

MBA

Programme Structure & Syllabus

TWO YEARS MBA (FULL TIME) PROGRAMME

2024-2026

INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR



MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Master of Business Administration is a two-year program divided into four semesters. The Master of Business Administration program helps in gaining a comprehensive understanding of the business world and developing a skill set to thrive in the global market. The program will instill confidence to innovate on the global stage, grow through experimental learning, and develop personalized leadership skills. During the program, you will study business courses and discipline-specific courses which will help you align your career in the area of your interest and professional growth.

Management training is the heart of the MBA curriculum. It aims to provide training in the functional areas of management like Marketing Management, Finance Management, Human Resource Management, and System Management. The curriculum is designed in such a way that there is a combination of both theoretical and practical aspects. Classroom teaching, tutorials, and seminars help in developing the theoretical knowledge base. Industry-based projects, workshops, and summer internships helps in shaping practical exposure.

Program Outcomes

Master of Business Management Program aims at achieving the following program outcomes after successful completion of the Program.

PO-1	Knowledge: Understand the application of theoretical studies into real-time application-based approaches through Case-based study, Internship, and on-the-job training methods.
PO-2	Critical Thinking and Reasoning: This program places a strong emphasis on the value of being conscious of our presumptions, challenging their accuracy, and approaching concepts and choices from several angles. It entails having the capacity to recognize, assess, and make sensible choices based on logical reasoning.
PO-3	Problem Solving: To Identify, formulate, review research literature, and analyze complex business problems and reach substantiated conclusions using the principles and concepts of business and management.
PO-4	Advanced Analytical and Computational Skills: To Understand the problem-solving and strategic planning ability, enhancing the analytical skills and the ability to cope with demands and challenges.
PO-5	Effective Communication: This program helps participants improve their communication skills and makes sure they can express themselves accurately in written, spoken, and technological mediums. It also encompasses the capacity to link individuals, concepts, literature, media, and technology, as well as the capacity to communicate effectively and interpret the world.
PO-6	Social/Interdisciplinary Interaction: It emphasizes the capacity to solicit the opinions of others, resolve conflicts, and aid in reaching decisions in group settings. It entails having the capacity to collaborate with others, forge agreements, and settle disputes. It emphasizes the integration of managerial skills, ability, and knowledge in solving managerial problems in other professional fields.
PO-7	Self-Directed Lifelong Learning: gaining the capacity to participate in independent, ongoing learning in light of socio-technical developments. It entails having the capacity to learn on one's own, adjust to new technology, and consistently acquire new abilities and information.

PO-8	Effective Citizenship, Leadership, and Innovation: The necessity of sympathetic social concern and equity-focused national development is emphasized. It entails being aware of the problems that society faces, being involved in civic affairs via volunteering, and behaving in a way that reflects a thorough understanding of these problems. It aims to develop leaders who are aware of their social obligations and are ready to take risks and innovate with changing times.
PO-9	Ethics: It emphasizes the significance of appreciating many value systems, comprehending the moral implications of choices, and taking accountability for them. It entails being conscious of ethical concerns and basing judgments on ethical principles
PO-10	Further Education or Employment: To encourage students to pursue higher degrees such as Fellow Program in Management and Ph.D. Program. To develop skill sets to gain employment in the field of their choice.
PO-11	Global Perspectives: Develop the students with the requisite knowledge, skills & right attitude necessary to create effective leadership that enables students to prove, develop, and sustain in a global environment. Design solutions for complex business problems and design systems or processes that meet the specified needs with appropriate consideration for the law of the land, and the cultural, societal, and environmental considerations.

Program Specific Outcomes: At the end of the program the student will be able to:

PSO1	Students shall gain in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various functions of management in the emerging globalized environment.
PSO2	To Develop competencies regarding quantitative and qualitative data analysis pertaining to business in addition to problem-solving in the areas of marketing, Finance, human resources, and systems management.
PSO3	Developing responsiveness to social issues, exploring solutions with business ethics, identifying problems, and opportunities for social entrepreneurship, designing ethical business solutions, and educating students on ethical awareness and behaviour.
PSO4	Utilize diverse business communication methods, incorporating technology, logical reasoning, and effective oral and written skills in business applications. Foster understanding of leadership responsibilities and effective team leadership across organizational levels, enabling collaboration, showcasing leadership qualities, and leveraging team members' diverse skills in relevant domains
PSO5	Gain meaningful employment and develop competencies to qualify for national and international competitive exams or become entrepreneurs.

Master of Business Administration

Specification of Courses	Semester	No: of Courses	Credits
Core	I, II, III, IV	21	72
Discipline Centric Electives	III, IV	08	32
Total		29	104
Additional courses (Qualifying in nature for students admitted to the School of Studies Only) and courses available in the school of study or University Teaching Department			
Generic Elective (MBA 04+ 02 CBCS)	I, II, III, IV	06	20
Skill Enhancement (Value Added Courses)	III	02	04
Indian Knowledge System	I	02	04

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

PROGRAMME STRUCTURE

Semester	Course Nature	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ES E	Total
I	Core	MBA1501FT111	Management Concepts and Process	T	3	4	30	70	100
	Core	MBA1501FT112	Business Legislations	T	3	3	30	70	100
	Core	MBA1501FT113	Quantitative Methods	T	3	3	30	70	100
	Core	MBA1501FT114	Managerial Economics	T	3	3	30	70	100
	Core	MBA1501FT115	Accounting for Managers	T	3	3	30	70	100
	Core	MBA1501FT116	Information Technology	T	3	3	30	70	100
	Core	MBA1501FT117	Environment and Management	T	3	3	30	70	100
	Core	MBA1501FT118	Organizational Behavior*	T	3	4	30	70	100
	Core	MBA1501FT119	Industry Based Project & Viva-I	P		4	30	70	100
Semester Total						30			900
II	Core	MBA1501FT121	Managerial Communication	T	3	3	30	70	100
	Core	MBA1501FT122	Human Resource Management	T	3	3	30	70	100
	Core	MBA1501FT123	Financial Management	T	3	3	30	70	100
	Core	MBA1501FT124	Marketing Management	T	3	3	30	70	100
	Core	MBA1501FT125	Production Management	T	3	3	30	70	100
	Core	MBA1501FT126	Research Methodology	T	3	3	30	70	100
	Core	MBA1501FT127	Business Ethics & Indian Ethos	T	3	4	30	70	100
	Core	MBA1501FT128	International Business*	T	3	4	30	70	100
	Core	MBA1501FT129	Industry Based Project & Viva -II	P	3	4	30	70	100
Semester Total						30			900
III	Core	MBA1501FT231	Management Science	T	3	4	30	70	100
	DCE1	MBA1501FT232M (Compulsory)	Marketing Research & Consumer Behavior**	T	3	4	30	70	100
		MBA1501FT232F	Security Analysis and Portfolio Mgt.**	T	3	4	30	70	100
		MBA1501FT232H	Human Resource Development**						
		MBA1501FT232S	System Analysis & Design**						
	DCE2	MBA1501FT233M (Compulsory)	Sales & Advertising Management**	T	3	4	30	70	100
		MBA1501FT233F	Management of Financial Services**	T	3	4	30	70	100
		MBA1501FT233H	Legal Framework of HRM**						
		MBA1501FT233S	RDBMS & SQL Concepts**						
	Core	MBA1501FT234	Organizational Effectiveness & Change*	T	3	4	30	70	100
	Core	MBA1501FT235	TRAINING REPORT & VIVA	T	3	6	30	70	100

		Semester Total					30			700
IV	Core	MBA1501FT241	Strategic Management	T	3	3	30	70	100	
	Core	MBA1501FT242	Management Information System	T	3	3	30	70	100	
	DCE3	(Compulsory)	MBA1501FT243M	International Marketing**	T	3	4	30	70	100
			MBA1501FT243F	International Financial Management***	T	3	4	30	70	100
			MBA1501FT243H	Compensation Management***						
			MBA1501FT243S	Business Process Re-Engineering & ERP***						
	DCE4	(Compulsory)	MBA1501FT244M	Industrial & Service Marketing**	T	3	4	30	70	100
			MBA1501FT244F	Project Planning, Analysis & Management***	T	3	4	30	70	100
			MBA1501FT244H	Management of Industrial Relations***						
			MBA1501FT244S	Fundamentals of Computer Architecture***						
	Core	MBA1501FT245	Retailing Management*	T	3	4	30	70	100	
Core	MBA1501FT246	Corporate Social Responsibility	T	3	4	30	70	100		
		Semester Total					30			800

1. *Students may choose this course offered by MOOCs through SWAYAM Portal subject to the following conditions:

(a) the chosen paper will be other than the papers offered in the current course structure.

(b) the paper will be PG level with a minimum of 12 weeks duration.

(c) The list of courses on the SWAYAM Portal keeps changing, the departmental Committee will finalize the list of MOOC courses for each semester.

(d) The paper(s) may be chosen from SWAYAM Portal on the recommendation of the head of the department.

2. ** Marketing is offered as a Compulsory Specialisation. Therefore, the candidate will compulsorily choose Marketing (M) Specialisation papers from the category of Discipline Centric Electives in Semesters III and IV. The student will compulsorily study the paper in group M.

3. ***The students have an option to choose any one of the electives from Finance (F), Human Resources (H), and System specialization (S). The student will study the paper available under that Discipline Centric Elective falling in groups (F), (H), and (S). The Discipline Centric Elective Chosen in III semester cannot be changed in IV semester.

4. The candidates who have joined the PG Program in the School of Studies (University Teaching Department), shall undergo additional Generic Elective papers (only Qualifying in nature) offered by other departments of the University in semesters II and III.

5. The candidates who have joined the PG program in the School of Studies (University Teaching Departments) shall undergo Skill enhancement courses/Value added courses (only Qualifying in nature) in semesters I and II.

Generic Elective Courses (Offered to PG students of other Departments /SoS only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
II	MBA150 1CBS01	Management Concepts and Process	T	2	2	25	75	100
III	MBA150 1CBS02	Managerial Communication	T	2	2	25	75	100

Skill Enhancement / Value Added Courses (Offered to PG students of Institute of Management only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
III	MBA150 1SKE01	Literature Review and SPSS for Research (FT236)	T	2	2	30	70	100

Indian Knowledge System (Offered to PG students of Institute of Management only)

Semester	Course Code	Course Title	Course Type (T/P)	Hrs / Week	Credits	CIA	ESE	Total
I	MBA150 1IKS01	Managerial Perspectives of Indian Knowledge System (FT120)	T	2	2	30	70	100

AICTE Guidelines

MBA Course	Required Number of Credits	Credit as Per MBA Syllabus
First Year (I and II Semester)	54 Credits of Courses	60
Second Year (III and IV Semester)	42 Credits of Electives	42
Internship/field Work	06 Credits	06
Total	102 Credits	108 Credits

MBA - FIRST SEMESTER (Session: 2024-2026)

MANAGEMENT CONCEPTS AND PROCESS (FT-111)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To Understand the various management concepts and practices.
CO2.	To gain knowledge about concepts of Planning and Decision making.
CO3.	To gain knowledge about different concepts of organising.
CO4.	To evaluate the concepts and principles of Directing.
CO5.	To learn about Controlling and its various techniques.

COURSE CONTENT:

UNIT I: Concepts, Nature, Scope, Significance, functions and principles of management, historical evolutions of management thoughts Management Process, System Approaches to Management.

UNIT II: Planning-concepts, components and steps involved in planning process, MBO, Individual and Group Decision Making.

UNIT III: Organizing- principles, centralization, decentralizations, delegation, employees' empowerment, line & Staff Authority, Different types of organization structures, staffing.

UNIT IV: Directing and Coordinating Assumptions in directing, Principles of Directing,

UNIT V: Controlling, Nature, Scope, Functions, Steps and Control Techniques.

Suggested Readings:

1. Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
3. Peter F. Drucker, **The Practice of Management**, Allied Publishers.
4. Massie, **Essentials of Management**, AITBS, New Delhi.
5. Terry and Franklin, **Principles of Management**, AITBS, New Delhi.
6. Agrwal, R.D. **Organisation and Management**- TMH, New Delhi

BUSINESS LEGISLATIONS (FT-112)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the Indian Contract Act and related terminologies.
CO2.	To gain knowledge about the Negotiable Instrument Act and related concepts.
CO3.	To have detailed description of Companies Act
CO4.	To understand the Consumer Protection Act and associated topics.
CO5.	To Analyse various labour legislation applicable in India.

COURSE CONTENT:

UNIT I: The Indian Contract Act 1872, Essentials of a valid contract, Void agreements, Performance of Contracts & its remedies, Quasi-contracts. Agency, Bailment, Pldge, Guarantee and Indemnity.

UNIT II: An overview of The Negotiable Instruments Act 1881. Holder-in-Due Course, Arbitration.

UNIT III : The Companies Act : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus Allotment of Shares, Winding Up.

UNIT IV : Consumer Protection Act : Objectives, Consumer Right, Consumer Protection Council, Central consumer Protection Authority, Consumer Dispute Redressal Commission, Mediation, Offences and Penalties. IT Act 2000: Salient features, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities, Electronic Signature Certificate, Duties of Subscribers, Penalties and Adjudication, Cyber Appellate Tribunal, Offences and Inter-mediaries not to be liable in certain cases.

UNIT V : An Overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Employee (Workmens') Compensation Act.

Suggested Readings:

1. Tuteja S.K. **Business Law For Managers**, New Delhi, Sultan Chand.
2. Kapoor, N. D. Mercantile Law.
3. Datey, V. D. Business and Corporate Laws, Taxman
4. Padhi, P. K., Legal Aspects of Business, PHI
5. Kuchhal, M. C., Business Laws, Vikas Publishing House
6. Pandit, M. S. and Pandit, Sobha., Business Law, Himalaya Publishing House
7. Grover and Kapoor, Company and Business Law, S. Chand

QUANTITATIVE METHODS (FT-113)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn the Mathematical basis of Managerial Decision and their application.
CO2.	To analyze Frequency Distributions.
CO3.	To apply probability and it's theories in business.
CO4.	To understand Correlation and Regression Analysis.
CO5.	To understand the concepts of Index Numbers, Time Series Analysis and Forecasting.

COURSE CONTENT:

UNIT I : Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices, Markov chains.

UNIT II: Frequency Distributions and their Analysis - Measures of Central Tendency and Dispersion.

UNIT III: Probability Theory and Probability Distributions – Binomial, Poisson, Normal and exponential.

UNIT IV: Correlation and Regression Analysis (Linear)

UNIT V: Index Numbers, Time Series Analysis and Forecasting.

Suggested Readings:

1. Chadha, N.K. **Statistics for Behavioural and Social Scientists**, Reliance Publishing House, Delhi.
2. Gupta, S.P. and Gupta M.P. **Business Statistics**, New Delhi, Sultan Chand.
3. Levin Richard I and Rubin David S. **Statistics for Management**, New Jersey, Prentics Hall Inc.
4. Terry, Sineich, **Business Statistics by Examples**. London, Collier Macmillan Publishers.
5. Sharma, J. K. **Business Statistics**, Pearson Education Pte. Ltd.

MANAGERIAL ECONOMICS (FT-114)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To develop understanding of fundamental concepts of managerial economics
CO2.	To gain knowledge about the different concepts and practices of demand.
CO3.	To understand the price output decisions under different market conditions
CO4.	To explain the concepts and measurement of National Income.
CO5.	To collect detailed information related to Profit and profit theories.

COURSE CONTENT:

UNIT I: Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.

UNIT II: Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus. Law of Returns and Production Functions and cost output relations, Market structure.

UNIT III: Price-output decisions under different market conditions -Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination, Types of price discrimination.

UNIT IV : Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.

UNIT V: Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.

Suggested Readings:

1. Adhikary, M. **Business Economics.**, New Delhi, Excel Books.
2. Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall
3. Chopra, O.P., **Managerial Economics**, New Delhi, Tata Mcgraw Hill.
4. Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
6. Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

ACCOUNTING FOR MANAGERS (FT-115)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basics of financial accounting & preparing financial statements.
CO2.	To build skills essential for Analysing Financial Statements.
CO3.	To gain knowledge about cost accounting and management accounting.
CO4.	To understand budget and related concepts.
CO5.	To gain knowledge about costing.

COURSE CONTENT:

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

UNIT II: Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis, The Statement of Cash Flows.

UNIT III: Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Job and Process Costing.

UNIT IV: Budget and Budgetary Control, Types of Budgets – Flexible Budget, Cash Budget.

UNIT V: Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.

Suggested Readings:

1. Anthony R N and Reece J S. **Accounting Principles**, Homewood, Illinois, Richard D. Irwin.
2. Bhattacharya S K and Dearden J. **Accounting for Management: Text and Cases**. New Delhi, Vikas.
3. Hingorani, N L. and Ramanathan, A.R. **Management Accounting.**, New Delhi, Sultan Chand.
4. Horngren, Charles etc. **Principles of Financial and Management Accounting**. Englewood Cliffs, New Jersey, Prentices Hall Inc.

Information Technology (FT-116)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn basics of computers.
CO2.	To gain knowledge of Operating System.
CO3.	To collect details of popular software Packages.
CO4.	To have detailed description about various types of computer networks.
CO5.	To acquaint students with the fundamentals of World Wide Web.

COURSE CONTENT:

UNIT I: Introductions to Computers- Hardware, Software, System software, Application software and packages, Introduction to embedded software

UNIT II: Fundamentals of Operating System, DOS, Windows, Introduction to DBMS Concepts and integration of applications, Basics of data processing, Data hierarchy, Data file structures, Emerging Communication Technologies.

UNIT III: Commonly used software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point, Tally etc.

UNIT IV: Types of Networks- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business, Overview of cyber security, Cloud Computing, Artificial Intelligence.

UNIT V: Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications, Use of internet as a medium of marketing, Managerial issues in reaching consumers / organizations through internet.

Suggested Readings

1. Burch, John and Grudnitski Gary. **Information Systems : Theory and Practice**, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems**. Fort Worth, Dryden.
3. Estrada, Susan. **Connecting to the Internet**. Sebastopol, C A, O'Reilly.
4. Long, L. **Computers**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Summer, M. **Computers Concepts and Uses.**, Englewood Cliffs, New Jersey, Prentice-Hall Inc.

ENVIRONMENT AND MANAGEMENT (FT-117)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand business environmental and its relevance in management decision making.
CO2.	To explain the role of government in business.
CO3.	To learn about Consumer Protection Act and New Industrial Policy of the Government
CO4.	To gain knowledge about Environmental Management System.
CO5.	To understand WTO, IPRS, and various acts dealing with pollutions.

COURSE CONTENT:

UNIT I: Business Environment: Nature, Scope and its relevance in Management Decision Making.

UNIT II: State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.

UNIT III: Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of the Government, Monetary and Fiscal Policy.

UNIT IV: Industrial Ecology, Environmental Management System : EMS Standards, ISO 14000. Environmental Accounting and Auditing, Clearance/ermissions for establishing industry

UNIT V: GATT/WTO origin and main section of WTO Agreement, Patents, IPRS, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental Ethics.

Suggested Readings:

1. Francis Cherumilam, **Business Environment**, Himalaya Publishing House
2. Adhikari, M., **Economic Environment of Business**
3. Gupta, D., **Indian Government & Politics**
4. Ghosh P.K. & Kapoor, G.K. **Business & Society**
5. K.Aswhathapa, **Essential of Business Environment**, PHI
6. Siddiqui, Saleem, **Business Environment**, Pearson Education Pte. Ltd

ORGANISATIONAL BEHAVIOUR (FT-118)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand Human Behavior in an organisation.
CO2.	To learn various Intra-personal and Inter-personal Processes.
CO3.	To gain knowledge about Leadership, Socialization, Counselling, Mentoring.
CO4.	To build Intra-group Processes and teamwork skills.
CO5.	To develop understanding towards Conflict Management.

COURSE CONTENT:

UNIT I: Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.

UNIT II: Intra-personal Processes: Sensation, Perception, learning, Motivation. Inter-personal Process, stress management.

UNIT III: Leadership, Socialization, Counselling, Mentoring.

UNIT IV: Group Behavior-Intra-group and processes and behaviour, team Development and Team Functioning.

UNIT V: Conflict Management- Intra and Inter personal conflict.

Suggested Readings:

1. Luthans Fred, Organisational **Behaviour**. New York, McGraw Hill.
2. Robbins S.P., Organisational **Behaviour**, New Delhi, PHI.
3. Davis Keith, **Human Behaviour at Work**, TMH, New Delhi
5. Pareek Udai, **Organisational Behaviour**, Oxford, IBH, Mumbai
6. Hersey Paul and Blanchard, **Management of Organisational Behaviour**, Prentice Hall of India, New Delhi.

Industry Based Project – I (FT-119)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the industrial organizations and the dynamics of a particular industry
CO2.	To acquire skills needed for the job.
CO3.	To learn from Industry.
CO4.	To develop and augment the report writing skills

Students will prepare Industry Based Projects individually on the basis of topics allotted to them.

The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.

Managerial Perspectives of Indian Knowledge System (FT-120)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the evolution of the Indian Knowledge System (IKS).
CO2.	To understand the Vedic Corpus
CO3.	To analyse Indian Philosophical System
CO4.	To explore the wisdom through ages
CO5	To explore and integrate ancient Indian wisdom with contemporary management practice.

Unit 1: Overview of Indian Knowledge System (IKS): Importance of ancient knowledge, Indian Knowledge System – meaning and definition, Classification Framework of IKS, Historicity of IKS.

Unit 2: The Vedic Corpus: Introduction to Vedas, The four Vedas, The four Division of each Veda, Vedangs- Siksa, Vyakarana, Nirukta, Chandas, Kalpa, Jyotisa,

Unit 3: Indian Philosophical System: Development and unique features, Vedic School of Philosophy, Samkhya Darshan, Yoga Darshan, Nyaya Darshan, Vaisesika Darshan, Purva Mimansa Darshana, Jain School of Philosophy, Buddha School of Philosophy Carvaka School

Unit 4: Wisdom through the Ages: Key Issues and Management lessons from Ramayan, Mahabharata, Bhagwad Gita

Unit 5: Indian Ethos for Management: Basic principles of management as per ancient Indian Wisdom, Essential feature of Indian Ethos- management attitude, humanising the organisation, interiorising management, self-introspection, brain stilling, steeping back, self-dynamizing meditation, role of intuition in management, Indian Wisdom and modern management - management today and tomorrow, management concept redefined.

MBA - SECOND SEMESTER (Session: 2024-2026)

MANAGERIAL COMMUNICATION (FT-121)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To recognise the nature & importance of business communication.
CO2.	To determine ways to overcome the Barriers to Communication.
CO3.	To learn skills for proper Oral Communication.
CO4.	To develop Listening and Presentation Skills.
CO5.	To gain knowledge about various skills required for business communication.

COURSE CONTENT:

UNIT I: Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication; Process of Communication

UNIT II: Barriers to Communication; Writing Business Reports, Communication Theories

UNIT III: Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication

UNIT IV: Listening Skills, Presentation Skills, Non-Verbal Communication

UNIT V: Feedback Skills, Interview skills, Counselling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.

Suggested Readings:

1. Bowman, Joel P and Branchaw, Bernadine P. **Business Communication: From Process to Product**, Dryden Press, Chicago.
2. Hatch, Richard.:**Communicating in Business.**, Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charrles E. **Effective Business Communications**, Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. **Business Communications: Principles and Applications**, John Wiley, New York.
5. Treece, Maira. **Sucessful Business Communications**, Allyn and Bacon Boston.
6. Bahal, Sushil. **Business Communication**, Sage Publication

HUMAN RESOURCE MANAGEMENT (FT-122)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand concepts of Human Resource Management.
CO2.	To gain knowledge on the various aspect of Human resource Policy and planning.
CO3.	To have understanding of the process of recruitment, selection placement and induction.
CO4.	To learn the concepts of training and development, compensation, performance appraisal.
CO5.	To describe the details of Employees' Welfare; Industrial Relations; Grievance Management.

COURSE CONTENT:

UNIT I: Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment

UNIT II: Human Resource Policy and Planning; Human Resource records and Audit, Job Analysis. Methods of Job Analysis, Description, Job specification.

UNIT III: Recruiting and Selecting Human Resources, Placement, and Induction,

UNIT IV: Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Wage Determination and Compensation management.

UNIT V: Employees' Welfare; Industrial Relations; Grievance Management, Exit Policy and Implications; Overview of international Human Resource Management.

Suggested Readings:

1. Das, R.P. **Management of Industrial Relations**, Varanasi, MTC
2. Rao, N and Das R.P. **Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
3. Aswathappa, K. **Human Resource and Personnel Management** Tata McGraw Hill, New Delhi.
4. De Cenzo, D.A. & Robbins S P. **Human Resource Management**, New York, John Wiley.
5. Guy, V & Mattock J. **The New International Manager**, London, Kogan Page.
6. Holloway, J. ed. **Performance Measurement and Evaluation**. New Delhi, Sage.
7. Monappa, A. & Saiyadain M. **Personnel Management**., New Delhi, Tata Mc-Graw Hill.

FINANCIAL MANAGEMENT (FT-123)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concepts and practices of Financial Management.
CO2.	To learn about Capital Budgeting and its techniques.
CO3.	To gain knowledge about Working Capital Management.
CO4.	To understand the firm's optimum dividend payout.
CO5.	To Analyze the best sources of Long-term and Short-term finance.

COURSE CONTENT:

UNIT I: Financial Management: An Overview, Acquisition of funds, allocation of funds and allocation of income, Nature and Scope, Profit Maximisation v/s Wealth Maximisation, Financial leverage, Operating leverage.

UNIT II: Capital Budgeting: Concept and Significance, Derivative of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting, conflicts between NPV and IPR, Cost of capital, Weighted Average Cost of Capital.

UNIT III: Working Capital Management: overview, Management of Cash, Accounts receivables and inventories, Financing current assets. Cash Management Models.

UNIT IV: Retained earnings and Dividend Policy, Types of Dividends, Dividend Theories, Dividend Practices in India. Bonus Shares

UNIT V: Sources of Long Term and Short-term Finance, Capital Structure Theories and Factors.

Suggested Readings:

1. Hampton, John. **Financial Decision Making**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. **Financial Management and Policy**, New Delhi, Prentice Hall of India.

3. Winger, Bornard and Mohan, Nancy. **Principles of Financial Management**, New York, Macmillan Publishing Company.
4. I.M. Pandey, **Financial Management**, Vikas Pub.House, New Delhi.
5. P. Chandra, **Financial Management**, TMH, New Delhi.
6. S.C. Kuchhal, **Financial Management**, Chaityna Publishing House, Aligarh.
7. R.M. Srivastava, **Financial Decision Making**, Himalaya Publishing House, Mumbai.

MARKETING MANAGEMENT (FT-124)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the fundamentals of marketing management.
CO2.	To learn about marketing research, Market Segmentation and Targeting.
CO3.	To gain knowledge about product related decisions, branding and packaging.
CO4.	To describe in detail about Channel, Sales and Promotion Management.
CO5.	To Analyze various Marketing Issues.

COURSE CONTENT:

UNIT I : Marketing: Concept, Nature and scope. Marketing Environment Ps of Marketing, BCG Matrix

UNIT II: Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets

UNIT III : Product Decisions- Types of Product, Product mix, Product Life Cycle, New Product Development Stages, Branding and Pricing Methods, Factors Influencing Pricing Decisions, Packaging , CRM including Concept of Relationship Marketing

UNIT IV: Channel Management, Sales Management, Promotion Management.

UNIT V: Marketing Control. Specific Marketing Issues: Rural Marketing, Retail Marketing, Marketing of E-Business. Consumerism, Globalisation, Green Marketing, Brand: Meaning and role, Brand Building strategies.

Suggested Readings:

1. Philip Kotler, **Marketing Management Analysis**, PHI, New Delhi.
2. R.S. Davar, **Modern Marketing Management**, Universal Book Sellers, New Delhi
3. Stanton & Futrell, **Fundamentals of Marketing**, McGraw Hill, New York.
4. McCarthy, **Basic Marketing**, Universal Book Sellers, New Delhi.
5. Ramaswamy, V.S. I, **Marketing Management: Analysis, Planning: Implementation & Control**, Macmillan, Chennai.
6. Philip Kotler & Armstrong Jr., **Principles of Marketing**: PHI, New Delhi.
7. Ramswamy V.S. & Nama Kumari, S, **Marketing Management Planning, Implementation & Control**, McMillan India Ltd.

PRODUCTION MANAGEMENT (FT-125)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basics of production management.
CO2.	To learn about the product design, plant location & plant layout.
CO3.	To gain in-depth knowledge about the production planning & control.
CO4.	To execute management of materials in proper manner.
CO5.	To explain the Work and Method Study.

COURSE CONTENT:

UNIT I: Meaning, Nature, Significance and Scope / Role / Functions of Production Management,

Relationship with other Management Functions, Different Production Systems: Continuous and Mass Production Intermittent Production, Batch / Job-Shop Production

UNIT II: Product Design, Plant Location, Plant Layout,

UNIT III: Production Planning and control, Capacity Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC.

UNIT IV: Materials Management -Value Analysis, Waste and Scrap Disposal, Classification

UNIT V: Work study, Methods Study, Work Measurement, Industrial Safety and Safety Management, Maintenance Management.

Suggested Readings:

1. Adam, E E & Ebert, R.J. **Production & Operation Management.** New Delhi, PHI.
2. Paneerselvam, Production Management, PHI
3. Ashwathapa, Production & Operations Management
4. Chunawala and Patel, Production Management
5. Buffa, E.S. **Modern Production Management.** John Wiley (New York).

RESEARCH METHODOLOGY (FT-126)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To familiarize with the basic concepts of Research.
CO2.	To understand the Research design and Sampling designs.
CO3.	To learn about scaling and data analysis techniques.
CO4.	To develop skills needed to interpret data and research report preparation.
CO5.	To Analyze the application of Product, Service, Advertising and Sales Research in Marketing Research.

COURSE CONTENT:

UNIT I: Concepts of Research, Scientific Approach to Research, Types of Social Science Researches. Research Process and Planning for Research, Formulation of Research Problem,

UNIT II: Research Designs – Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.

UNIT III: Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches

UNIT IV: Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.

UNIT V: Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.

Suggested Readings:

1. Bernet, Roger: **Management Research**, ILO.
2. Kothari, C. R. Research Methodology, New Age International
3. Fowler, Floyd J.Jr., **Survey Methods**, Sage Pub.
4. Salkind, Nell J., **Exploring Research**., Prentice Hall, NJ.
5. Dwivedi, R.S. Research Methodology in Behavioural Sciences- McMillian.

BUSINESS ETHICS AND INDIAN ETHOS (FT-127)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the basic concepts of ethics.
CO2.	To understand the importance of business ethics and factors influencing business ethics.
CO3.	To describe in detail about Management Ethics.
CO4.	To understand the role of Ethics in various Business Functions and Environmental Ethics.
CO5.	To gain knowledge about business ethos.

COURSE CONTENT:

UNIT I: Ethics: Nature, Scope, Purpose, Importance of Ethics and moral Standards. Religion and ethics, Source of Ethics, Ethics and Management system, Ethical issues and Analysis in management. Personal Framework for ethical choices, Values.

UNIT II: Business Ethics: Scope, Need, Importance, Factors influencing Business Ethics, Ethical Theories, Morality and ethics, Value based organization, Ethical pressure in individual in organization.

UNIT III: Management Ethics: Business Ethics and society, Society expectations from business, Values for Managers, Cultural Contradictions, Spirituality and leadership,

UNIT IV: Ethics in Business Functions: Marketing, Finance, Human Resource and Production, Environmental Ethics, Gender issues ecological consciousness.

UNIT V: Business Ethos: Interaction between ethos, morality and law, Characteristics, Principles and issues of Business Ethos, Social Responsibility of Business Corporate Governance and Ethics.

Suggested Reading

1. S.K.Chakraborty Human Response in Organisation : Towards the Indian Ethos : TMH, New Delhi.
2. J. Petrick and J. Quinn Management Ethics: Integrity at work
3. S.K. Chakraborty QWL and Managing by Human Values -- TMH, New Delhi.

INTERNATIONAL BUSINESS (FT – 128)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basics of international trade and its theories.
CO2.	To learn the institutional set up for export promotion in India and export promotion policies.
CO3.	To learn about the Problems and Prospects of Indian Businesses in abroad, EOU, FDI.
CO4.	To describe about Export Marketing and WTO
CO5.	To gain knowledge about MEAs and the various international trading blocks.

COURSE CONTENT:

UNIT I: Basics of International trade, Trade Theories, Porter's Generic Strategies; Global Entry Strategies; Balance of Payment Instruments of trade policy; tariffs, quotas; India's Foreign Trade policy.

UNIT II: Institutional set-up for export promotion in India, salient features of the current EXIM policy. Export procedure documentation. Multinationals (MNCs) in India: Role of Multinationals in the development of developing countries, Export promotion policies.

UNIT III: Problems and Prospects of Indian Businesses in abroad, Anti – Dumping Duties, regulatory framework of International Trade, Policy and Performance of export zones and EOU, Export Incentives. Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment (FII).

UNIT IV: Export Marketing: Indian and Global context; WTO: Origin of WTO, Implications of enforcement of WTO on Indian Business.

UNIT V: Trade agreement pertaining to trade in goods and services, Multilateral Environmental agreement (MEAs). International Trade Blocks, NAFTA, ASEAN, SAARC, EU, WTO and dispute settlement mechanism.

Suggested Reading:

1. Francis Cherunilam, **International Business**
2. Francis Cherunilam, **Business Environment.**
3. Bhalla, V.K. and Shivramu **International Business Environment and Business, New Delhi, Anmol.**
4. Eiteman, D.K. & Stopnehill, **Multinational business Finance**, New York Wesley
5. Subba Rao, International Business, Himalaya Publishing House.

Industry Based Project – II (FT- 129)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the working of organization and various issues particular to an industry/organization
CO2.	To develop perspective about business organization in totality
CO3.	To learn the job skills, acquire knowledge & experience needed for a professional carrier.
CO4.	To develop skills for planning & organizing the project, analyzing the data and reporting.

Students will prepare industry-based projects individually on the basis of topics allotted to them. The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.

MBA - THIRD SEMESTER (Session: 2024-2026)

MANAGEMENT SCIENCE (FT-231)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basic concepts of management science and its role in decision making.
CO2.	To build skills to solve transportation & assignment models and routing problems.
CO3.	To learn queuing theory & inventory management techniques.
CO4.	To have the ability to apply Network Modelling Techniques.
CO5.	To have knowledge of various Game Theories and its application in business.

COURSE CONTENT:

UNIT I: Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality.

UNIT II: Transportation and Assignment Models, Routing Problems.

UNIT III: Queuing Theory; Inventory Management Techniques

UNIT IV: Network Modelling-probabilistic model, various types of activity times estimation, programmed evaluation review techniques, critical path, probability of completing the project, deterministic model, critical path method (CPM), PERT and CPM.

UNIT V: Game Theory; Markow Analysis, Goal programming.

Suggested Readings:

1. Mathur, K and Solow, D. **Management Science**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Narag A.S. **Linear Programming and Decision Making**. New Delhi, Sultan Chand.
3. Sharma, J.K. **Operations Research: Theory and Applications**. New Delh, Macmillian India Ltd.
4. Taha, H.A. **Operations Research – An Introduction**. New York, Mc Millan.

SPECILISATION: COMPULSORY GROUP - M MARKETING

MARKETING RESEARCH AND CONSUMER BEHAVIOUR (FT- 232M)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept and significance of marketing research.
CO2.	To gain knowledge about the details of research design.
CO3.	To determine the nature, significance and Models of consumer behaviour.
CO4.	To learn about internal factors that affect consumer behaviour.
CO5.	To learn about external factors that affect consumer behaviour.

COURSE CONTENT:

UNIT I: Marketing Research – Concept, nature, scope, significance, advantages and limitations, steps involved in marketing research.

UNIT II: Research design and its types, product pricing, promotion and advertising research, marketing research in India, data collection, sources of data, data analysis and interpretation, major techniques of marketing research and report writing.

UNIT III: Consumer behavior (CB) - nature, concept, scope, CB Models, significance of consumer behaviour Consumer vs customer and consumer decision making

UNIT IV: Internal factors influencing consumer behaviour - life style, motivation, attitude, learning, perception and personality.

UNIT V: External factors influencing buying behaviour – family, groups, social class and cultural, cognitive dissonance, diffusion of innovation.

Suggested Reading:

1. D.D. Sharma, **Marketing Research**, Himalayan Pub. , Mumbai
2. G.C. Beri , **Marketing Research**, TMH, New Delhi
3. M.N. Mishra, **Marketing Research**, Sultanchand , New Delhi.
4. Shiffman, L.G. & Kanuk, LL., **Consumer Behaviour**, PHI, New Delhi
5. Balckwell, Engle and Kollat, Consumer Behaviour.
6. Pal, Sumitra, Consumer behavior, S. Chand
7. Nair, Suja. Consumer behavior, Himalayan Pub. , Mumbai
8. **Solomon**, Consumer Behaviour, Pearson

SALES AND ADVERTISING MANAGEMENT (FT- 233 M)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the details of sales management.
CO2.	To learn about the basics of Sales Organization and its various theories.
CO3.	To describe the role of advertising in marketing process and its various aspects.
CO4.	To build skills to measure advertising effectiveness.
CO5.	To gain knowledge required for building proper advertising Programme.

COURSE CONTENT:

UNIT I: Sales Management - Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel, Role of Technology in automation of sales function.

UNIT II: Sales Organization - Theory of Selling, Allocation of Sales Territory, Sales Forecasting, Sales budgeting, Different tools in sales promotion and their specific advantages and limitation, Management of Return on Investment.

UNIT III: Role of Advertising in Marketing Process, Legal, Ethical and Social Aspect of advertising, advertising media, types, strategy, Media selection.

UNIT IV: Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role.

UNIT V: Determination of target audience, building of advertising programme – Message, Headlines, Copy Logo, Illustration Appeal, Layout. Campaign Planning, Media Planning, Budgeting, Evaluation.

Suggested Reading:

1. Still, Cundiff and Govani, **Sales Management**, PHI, New Delhi.
2. Ramaswamy, **Sales Management**, Sterling, New Delhi.
3. Manendra Mohan, **Advertising Management**, TMH, New Delhi.
4. Aaker, Batra and Myers, **Advertising Management**, Prentice Hall of India, New Delhi.
5. B.S. Rathore, **Advertising Management**, Himalaya, Mumbai.

(ANY ONE GROUP IS TO BE OPTED)

SPECILISATION GROUP – F FINANCE AREA

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (FT- 232 F)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of security analysis.
CO2.	To evaluate the risk and return of different investments.
CO3.	To apply the concept of portfolio management for the better investment.
CO4.	To learn the use of various models like Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.
CO5.	To develop skills to construct Optimum Portfolio and related concepts.

COURSE CONTENT:

UNIT I: Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.

UNIT II: The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.

UNIT III: Portfolio Management – An Optimum Portfolio Selection Problem. Markowitz Portfolio Theory, The Mean Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.

UNIT IV: Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.

UNIT V: Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.

Suggested Readings:

1. Amling, Frederic. **Investment** Englewood Cliffs, New Jersey, PHI.
2. Bhalla, V.K. **Investment Management: Security Analysis and Portfolio Management**, New Delhi, S.Chand.
3. Fischer, Donald E. and Joardan, Ronald J. **Security Analysis and Portfolio Management**, New Delhi, PHI.
4. Alexander, Gordon J. and Sharpe, William F. **Fundamentals of Investments**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Elton, Edwin J and Gruber. Martin J. **Modern Portfolio Theory and Investment Analysis**. New York, John Wiley.

MANAGEMENT OF FINANCIAL SERVICES (FT- 233 F)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of financial System and Markets.
CO2.	To Analyze various Mutual Funds and Merchant banking services.
CO3.	To gain understanding of Housing Finance and Credit Rating
CO4.	To learn about evaluation of an acquisition, takeover and merger, leasing & financial evaluation of a lease.
CO5.	To have in depth knowledge about money market & foreign investment, corporate risk management

COURSE CONTENT:

UNIT I: Financial System and Markets: Indian Financial System, Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services.

UNIT II: Mutual Funds; Merchant Banking Services: Managing of Issue Shares and Bonds, Hire Purchase; Debt Securitization;

UNIT III: Housing Finance; Credit Rating; Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance.

UNIT IV: Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.

UNIT V: Money Market, Foreign Investment: FDI, FIIs investment Strategies, New Market Instruments. Corporate Risk Management.

Suggested Readings :

1. Bhalla, V.K. **Management of Financial Services**. Anmol, New Delhi.
2. Bhalla, VK. And Dilbag, Singh. **International Financial Centres**. New Delhi, Anmol.
3. Ennew C, Trevor Watkins & Mike Wright : **Marketing of Financial Services**, Heinemann Professional Pub.
4. Gordan, E and K. Natrajan, **Emerging Scenario of Financial Services**, Himalaya Publishing House.
5. Meidan, Arthur Brennet, M. **Option Pricing : Theory & Applications**. Toronto, Lexington Books.

SPECILISATION GROUP – H
HUMAN RESOURCE MANAGEMENT AREA
Human Resource Development (FT –232 H)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basic concepts of Human resource development and HRM Vs HRD.
CO2.	To gain knowledge about training and its conceptions.
CO3.	To learn about performance appraisal and related matters.
CO4.	To describe the concepts of HRD climate, culture, audit.
CO5.	To understand the importance and use of Career & succession Planning & Development.

COURSE CONTENT:

UNIT I: HRM Vs HRD, HRD Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms, HRD Intervention Mechanism.

UNIT II: Effectiveness of Training: Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System

UNIT III: Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling,

UNIT IV: HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organisations.

UNIT V: Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes,

Suggested Readings:

1. Sungara Raju, S.M., **Total Quality Management**, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.
2. Pareek and Rao, **Designing and Managing Human Resource, Systems**, Oxford & IBH Pub. House
3. French and Bell, **Organisation Development**, PHI, New Delhi.
4. Rao, T.V., **Recent Experiences in HRD**, New Delhi. Oxford & IBH
5. Pareek, Udai, **Evaluation of HRD**, Jaipur, Rawat Publications

LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT (FT -233 H)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the emergence of labour laws and their objectives.
CO2.	To understand the Social Security Measures and Laws.
CO3.	To learn about the various employee's welfare related Acts.
CO4.	To learn about the Wage Legislations and Bonus Act.
CO5.	To have in-depth knowledge of Laws Relating to Working Conditions in Factories Act, Contract Labour (R &A) Ac

COURSE CONTENT:

UNIT I: Emergence and Objectives of Labour Laws and their impact on Socio-Economic Environment, Employees Welfare Measure.

UNIT II: Social Security Measures and Laws- Workmen's Compensation Act, Employees' State Insurance Act.

UNIT III: Provident Fund Act, Payment of Gratuity Act and Maternity Benefits Act.

UNIT IV: Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.

UNIT V: Laws Relating to Working Conditions in Factories Act, Contract Labour (R &A) Act.

Suggested Readings:

1. Ghaiye, B R, **Law and Procedure of Departmental Enquiry in Private and Public Sector.** Lucknow, Eastern Law Company.
2. Malhotra, O P. **The Law of Industrial Disputes.** Vol.I and II. Bombay, N.M. Tripathi.
3. Malik, P L. **Handbook of Industrial Law.** Lucknow, Eastern Book.
4. Srivastava S.C. **Industrial Relations and Labour Law.** New Delhi, Vikas.
5. N.D. Kapoor, **Mercantile Law** Sultan Chand and Sons, New Delhi.

SPECILISATION GROUP – S SYSTEM AREA

SYSTEMS ANALYSIS AND DESIGN (FT – 232 S)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the basics of system analysis and design.
CO2.	To learn system development life cycle and related concepts.
CO3.	To have in-depth knowledge of Modulation. File design, data base design.
CO4.	To learn to apply system control and quality control.
CO5.	To acquaint with the process of hardware and software selection.

COURSE CONTENT:

UNIT I: Overview of Systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and Structured System Analysis – Problem identification – requirement analysis: tools and techniques – feasibility analysis – operational. Technical and economic feasibility – details of SDLC approach. Business Systems Concept.

UNIT II: System Development Life Cycle; Project Selection; Feasibility Study. Tool for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables.

UNIT III: Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design,

UNIT IV: System Control and Quality Assurance; Documentation Tools. Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan.

UNIT V: Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings :

1. Award. Elias M. **Systems Analysis and Design**. 2nd ed., new Delhi. PHI
2. Whitten, J.L. etc. **System Analysis and Design Methods**. New Delhi. Galgotia.
3. Marco. T.D. **Structured Analysis & System Specification**, New Delhi, Yourdon press.
4. Rajaraman, V. **Analysis and Design of Systems**. New Delhi, PHI.

RDBMS & SQL CONCEPTS (FT – 233 S)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To have a broad understanding of fundamentals of data base.
CO2.	To describe RDBMS and related concepts.
CO3.	To gain in depth knowledge of all concepts of database.
CO4.	To familiarize with SQL language and DML commands.
CO5.	To learn the use of Simple queries, DDL Commands and Transaction Processing

COURSE CONTENT:

UNIT I: Database - Definition, Concepts and Developments - Traditional file Oriented approach, Need for Database, Uses of Database, Design of Database, Distributed Data Processing System.

UNIT II: RDBMS: Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Object Oriented and Record Based Models, E.R. Model and E-R Diagram Examples and Exercises, Hierarchical, Network, Relational Model, Normalisation Techniques - 1st , 2nd , 3rd normal form, Examples and Exercises, E.F. Codd’s 12 Rules for a relational Database.

UNIT III: Database Concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and Distributed Data Access.

UNIT IV: Introduction to Client – Server and ODBC connectivity. SQL : SQL Language – DML Commands – Select, Insert, Update, Delete – retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data.

UNIT V: Simple queries – use of WHERE, Arithmetic. Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Save point.

Suggested Readings:

1. Coleman, Pat and Peter Dyson, **Internets BPB Publication**, New Delhi.
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. Oberoi, Sundeep **e-Security and You**, Delhi, Tata McGraw Hill.
4. Richart, Alberto Manuel and Stephen Asbury, **Active Server Pages 3**, IDG Books, Delhi.

ORGANISATIONAL EFFECTIVENESS AND CHANGE (FT-234)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of organizational structure and organizational effectiveness
CO2.	To learn about significance of organizational development and its methods.
CO3.	To acquaint students with the organizational change, resistance to change and approaches to manage changes
CO4.	To develop skills required to deal with organizational conflict and their resolution.
CO5.	To gain knowledge about Organisational culture and climate.

COURSE CONTENT:

UNIT I: An overview of Organisational structure, Behavioural implication of organizational structure, factors influence in designing organizational structure and job design. Organizational Effectiveness-Approaches, need and significance

UNIT II: Organisational development- nature, goals, process, Diagnosis methods and intervention mechanisms

UNIT III: Organizational change- need, factors, change agents, resistance and approaches to manage changes.

UNIT IV: Organisational conflicts – causes, nature measures to resolve organisational conflicts.

UNIT V: Organisational culture and climate, organizational learning, power and politics in the organization, integration and control.

Suggested Readings

1. S. P Robbins **Organisational Theory** PHI , New Delhi
2. S.P.Robbins **Organisational Behaviour** PHI, New Delhi
3. F.Luthans , **Organisational Behaviour** TMH, New Delhi
4. R.S. Dwivedi ,**Organisational Behaviour and Human Relations** McMillan, New Delhi.
5. Uma Sekharan, **Organisational Behaviour**, TMH, New Delhi.
6. French and Bell, **Organisational Development**, PHI, New Delhi.

TRAINING REPORT AND VIVA (FT –235)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn and acquire the job skills, knowledge, attitudes and perceptions along with the experience needed to continue a professional identity
CO2.	To Get insight in to the working of a real organization
CO3.	To develop perception about business organization in totality
CO4.	To explore carrier opportunities in their areas of interest

The Training Report submitted by the students will be evaluated by the external examiner and viva will be based on the training report.

Skill Enhancement (Value Added Courses)

(Offered to PG students of Institute of Management only)

Literature Review and SPSS for Research (FT 236)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To develop an understanding of the literature review process and its significance in academic research.
CO2.	To acquire the skills needed to conduct a thorough and effective literature review.

CO3.	To gain hands-on experience with SPSS for data analysis and interpretation.
CO4.	To develop proficiency in advanced statistical techniques using SPSS
CO5.	To enable students to apply SPSS skills to real-world business problems

COURSE CONTENT:

Unit 1: Introduction to Literature Review: Definition and purpose of a literature review, Types of literature reviews (narrative, systematic, meta-analysis), Steps in conducting a literature review, Identifying and selecting relevant sources, Organizing and synthesizing information

Unit 2: Research Databases and Source Evaluation: Introduction to research databases (e.g., JSTOR, Google Scholar, PubMed), Search strategies and techniques, Managing references using software tools (e.g., EndNote, Zotero, Mendeley)

Unit 3: Writing the Literature Review: Structure of a literature review (introduction, body, conclusion), Summarizing literature, Identifying gaps and formulating research questions, Avoiding plagiarism and maintaining academic integrity

Unit 4: Introduction to SPSS: Overview of SPSS software and its applications in business research, Installing and navigating SPSS interface, Importing and managing datasets, Descriptive statistics and data visualization (graphs, charts)

Unit 5: Data Analysis with SPSS: Performing basic statistical tests (t-tests, chi-square tests), Correlation and regression analysis, ANOVA and MANOVA, Interpreting SPSS output, Reporting and presenting statistical findings

Suggested Readings:

- "The Literature Review: Six Steps to Success" by Lawrence A. Machi and Brenda T. McEvoy
- "Conducting Research Literature Reviews: From the Internet to Paper" by Arlene Fink
- "Writing Literature Reviews: A Guide for Students of the Social and Behavioral Sciences" by Jose L. Galvan and Melisa C. Galvan
- "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" by John W. Creswell and J. David Creswell
- "How to Use a Research Library" by Mark England
- "Research Methods for Business Students" by Mark Saunders, Philip Lewis, and Adrian Thornhill
- "The Craft of Research" by Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams
- "SPSS Survival Manual" by Julie Pallant
- "Discovering Statistics Using IBM SPSS Statistics" by Andy Field
- "Data Analysis Using SPSS for Windows - Version 8 to 10" by Jeremy J. Foster
- "Using SPSS for Windows and Macintosh: Analyzing and Understanding Data" by Samuel B. Green and Neil J. Salkind

MBA - FOURTH SEMESTER (Session: 2024-2026)

STRATEGIC MANAGEMENT (FT – 241)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the historical evolution of business policy, application of corporate strategy and Strategic Management
CO2.	To develop skills for forming strategic intent.
CO3.	To gain knowledge related to Environmental Analysis and its conception.
CO4.	To learn about Strategic Alternatives and Strategic Choice
CO5.	To understand the effectiveness of strategic implementation, Strategic Evaluation and Control

COURSE CONTENT:

UNIT I: Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management: Definition, model and process for Strategy Formulation: Ansoff growth vector.

UNIT II: Strategic Intent – Vision, Mission, Purpose and Objectives,

UNIT III: Environmental Analysis: External environment and organisational Appraisal; Environmental threat and opportunity profile; competitive advantage of a firm, Core competency, strategic advantage profile; SWOT Analysis.

UNIT IV: Strategic Alternatives-merger, acquisition, diversification, modernisation, integration, joint venture, turn around. Strategic Choice- objective and subjective considerations in strategic choice; Managing Cultural Diversity; Global Entry Strategy.

UNIT V: Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Leadership implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control Techniques of Strategic Evaluation and Control.

Suggested Readings :

1. Azhar Kazmi, **Business Policy & Strategic Management**, TMH, New Delhi.
2. P.K. Ghosh, **Business Policy-Strategic Planning and Mgmt.**, Sultan Chand and Sons, New Delhi.
3. V.P. Michael, **Business Policy and Environment**, Sultan Chand and Sons, New Delhi.
4. R.M. Srivastava, **Corporate Strategy and Planning**, Himalaya, Mumbai.
5. R. Nanjundaiah, **Strategic Planning and Business Policy**, Himalaya, Mumbai.

MANAGEMENT INFORMATION SYSTEMS (MIS) (FT- 242)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of Management Information System.
CO2.	To learn about the MIS design and process of development of an MIS.
CO3.	To develop skills required for implementation of MIS.
CO4.	To be able to create the ability to make use of Information system for Decision Making.
CO5.	To gain knowledge about role of MIS in Decision Making.

COURSE CONTENT:

UNIT I: Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.

UNIT II: Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.

UNIT III: Implementation of MIS: Stages of Implementation; Evaluating the system, maintenance of the system, Technology monitoring, Emerging opportunity for global business

UNIT IV: Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources.

UNIT V: MIS and Decision Making - Phases of Decision-making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.

Suggested Readings :

1. Robert G. Murdic Joel E, Ross, James R. Clagget, **Information Systems for Modern Management**, PHI, New Delhi.
2. Gordon B Davis, M.H. Olson, **Management Information Systems**, Prentice Hall, New Jersey.
3. Jerome Kanter, **Management Oriented Management Information System**, PHI, New Delhi.
4. N. Subramaniam, **Introduction To Computers**, Himalaya, Mumbai.
5. P.K. Sinha, **Computer Fundamentals**, BPB, New Delhi.

SPECILISATION

COMPULSORY GROUP - M MARKETING

INTERNATIONAL MARKETING (FT –243 M)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the significance of international marketing and foreign trade concepts and theories.
CO2.	To learn about international marketing environment, trends in India's foreign trade, export houses and government agencies in international marketing
CO3.	To gain knowledge about International Marketing Intelligence and marketing research
CO4.	To develop various strategies required for Planning for Overseas Market.
CO5.	To learn about the export finance, methods of payment, letter of credit, ECGC and international economic institutions

COURSE CONTENT:

UNIT I: Nature, Scope and Significance of International Marketing, Foreign Trade Concepts and Theories.

UNIT II: Analysis of International Marketing Environment. Trends in India's Foreign Trade, Governmental Agencies in International Marketing, Export Houses.

UNIT III: International Marketing Intelligence and Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.

UNIT IV: Planning for Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions: Organization of Shipping, Chartering Practices, Marine Cargo Insurance, and Promoting Products for Exports including Fairs and Exhibitions.

UNIT V: Export finance, Methods of Payment, Letter of Credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD, IMF etc.

Suggested Readings:

1. Bhattacharya, B. **Export Marketing: Strategies for Success**, New Delhi, Global Business Press.
2. Keegan, Warren. **Global Marketing Management. Englewood Cliffs**, New Jersey, Prentice Hall Inc.
3. Onkvisit, Sak and Shaw, J.J. **International Marketing: Analysis and Strategy**: New Delhi, Prentice Hall of India.
4. Terpstra, Vern and Sarthy, R. **International Marketing**. Orlando, Dryden Press.
5. Walter, I and Murphy, T. **Handbook of International Business**, New York, John Wiley.

INDUSTRIAL AND SERVICE MARKETING (FT – 244 M)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concepts of Industrial Marketing.
CO2.	To be able to develop Channel strategies, physical distribution decisions and Strategies for Industrial goods and services.
CO3.	To gain knowledge about the concept and classification of services
CO4.	To describe about marketing mix in service marketing, advertising and branding of services
CO5.	To learn about relationship marketing and retail marketing

COURSE CONTENT:

- UNIT I:** Industrial Marketing: Classification of industrial goods & services, Types of industrial product lines, new product development, industrial product life cycle & strategies, pricing of industrial products.
- UNIT II:** Formulating Channel strategies and physical distribution decisions: objectives, nature of industrial distribution channels, Logistics, Promotional Strategies for Industrial goods and services: Sales promotion, publicity and public relations, direct marketing, personal selling, Advertisement
- UNIT III:** Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification
- UNIT IV:** Marketing of Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services, Management of Service Quality.
- UNIT V:** Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.

Suggested Readings:

1. Richard M.Hill et, al., **Industrial Marketing**, A.T.B.S, Publishers and Distributors, New Delhi
2. Gross, A.C. etc. **Business Marketing**, Boston, Houghton Mifflin.
3. Michael H.Morris, **Industrial and Organizational Marketing**, Mcmilan Publishing Company, New York
4. David T.Wilson, —Pricing Industrial Products and Services, Institute for the study of Business Markets, College of Business Administration, Pennsylvania State University.
5. Michael D.Hutt, Thomas W.Speh, **Business Marketing management- A strategic view of industrial and organizational markets**, Thomson south western, Singapore.

SPECILISATION GROUP – F

(ANY ONE GROUP IS TO BE OPTED)

FINANCE AREA

INTERNATIONAL FINANCIAL MANAGEMENT (FT –243 F)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To remember concepts of international financial management.
CO2.	To learn about the foreign exchange market, types, organization and foreign exchange risk.
CO3.	To understand the basics of Forward and Future Contracts, Types of Traders
CO4.	To gain in depth knowledge about forward & future prices and its related aspects.
CO5.	To learn about International Receivables, Investment and Financial Strategies, Cash Management.

COURSE CONTENT:

UNIT I: International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, Theories of International Financial Management, International Financial System and institutions.

UNIT II: Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Foreign Exchange Risk.,

UNIT III: Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging,

UNIT IV: Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

UNIT V: International Receivables and Inventory Management, International Investment Strategy, International Cash Management, International Financial Strategies.

Suggested Readings:

1. Abdullah, F.A. **Financial Management for the Multinational Firm.** Englewood Cliffs, New Jersey, PHI.
2. Bhalla, V.K. **International Financial Management,** New Delhi, Anmol.
3. Buckley, Adrian, **Multinational Finance,** New York, PHI.
4. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases,** Miami Florida, Kolb.

PROJECT PLANNING, ANALYSIS AND MANAGEMENT (FT – 244 F)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the basics of Projects and related terminologies.
CO2.	To develop skills to handle Multiple Projects and Constraints.
CO3.	To understand in detail about the project finance.
CO4.	To gain knowledge about the FI and its details.
CO5.	To know the process of Infrastructure Projects Appraisal in a Financial Institution

COURSE CONTENT:

UNIT I: 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.

UNIT II: Multiple Projects and Constraints; Network Techniques for Project Management, Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

UNIT III: Project Finance: Project Financing in India, Infrastructure Finance Vs. Project Finance, Business and Major Players (Global and India).

UNIT IV: Role of FI and banks and shift in Portfolio of FI and banks, Skills required for Career in Infrastructure Finance.

UNIT V: Infrastructure Projects Appraisal in a Financial Institution: Appraisal process.

Suggested Readings:

1. Ahuja, G K & Gupta, Ravi. **Systematic Approach to Income Tax**, Allahabad, Bharat Law House.
2. Bhalla, V.K. **Modern Working Capital Management**, New Delhi, Anmol.
3. Bhalla, V.K. **Financial Management and Policy**, New Delhi, Anmol.
4. Chandra, Prasanna. **Projects: Preparation, Appraisal, Budgeting and Implementation**, New Delhi, Tata Mc Graw Hill.

SPECILISATION GROUP – H HRM AREA

COMPENSATION MANAGEMENT (FT- 243 H)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of wages.
CO2.	To learn about Human Resource Record and Audit; Rewards, Incentives and Wage Differentials.
CO3.	To learn about the concepts of wage and productivity.
CO4.	To understand and apply Wage regulations in India through mentioned Acts.
CO5.	To gain knowledge about the objectives, evolution & development of wage policies and its constraint in Indian organization.

COURSE CONTENT:

UNIT I: Wage Determination: Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India. Job Evaluation Techniques.

UNIT II: Human Resource Record and Audit; Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials, Profits – Sharing. Co Partnership & Payment of Bonus with special reference to India.

UNIT III: Wage and Productivity: Concept of Productivity, Productivity of Labour and payment of Wages, the level of living of Indian Workers' wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.

UNIT IV: Wage regulations in India: Salient provisions of: Minimum Wages Act, 1948, Payment of Wages Act, 1936 Payment of Bonus Act, 1965, Equal Remuneration Act, 1976

UNIT V: Wage Policies in India: Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.

Suggested Readings:

1. E.B. Flipppo , **Personnel Management** , TMH
2. Decenzo and Robbins , **Human Resource Management**, PHI, New Delhi.

3. N.D. Kapoor, **Mercantile Law**, Sultan Chand & Sons.
4. A.M. Sharma, **Compensation Management**, Himalaya Publishing House, Mumbai.
5. Dewivedi, R.S. **Personnel and Human Resource Management – An Indian Experiences**, New Delhi, Galgotia.

MANAGEMENT OF INDUSTRIAL RELATIONS (FT – 244 H)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the concept of Industrial relation, its system and national trade union management
CO2.	To gain in depth knowledge about Trade Unionism.
CO3.	To learn the causes & remedies of Industrial dispute and settlement machinery.
CO4.	To describe in detail about Collective Bargaining and its conceptions.
CO5.	To build skills required for Workers' Participation in Management.

COURSE CONTENT:

UNIT I: Industrial Relations- concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalisation of Indian economy. National Trade Union Management.

UNIT II: Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance – Imp, Process and Practices Handling Procedures.

UNIT III: Industrial Disputes – Causes & Remedies, Settlement Machinery, Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.

UNIT IV: Collective Bargaining stages; Negotiation, Process, Collective, Bargaining in Indian Organisations. New Trends in Collective Bargaining. Disciplinary Inquiries and actions: Domestic Enquiry, Disciplinary action; Employee Discipline: Importance, Causes and Forms.

UNIT V: Workers' Participation in Management. Emerging Trends in Industrial Relations Management, Managing Union free organizations.

Suggested Readings :

1. Das,R.P. **Management of Industrial Relations**, Varanasi, MTC.2002.
2. Kochan, T.A. and Katz Henry. **Collective Bargaining and IR**, Homewood Illinois Richard D. Irish.
3. Mamkoottam, K.Trade Unionism. **Myth and Reality**. New Delhi, Oxford University Press.
4. Ramaswamy, E.A. **The Rayon Spinners The Strategic Management of Industrial Relations**. New Delhi, Oxford University Press.

SPECILISATION GROUP – H SYSTEM AREA

BUSINESS PROCESS RE-ENGINEERING & ERP (FT – 243 S)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the conceptual foundation of business process Re-engineering and role of information technology in BPR.
CO2.	To gain knowledge about process, identification & mapping and man, management for BPR implementation.
CO3.	To have in depth description of ERP and related concepts.
CO4.	To learn about ERP products and Markets and ERP implementation.
CO5.	To collect detail information about E-Business and its future.

COURSE CONTENT:

UNIT I: Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry;

UNIT II: Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man, Management for BPR Implementation; Re-organizing People and Managing Change.

UNIT III: Enterprise Resources Planning: Evolution of ERP-MRP and MRP II problems of system islands need for system integration and interface early ERP Packages

UNIT IV: ERP products and Markets – Opportunities and problems in ERP selection and implementation; ERP implementation: identifying ERP benefits team formation – Consultant Intervention-Selection ERP – Process of ERP

UNIT V: E-Business: Introduction to 1 – Net technologies – Evolution of E-commerce, EDI and E-Business, Security and Privacy Issues – technologies for E-Business, Future and Growth of E-Business.

Suggested Readings:

1. Carr, D K and Johansson, H J. **Best Practices in Re-engineering**. New York, McGraw Hill.
2. Champy, James, **Re-engineering Management: The Mandate for New Leadership**. London, Harper Collins.
3. Jayaraman, M S. et al. **Business Process Re-engineering**. New Delhi, Tata McGraw Hill.

FUNDAMENTALS OF COMPUTER ARCHITECTURE (FT – 244 S)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To learn about the fundamentals of data processing & input/output of OS.
CO2.	To understand about file Systems, Directory, switching and scheduling.
CO3.	To gain knowledge about the memory management,
CO4.	To illustrate multi Programming and multitasking system.
CO5.	To acquaint with concepts of Parallel Processing, Virtual Storage, Open Systems.

COURSE CONTENT:

UNIT I: Fundamental of Data Processing and Input/Output Fundamental of OS, Types of OS-Batches, Time Sharing, Parallel, Real time, Networks, Client Server

UNIT II: File Systems, Directory. Structure, Process Management, Switching, Scheduling

UNIT III: Memory Management, Swapping, Segmentation, Paging, Virtual Memory

UNIT IV: Multi-programming and Multitasking System

UNIT V: Parallel Processing, Virtual Storage, Open Systems

Suggested Readings :

1. Leon and Leon , **Fundamentals of IT**
2. Rajaramana , **Fundamentals of Computers**

RETAILING MANAGEMENT (FT – 245)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand basic concepts of retailing.
CO2.	To have detail knowledge about the customer buying behaviour.
CO3.	To learn the retail market strategy and retail planning process.
CO4.	To describe in detail about Retail Mix Strategies.
CO5.	To build skills required for store Management and space planning.

COURSE CONTENT:

UNIT I: Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India, Emerging issues of Retailing in India different kinds.

UNIT II: Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing.

UNIT III: Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.

UNIT IV: Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi-channel retailing.

UNIT V: Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.

Suggested Readings:

1. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi
2. Agarwal, Bansal, Yadav, Kumar- Retail Management, PragatiPrakashan, Meerut
3. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition, Pearson Education, New York, 2006
4. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill

CORPORATE SOCIAL RESPONSIBILITY (FT- 246)

Course Outcomes: The successful completion of this course shall enable the student:

CO1	To understand the historical evolution and developmental phases of CSR.
CO2.	To learn about the national voluntary guidelines on social, environmental and economic responsibilities of business
CO3.	To have knowledge of SEBI guidelines for CSR reporting, provisions for CSR in Companies Act 2013.
CO4.	To describe the link between companies Act and CSR.
CO5.	To have understanding of the impact of CSR practices in various aspects.

COURSE CONTENT:

UNIT I: Corporate Social Responsibility: Concept, Historical Evolution of CSR, Developmental Phases of CSR, Benefits and Criticisms, CSR in Emerging Economies of the world.

UNIT II: National voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business: Principles for Ethics, Transparency and Accountability in business practices. Products Life Cycle Sustainability, Employees' well-being, Stakeholder Engagement, Safety of Human Rights,

Environment Protection, Policy Advocacy, Inclusive Growth for all stake holders, Customer Value

UNIT III : SEBI Guidelines for Corporate Social Responsibility Reporting, Provisions for CSR in Companies Act 2013: Definition, CSR Activities, CSR Committees, CSR Policy, CSR Expenditure, CSR Reporting, Display of CSR activities on its website.

UNIT IV: Understanding the thrust areas mentioned in schedule VII of the Companies Act 2013, Understanding the practices adopted by companies with respect to CSR Committees, activities and policy.

UNIT V: Impact of CSR Practices on Sustainable development, Generation of Employment, Promotion of Education, Gender Equality and women empowerment, Improvement of Health services.

Suggested Readings

1. Sanjay K. Agarwal, Corporate Social Responsibility in India, SAGE Publications.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press.