-B2B Branding	9 Hours
<b>UNIT – IV</b>	Introduction to SDM & Marketing Channels-Channel DesignChannel Migration & Emergent Channels-Power & Conflict in Channel Management-Wholesaling and Mass Distribution	9 Hours
<b>UNIT – V</b>	Retailing and Modern Retail-Introduction to Sales & Personal Selling-Strategic Sales Management-Managing the sales force-Sales Analytics-Sales force Compensation and EvaluationSocial & Ethical concerns in SDM	9 Hours

**Books Recommended:**

- Aaker, David A. etc. Advertising Management, 4<sup>th</sup> ed. New Delhi, Prentice Hall on India, 1985.
- Beleh, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3<sup>rd</sup> ed. Chicago,
- Borden, William H. Advertising, New York, John Wiley, 1981.
- David Ogilvy on Advertising London, Longman, 1983.
- Anderson, R. Professional Sales Management Englewood Cliffs, Jersey, Prentice Hall Inc. 1992.
- Anderson, R. Professional Personal Selling, Englewood Cliffs, Jersey, Prentice Hall Inc. 1991.
- Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin. 1983.
- Dalrymple, D J. Sales Management: Concepts and Cases, New York, John Wiley, 1989.

**Note:**

**Fourth Semester**  
**Course Code: BUM- SE-425A**

**Title: International Financial Management and Foreign Exchange Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	International Financial Environment, International Financial Transaction, Foreign Exchange Market: An Introduction, Foreign Exchange Market: Market Participants, Introduction to Indian Foreign Exchange Market, International Monetary Standard: Gold Standard, International Monetary System: Paper Currency Standard, Purchasing Power Parity & Bretton Woods Agreement, Floating Rate, Currency Boards & Currency Basket Systems, Foreign Exchange Contracts: Spot and Forward Contracts, Foreign Exchange Contracts: Swaps and Options	9 Hours
<b>UNIT –II</b>	Foreign Exchange Quotations: Spot Market, Foreign Exchange Quotations: Bid-Ask Spread, Foreign Exchange Quotations: Cross Rates, TT Buy/Sell Rates, TC Buy/Sell Rates.	9 Hours
<b>UNIT – III</b>	Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Cross Rates & Triangular Arbitrage, Exchange Rate Theories: Purchasing Power Parity, Purchasing power parity, Exchange Rate Theories: Exchange Rate Pass Troughs.	9 Hours
<b>UNIT – IV</b>	International Parity Conditions, Foreign Exchange Exposures: Transaction Exposure, Transaction Exposure Management, Interest Rate Swaps, Currency Swaps, Operating Exposure Measurement, Operating Exposure Management: At Operational Level, Operating Exposure Management: At Strategic Level, Translation/Accounting Exposure: Integral vs. Non-Integral Foreign Operation, Translation/Accounting Exposure: Measurement and Management.	9 Hours
<b>UNIT – V</b>	International Trade & Risk Associated with International Trade, Financing of International Trade, International Equity Market and Cross Listing of Shares, International Equity Market and Indian ADRs and GDRs, International Bond Market: An Introduction, Indian Companies and International Bond Market, International Perspective of Cost of Capital, International Capital Structure, International Capital Budgeting, Evaluation of Foreign Direct Investment.	9 Hours

**Books Recommended:**

- International Financial Management by P.G.Apte, TMH Publication, 4th Ed.
- International Finance Management, Eun & Resnick TMH Publication, 4th Ed.
- International Finance Management, Jeff Madura, Thomson Publication, 7th Ed.
- Multinational Business Finance by David K Eiteman, Arthur I Stonehill, Michael H Moffett , Alok Pandey , Pearson Publication, 10th Ed.
- Multinational Financial Management, by Alan C. Shapiro, Wiley India, 8th Ed.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management. 2<sup>nd</sup> ed. New Delhi, Anmol, 2001.
- Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc. 1996.
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993,
- Levi McGraw Hill.

**Note:**

**Fourth Semester**  
**Course Code: BUM- SE-425B**

**Title: : International Accounting and Project Planning Analysis Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425B	<b>International Accounting and Project Planning Analysis Management</b>	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	International Dimensions of Accounting- International Audit Environment, International dimensions of Financial Reporting, Characteristics of financial reporting in emerging capital market, Transfer pricing.	9 Hours
<b>UNIT –II</b>	Performance Evaluation, Analysis of foreign financial statements, Additional Issues in International financial statement analysis, Integrating Ethics into the Accounting Curriculum, Global Risk Management.	9 Hours
<b>UNIT – III</b>	Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.	9 Hours
<b>UNIT – IV</b>	Multiple Project and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects Project Financing in India; Problem of time and Cost Overrun in Public Sector Enterprises in India.	9 Hours
<b>UNIT – V</b>	Assessment of the Tax Burden; Environmental Appraisal of Projects, , Project negotiation, Valuing Projects	9 Hours

**Books Recommended:**

- Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
- Gray, S. J. International Accounting and Transnational Decisions, London, Butterworth, 1993.
- Prodhon, Bimal, Multinational Accounting, London Croom-Helm, 1986.
- Rathore, Shirin, International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.
- Bhalla, V. K. Modern Working Capital management, New Delhi, Anmol, 1997.
- Bhalla V. K. Financial management and Policy, 2<sup>nd</sup> ed. New Delhi, Anmol, 1998.
- Chandra, Prasanna Project; Preparation, Appraisal, Budgeting and Implementation, 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hil, 1997.
- Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi Westvile, 1995.

**Note:**

**Fourth Semester**  
**Course Code: BUM- SE-426A**  
**Title: International HRM & Cross Cultural Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426A	International HRM & Cross Cultural Management	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	International HRM: Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues, challenges in managing employee diversity, stages of international involvement, developing HRM policies in global context, Managing expatriate assignments with HRM policies. Case study1	9 Hours
<b>UNIT –II</b>	Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross border integrations-Legal issues in global workforce management, Meeting the challenges of effective Staffing in International context, appraisal of expatriate, third and host country employees, case study 2	9 Hours
<b>UNIT – III</b>	Issues in international performance management, international training, international compensation-approaches, composition, social security systems across countries, emerging issues, International Labour Relations , HRM practices in different countries. Case study 3	9 Hours
<b>UNIT – IV</b>	Cross Cultural Management: Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management. Case study 4	9 Hours
<b>UNIT – V</b>	The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decision-making within diverse cultures - ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence. Case study 5	9 Hours

**Books Recommended:**

- French and Bell, Organizational Development, Pearson Education Sixth edition, 2008
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education, Eighth edition, 2013
- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organization Development for Excellence, McMillan, India.
- Sharma A.M, Managing Human Resources in Global Environment", Himalaya Publication, Nagpur, Latest edition, 2013
- P. Subba Rao, International Human Resource Management, Himalaya Publication, Second edition, 2017
- International Dimensions of Human Resource Management. 2<sup>nd</sup> ed. California, Wadsworth, 1994.
- K. Aswathappa & Sadhna Dash, "International Human Resource Management: Text & Cases", Tata Mcgraw Hill Education, Private Ltd., New Delhi, Second edition, 2013

**Note:**

**Fourth Semester**  
**Course Code: BUM- SE-426B**  
**Title: Organizational Change and leadership**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426B	Organizational Change and leadership	100	3	3	0	0	3

**Course Objective:**

<b>UNIT – I</b>	Organizational Change and Development: Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change, Conceptual Framework of OD, OCTAPACE model of climate survey	9 Hours
<b>UNIT –II</b>	Managing OD Process, Classification of OD interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD	9 Hours
<b>UNIT – III</b>	Team Dynamics at Work: Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building.	9 Hours
<b>UNIT – IV</b>	Leadership: Roles of a leader, Leadership theory paradigms, Leadership traits and ethics, Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture	9 Hours
<b>UNIT – V</b>	Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, Indian cases on leadership.	9 Hours

**Books Recommended:**

- Koontz, Hand Wechrich, H. *Management*. 10th Ed. New York. McGraw Hill, 1995.
- Luthans, F. *Organizational Behaviour*. 7th ed. New York, McGraw Hill, 1995.
- Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc .. 1996.
- Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
- Singh, Dalip *Emotional Intelligence at Work, Response Books*, Sage Publications. Delhi, 2001
- Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., New Jersey, Prentice Hall Inc., 1995.
- Stoner, J. etc. *Management*. 6th ed., New Delhi, Prentice Hall of India. 1996.
- French and Bell, *Organizational Development*, Pearson Education
- D.R. Brown, *An Experimental Approach to Organization Behavior*, Pearson Education
- Sharma A.M, *Managing Human Resources in Global Environment*”, Himalaya Publication, Nagpur.
- P.L. Rao, *International Human Resource Management: Text & Cases*, Excel Books
- Bartlett, C and Ghoshal *Cases and Reading in Cross Border Management*. Irwin, 1995.
- *International Human Resource Management*, Himalaya Publication.
- *International Dimensions of Human Resource Management*. 2<sup>nd</sup> ed. California, Wadsworth, 1994.
- Hofstede, G. *Cultures Consequence; International Differences in Work Related Values*. London, Sage 1984.

**Note:**