

MANAGEMENT

MBA Syllabus

Code	Paper Title	Credits	Marks
Semester I			
MGT-PG-C101	Principles & Practices of Management	4	100
MGT-PG-C102	Organizational Behaviour	4	100
MGT-PG-C103	Financial Accounting & Analysis	4	100
MGT-PG-C104	Managerial Economics	4	100
MGT-PG-C105	Business Statistics	4	100
MGT-PG-C106	Marketing Management	4	100
MGT-PG-C107	Fundamentals of Computer and Information System	4	100
MGT-PG-C108	Business Communication	4	100
Semester II			
MGT-PG-O201	Indian Business Environment	4	100
MGT-PG-C202	Business Research Methods	4	100
MGT-PG-C203	Business Law	4	100
MGT-PG-C204	Operations Research	4	100
MGT-PG-C205	Operations Management	4	100
MGT-PG-C206	Cost and Management Accounting	4	100
MGT-PG-C207	Financial Management	4	100
MGT-PG-C208	Human Resource Management	4	100
Semester III			
MGT-PG-C301	Business Policy and Strategic Management	4	100
MGT-PG-O302	Entrepreneurship & Project Management	4	100
MGT-PG-C303	Internship Report	4	100
MGT-PG-C304	Internship Presentation & Viva Voce	4	100
Specialization Group: Human Resource Management			
MGT-PG-H305	Performance Management	4	100
MGT-PG-H306	Training and Development	4	100
MGT-PG-H307	Management of Change & Development	4	100
Specialization Group: Marketing Management			
MGT-PG-M308	Consumer Behaviour	4	100
MGT-PG-M309	Integrated Marketing Communication	4	100
MGT-PG-M310	Supply Chain Management	4	100
Specialization Group: Finance			
MGT-PG-F311	Financial Markets, Institutions and Services	4	100
MGT-PG-F312	Management of Working Capital	4	100
MGT-PG-F313	Insurance and Risk Management	4	100
Semester IV			
MGT-PG-C401	International Business Environment	4	100
MGT-PG-C402	Business Ethics and Corporate Governance	4	100
MGT-PG-C403	Project Work	4	100
MGT-PG-C404	Comprehensive Viva Voce	4	100
Specialization Group: Human Resource Management			
MGT-PG-H405	Compensation Management	4	100
MGT-PG-H406	Industrial Relations & Labour Enactments	4	100
MGT-PG-H407	Cross Cultural & Global Management	4	100
Specialization Group: Marketing Management			
MGT-PG-M408	Customer Relationship Management	4	100
MGT-PG-M409	Rural and Agricultural Marketing	4	100
MGT-PG-M410	Sales and Distribution Management	4	100
Specialization Group: Finance			

Internship:

1. At the end of second semester examination, every student of MBA will undergo on-the- job practical training in any manufacturing, service or financial organization. The training will be minimum of 6 weeks duration. The University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Department, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.
One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 60 to 80 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound copies of the report will be submitted to the University. The report will be typed on A-4 size paper.
6. The Report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. It is mandatory for the student to make presentation of his report in the presence of teachers & students. The student is expected to answer to the queries and questions raised during such presentation.

Project Work:

The Project Work will comprise Report of 50 marks and Presentation of 50 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in

the report will be 60 or more. The report should be typed in A-4 size paper.

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

Industrial Visit: The Department shall also arrange time to time industrial visit of MBA students. However no credit shall be assigned for such visits and it will not be reflected in the transcripts.

MGT-PG-C101
Principles & Practices of Management

Credits- 4

Objective: The course is designed with the objective of familiarizing the students with the basic concepts of Management.

Unit I: Introduction

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Unit II: Planning and Organizing

Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception.

Decision Making: Strategies of decision making, Steps in rational decision making process, Factors influencing decision making process, Psychological bias and decision support system.

Organizing: Defining organising, Principles of organising, Process of organising, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization.

Unit III: Staffing, Directing and Motivation

Staffing: Concept, Objective of staffing, System approach to staffing, Manpower planning. Directing: Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.

Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of motivation.

Unit IV: Leadership and Control

Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader.

Controlling: Concept, Importance of controlling, Types of control, Steps in control process.

Suggested Readings:

1. Durai, P. (2015). *Principles of Management, Text and Cases*. New Delhi: Pearson Education.
2. Koontz, H. (2010). *Essentials of Management*. New Delhi: Tata McGraw-Hill Education.
3. Stoner, Freeman & Gilbert Jr. (2009). *Management*. New Delhi: Prentice Hall.
4. Weihrich, H. & Koontz, H. (2010). *Management- A Global Perspective*: New Delhi: Tata McGraw-Hill Education.
5. Robbins & Coulter (2013). *Management*. New Delhi: Prentice Hall.
6. Robbins, S.P. & Decenzo, D. A. (2014). *Fundamentals of Management: Essential Concepts and Applications*. New Delhi: Pearson Education.
7. Luthans, F. (2010). *Organizational Behaviour*. New York: McGraw-Hill.

MGT-PG-C102
Organizational Behaviour

Credits- 4

Objective: The basic objective of the course is to familiarize the students with the behavioural dynamics in the organization

Unit I: Introduction

Definition, Characteristics of organizational behaviour, Contributing disciplines to the OB field; Significance of OB; Nature and scope of OB; Challenges and opportunities for OB. Organizational behaviour models: Cognitive framework, Behaviouristic framework and Social cognitive framework.

Unit II: Individual Behaviour

Perception: Concept, nature, process, importance, perceptual process; Factors influencing perception; Perceptual distortion, Management and behavioural applications of perception.

Attitudes – Source of attitudes; Types of attitudes, Attitudes and consistency – Cognitive dissonance theory, Attitude measurement.

Personality - Personality determinants; Personality traits: The Big Five model, Major personality attributes influencing OB; Theories of personality.

Learning: Concept, theories of learning, principles of learning.

Stress: Understanding Stress, causes and consequences of stress, Managing stress.

Unit III: Group Behaviour

Motivation: Theories of motivation: Early and contemporary views, Applications of motivation

Leadership: Styles and theories of leadership-Trait, behavioural and situational theories Group Dynamics, Types of groups, Stages of group development, Group cohesiveness, Group decision making.

Conflicts- Transitions in conflict thought; Functional versus Dysfunctional conflict; Classification of conflict: Intra-individual, Inter-personal, Intergroup, Conflict process; Conflict management

Unit IV: Organizational Dynamics

Organizational culture: Concept, characteristics, elements of culture, creating and sustaining organizational culture

Organizational change: Concept, nature, forces for change, resistance to change, managing resistance to change, Kurt Lewin theory of change.

Organizational power and politics: Concept, sources of power, distinction between power, authority and influence, Approaches to power.

Suggested Readings:

1. Robbins, S.P., Sanghi, S. & Judge, T. A. (2015). *Organizational Behavior*. New Delhi: Pearson Education.
2. Luthans, F. (2010). *Organizational Behaviour*. New Delhi: Tata McGraw-Hill.
3. Aswathappa, K. (2016). *Organizational Behaviour*. New Delhi: Himalaya Publishing House.
4. Newstrom J. (2015). *Organizational Behaviour: Human Behaviour at Work*. New Delhi: Tata McGraw-Hill.
5. Steven, Von & Sharma., (2014). *Organizational Behaviour*. New Delhi: Tata McGraw- Hill.
6. Pareek, U. (2011). *Understanding Organizational Behaviour*. New Delhi: Oxford Publishers.

MGT-PG-C103
Financial Accounting & Analysis

Credits- 4

Objective: The objective of the course is to enable students to understand the basic accounting principles and techniques and help them in analyzing the financial statements.

Unit I: Introduction

Accounting Principles, Concepts and Conventions; Accounting Equation, International Accounting Principles and standards; IAS, IFRS and US GAAP, Double entry system of accounting, Journals, Cash book and Subsidiary books, Ledger posting, Trial balance.

Unit II: Mechanics of Accounting

Preparation of Final accounts: Trading A/c, Profit & loss account, Profit & Loss appropriation account and Balance sheet. Depreciation: Concept, Methods of depreciation.

Unit III: Financial Statement Analysis I

Ratio Analysis: Rationale and utility of ratio analysis, Classification of ratios: Liquidity ratios, Turnover ratios, Leverage ratios, Profitability ratios, Valuation ratios.
Common size statements, Comparative P & L account and balance sheet, Trend analysis.

Unit IV: Financial Statement Analysis II

Concept of funds –Preparation of schedule of changes in working capital – Ascertaining funds from operations – Meaning, Uses and preparation of funds flow statement – Meaning, Uses and preparation of cash flow statement.

Suggested Readings:

1. Narayanswamy, R. (2011). *Financial Accounting: A Managerial Perspective*. New Delhi: Prentice Hall Learning.
2. Mukherjee, H. (2006). *Financial Accounting for Management*. New Delhi: Tata McGraw-Hill.
3. Ramchandran, K. (2007). *Financial Accounting for Management*. New Delhi: Tata McGraw-Hill.
4. Ghosh, T. P. (2013). *Accounting and Finance for Managers*. New Delhi: Taxman publications.
5. Maheshwari, S.N & Maheshwari, S. K. (2013). *An Introduction to Accountancy*. New Delhi: Vikas publications.
6. Bhattacharya, A. K. (2011). *Essentials of Financial Accounting*. New Delhi: Prentice Hall Inc, New Delhi.
7. Gupta, A. (2009). *Financial Accounting for Management*. New Delhi: Prentice Hall College Div.
8. Chowdhary, A. (2011). *Fundamentals of Accounting and Financial Analysis*. New Delhi: Pearson Education.

MGT-PG-C104
Managerial Economics

Credits- 4

Objective: The objective of the course is to acquaint the students with the economic concepts and its use in business decision making.

Unit I: Introduction

Introduction to Economics: micro vs. macroeconomics; Nature, Scope and significance of Managerial Economics, Role of managerial economics in decision making, Decision making under risk and uncertainty.

Unit II: Demand Supply and Production Analysis

Demand Analysis; Determinants of demand, Law of demand, Exceptions to the law of demand, Elasticity of demand- Price, Income, Cross elasticity; Uses of elasticity of demand, Measurement of elasticity of demand. Demand estimation, Demand forecasting, Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, Law of variable proportion, Law of returns to scale. Economies of scale.

Cost concepts and analysis, Short-run and long-run cost curves and their managerial use, Estimation of cost function, Relationship between cost and production function.

Unit III: Market Structure and Pricing

Revenue concepts, Market equilibrium., Market Structure: Perfect competition, Features, Price determination under perfect competition. Monopoly: Features, Pricing under monopoly, Price discrimination. Monopolistic: Features, Pricing under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand curve, Cartels, Price leadership. Pricing strategies; Full cost pricing, Product line pricing, Price skimming, Penetration pricing.

Unit IV: Macroeconomics: An Overview

National Income: Different Concepts and various methods of its measurement, Inflation - Types, Causes and Measures to control Inflation, Business cycle, Profit concept and major theories of profits; Dynamic surplus theory, Risk & uncertainty bearing theory and innovation theory. Employment determination classical theory, Keynesian theory, Neo-classical theory.

Suggested Readings:

1. Damodaran, S. (2010). *Managerial Economics*. New Delhi: Oxford University Press.
2. Hirschey, M. (2008). *Economics for Managers*. New Delhi: Thomson publications.
3. Petersen, H, C., Lewis, W.C. & Jain, S.K. (2008). *Managerial Economics*. New Delhi: Pearson Education.
4. Salvatore, D., (2012). *Managerial Economics: Principles and Worldwide application*. New York: Oxford University Press.
5. Mithani D.M. (2015). *Principles of Economics*. New Delhi: Himalaya Publishing House.
6. Dwivedi D.N. (2011). *Managerial Economics*. New Delhi: Vikas Publications.
7. Maheswari, Y. (2012), *Managerial Economics*. New Delhi: PHI Learning Pvt. Ltd.
8. Gupta, G.S. (2011). *Managerial Economics*. New Delhi: Tata McGraw-Hill.

MGT-PG-C105
Business Statistics

Credits- 4

Objective: The objective of the course is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on its application to business and economic situations.

Unit I: Introduction and Uni-variate analysis

Role of statistics: Use and applications of statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of dispersion: Range, Mean deviation, Standard deviation, Coefficient of variation (C.V.), Skewness, Kurtosis.

Unit II: Bi-variate analysis

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation, Partial and multiple correlations, Probable error, Standard error.

Regression: Meaning, Regression equations and their application, regression: An overview. Time series analysis: Concept, Additive and multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and non- linear equations, Applications in business decision-making.

Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of price, Quantity and volume indices: Fixed base and chain base methods.

Unit III: Probability Distribution

Probability: Concept of permutations & Combinations, Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes theorem and its applications. Theoretical Frequency Distributions: Concept and application of Binomial, Poisson and Normal distributions.

Unit IV: Sampling and Hypothesis Testing

Sampling Fundamentals: Concept and application; Procedure, Tests of hypotheses-Parametric tests: z-test, t-test, f-test, & ANOVA; Non Parametric Tests: Run test, Sign test, Wilcoxon signed rank Test, Mann Whitney U test, Kruskal Wallis H test, Chi-square test,

Suggested Readings:

1. Beri, J.C. (2010). *Business Statistics*. New Delhi: Tata McGraw Hill.
2. Chandan, J. S. (2009). *Statistics for Business and Economics*. New Delhi: Vikas Publishing House Pvt Limited.
3. Render, B. and Stair, R.M. (2014). *Quantitative Analysis for Management*. New Delhi: Prentice-Hall.
4. Sharma, J. K. (2012). *Business Statistics*. New Delhi: Pearson Education.
5. Gupta, C. B. (2009). *An Introduction to Statistical Methods*. New Delhi: Vikas Publishers
6. Levin, R. (2009). *Statistics for Management*. New Delhi: Pearson education.
7. Vora, N. D. (2013). *Business Statistics*. New Delhi: Tata McGraw Hill.
8. Shenoy, G. V. Srivastava, U.K. & Sharma, S.C. (2005). *Business Statistics*: New Delhi: New Age International Publishers.
9. Bhardwaj, R.S. (2008). *Business Statistics*. New Delhi: Excel Books India Publications.
10. Gupta, S.P. (2014). *Statistical Methods*. New Delhi: Sultan Chand & Sons.

MGT-PG-C106
Marketing Management

Credits- 4

Objective: The course aims to acquaint the students with the concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Unit I: Introduction

Definition, Importance and scope of Marketing, Philosophies of marketing management, Elements of marketing - Needs, Wants, Demands, Customer, Consumer, Markets and marketers; Marketing vs. Selling, Consumer markets and Industrial markets, Concept of marketing management, Marketing - Mix, Functions of marketing management, Marketing environment, Factors affecting marketing environment, Marketing information system and Marketing research, Strategic marketing planning, Marketing Myopia.

Unit II: Segmentation and Targeting

Procedure, Level, Benefits, Purpose and limitations of market Segmentations, Market targeting - Introduction, Procedure, Product positioning - Introduction, Objectives, Usefulness, Differentiating the product, Product positioning strategy, Consumer behaviour - Introduction, Importance & process.

Unit III: Product and Price decision

Mix decisions, Product decisions, New product development-Concept and necessity for development, Failure of new products, New product planning and Development process, Product-mix, Branding and Packaging decisions, Product life cycle - Stages and strategies for different stages of PLC; Pricing decisions, Pricing objectives, Policies methods of setting price, Pricing strategies.

Unit IV: Place and Promotion

Channels of distribution for consumer/ industrial products, Factors affecting channel distribution, Management of channels: Current trends in wholesaling and retailing, Retail distribution system in India.

Promotion: Promotion-mix, Advertising, Sales promotion, Personal selling, Publicity and Public relations. A Brief account of marketing of services, CRM, Emerging trends in marketing: Rural marketing, Electronic marketing; B2C, B2B and C2C, Direct marketing through internet, International marketing, Green marketing.

Suggested Readings:

1. Kotler, P. (2015). *Marketing Management, Analysis, Planning, Implementations and Control*. New Delhi: Pearson Education.
2. Stanton William, J. (2015). *Fundamentals of Marketing*. New Delhi: Mc Graw- Hill.
3. Kotler, P. and Armstrong, G. (2015). *Principles of Marketing*. New Delhi: Pearson Education.
4. Ramaswamy, V.S. & Namakumari, S. (2007). *Marketing Management: Planning, Implementation and Control*. New Delhi: Macmillan India Ltd.

5. Etzel, M.J., Walker, B.J. and Stanton, W.J. (2007). *Marketing concept & Cases special Indian Edition*. New Delhi: Tata McGraw- Hill.
6. Me. Carthy and Perreault (2009). *Basic Marketing: A Global Marketing Approach*, New Delhi: Tata McGraw- Hill.
7. Kurtz, D.L. and Boone, L.E. (2007). *Principles of Marketing*. New Delhi: Thomson publishers.

MGT-PG-C107

Fundamentals of Computer and Information System

Credits- 4

Objective: The primary objective of this course is to familiarize the student with basic concepts of Computer and Information System and their applications in Business processes.

Unit I: Introduction

Essential components of computer-

Hardware: (a) Input devices (b) Output devices (c) Storage devices.

Software: Introduction; Types of software with examples; Introduction to languages, Compiler, Interpreter and Assembler.

Operating System: Definition, Functions, Types and classification, Elements of GUI based operating system-Windows-use of menus, Tools and commands of windows operating system.

Unit II: MS-Office and Computer Networks

Basics of MS-Word, MS-Excel and MS-Power point; Application of these software's for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports (Practical)

Computer networks: Overview of computer network, Types of computer networks, Network topologies, Components of computer networks. Internet, Intranet and extranet.

Unit III: Information Systems

Meaning and Role of Information Systems, Concept of Data and Information, Classification of Information Systems: Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS). Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES), Executive Information System (EIS), Cross Functional Information Systems.

Unit IV: Applications of Information System

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP, Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application, Security and ethical Challenges of IT, Ethical Responsibility- Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings

1. Ramesh, B. (2008). *Computer Fundamentals and Information Technology*. New Delhi: Laxmi Publication Pvt. Ltd
2. Cyganski, D. (2011). *Information Technology: Inside and outside*. New Delhi: Prentice Hall.
3. Basandra, S.K. (1998). *Computers Today*. New Delhi: Galgotia publishing company.
4. Leon A., & Leon, M. (2000). *Introduction to Computers*. New Delhi: Sangam Books Ltd.
5. Leon, A. (2009). *Fundamentals of Information Technology*. New Delhi: Vikas Publishing.
6. Kakkar, D.N., Goyal, R. (2003), *Computer Applications in Management*. New Delhi: New Age International.
7. Laudon, K. & Laudon J. (2014). *MIS: Managing the Digital Firm*. New Delhi: Pearson Education.
8. James, O. B. (2015). *Introduction to Information Systems*. New Delhi: Tata McGraw Hill.
9. Turban, L. & Wetherbe (2001). *Information Technology for Management: Making Connections for Strategic Advantage*. New Jersey: John Wiley and Sons.

MGT-PG-C108

Business Communication

Credits- 4

Objective: The primary objective of the course is to enhance the communication skills of the students.

Unit I: Introduction

Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication, the Cross Cultural Dimensions of Business Communication.

Unit II: Forms of Communication and Communication for Job

Verbal Communication: Types of Verbal Communication Art of Public Speaking, Effective Listening etc.

Written Communication.: Principles of Effective Written Communication; Commercial Letters, Enquiries, Quotations and Tender Notices, Placing Orders, Export Import Correspondence, Correspondence with Public Authorities, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents. Internal Communication: Memo, Office Order, Office Circular, Office Note, Correspondence with Branch Offices. Précis and Summarizing. Report and Proposal Writing, Writing a Summer Project Report.

Communication for Job: Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview, Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

Unit III: Case Study Method of Learning

Understanding the case method of learning, Different types of cases, Overcoming the difficulties of the case method, Reading a case properly (previewing, skimming, reading, scanning), Case analysis approaches (systems, behavioural, decision, strategy), Analyzing the case, dos' and don'ts for case preparation

Unit IV: Soft Skills Development

Soft skill attributes for business executives like communication, business etiquette, adaptability, integrity, interpersonal skills, positive attitude, professionalism, discipline and responsibility, teamwork and motivation.

Presentation Skills: Presentation definition, Elements of presentation, Designing a presentation, Advanced visual support for business presentation, Types of visual aids, Appearance & Posture, Practicing delivery of presentation.

Suggested Readings:

1. Scot, O. (2016). *Contemporary Business Communication*. New Delhi: Biztantra.
2. Lesikar, R.V. & Flatley, M.E. (2016). *Basic Business Communication Skills for Empowering the Internet Generation*. New Delhi: Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F. (1998). *The Essence of Effective Communications*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Taylor, S. (2015). *Communication for Business*. New Delhi: Pearson Education.
5. Guffey, M.E. & Loewy, D. (2016), *Business Communication*. US: Cengage Learning.
6. Bisen, V. (2009). *Business Communication*. New Delhi: New Age International (P) Ltd., Publishers.
7. Sehgal, M.K. and Khetrpal, V. (2006). *Business Communication*. New Delhi: Excel Books.

MGT-PG-O201
Indian Business Environment

Credits- 4

Objective: The purpose of this course is to enable the students to understand the influence of various environmental factors affecting business.

Unit I: Introduction

Concept and Nature of business environment, Need to study business environment, Elements of Business Environment, Significance of business environment, Environmental analysis and forecasting, Techniques of environmental analysis, Government-Business Interface, Changing Dimensions of Indian Business

Unit II: Economic Environment of Business

Business - Economic System Interface, Industrial Development under different Plan Periods, New Industrial Policy of India, Public Sector Policy- Disinvestment Policy and EXIM Policy of India, Industrial Policy for North-East India. SEBI Act, Monetary and Fiscal Policy.

Unit III: Legal Environment and Technological Environment of Business

Industrial licensing policy, FEMA and Competition Act. Intellectual Property Rights and Patent Law. Consumer Protection Act 1986 (central council and state council). Government Policy on Environment: Water Pollution Act, Air Pollution Act, Environment (Protection) Act, Environmental Audit, GST.

Technological Environment: Recent Technological Advancement in Indian Business, E- Commerce, M-Commerce.

Unit IV: Political and Socio-cultural Environment

Political systems, concepts, practices in India. Political institutions in India. Salient features of Indian societies.

Concept of capitalism and socialism, Sun-rise sectors of India Economy. Challenges of Indian economy. Social responsibility of business, Characteristics, Components, Scope, relationship between society and business, Socio- cultural business Environment, Social Groups, Foreign Investment in India.

Suggested Readings:

1. Awasthappa, K. (2014). *Essentials of Business environment*. New Delhi: Himalaya Publishing House.
2. Cherunilam, F. (2014). *Business Environment: Text and Cases*. New Delhi: Himalaya Publishing House.
3. Ghosh, P.K. & Kapoor, G.K. (2000). *Business Policy and Environment*. New Delhi: S. Chand and Sons.
4. Singh, S. (2013). *Environmental Policy in India*. New Delhi: IIPA.
5. Rudar Dutt and Sundaram (2005). *Indian Economy*. New Delhi: S. Chand and Sons.
6. Dasgupta, A. & Sengupta. (1998). *Government & Business*. New Delhi: Allied Book Agency.
7. Misra, S.K. and Puri, V.K. (2004). *Economic Environment of Business*. New Delhi: Himalaya Publishing House.

MGT-PG-C202
Business Research Methods

Credits- 4

Objective: The purpose of this course is to develop skills among the students to undertake business Research.

Unit I: Introduction

Definition; Nature, Scope and Significance of Business Research; Overview of the Research Process- Identification and Definition of Research problem; Review of Literature, Objectives & Hypothesis Formulation; Developing the Research Proposal; Ethical issues in Research; Problems encountered by the Researcher, Precautions to be taken by the Researchers.

Unit II: Research Design and Data Collection

Types of Research Design-Descriptive, Exploratory & Experimental; Sources of data collection-Primary & Secondary sources; Methods of collecting Primary Data, Questionnaire- Designing and Testing; Schedule; Interview; Observation Method; Other methods, Qualitative Research-Methods; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

Unit III: Sample Design

Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination for estimating means & Proportions, Survey Errors.

Unit IV: Data Analysis, Interpretation and Report Preparation

Data Editing, Coding & Tabulation; Advanced Data Analysis Techniques; Types of Data set, Processing and interpretation of data through Softwares like SPSS, Eviews, Stata, etc., Report Preparation and Presentation.

Suggested Readings:

1. Donald, R. C. and Schindler, P.S. (2013). *Business Research Methods*. New Delhi: Tata McGraw- Hill.
2. Kothari, C.R. (2014). *Research Methodology Methods and Techniques*. New Delhi: New Age Publishers.
3. Saunders, M.N.K. (2012). *Research Methods for Business students*. New Delhi: Pearson Education.
4. Panneerselvam, R. (2014). *Research Methodology*. New Delhi: Prentice Hall of India.
5. Gravetter, F.J. (2016). *Research Methods for the Behaviourial Sciences*. Australia: Cengage Learning.
6. Alan, B. & Bell. E. (2011). *Business Research Methods*. Toronto: Oxford University Press.
7. Bajpai, N. (2011). *Business Research Methods*. New Delhi: Pearson Education.
8. Murthy, S. N. & Bhojnana, U. (2010). *Business Research Methods*. New Delhi: Excel Books.
9. Sekaran, U. & Bougie, R.J. (2013). *Research Methods for Business*. New Jersey: Willey Publications.

Objective: The objective of the course is to familiarize the students with the Business Laws of India

Unit I: Indian Contract Act, 1872

Contract: Definition and its essentials, Valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Void agreement, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

Unit II: Partnership Act, 1932 and Sale of Goods Act, 1930

Partnership and its essentials, Partners: Rights and Duties and Type, Position of Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Meaning of Contract of Sale, Types of Goods, Conditions and Warranties, Delivery-three types of delivery, rules as to delivery. Right of Unpaid Seller against the Goods, Auction sale, Rules regarding sale by Auction [section 64].

Unit III: Negotiable Instruments Act, 1881 and Companies Act, 1956 and 2013

Meaning of Negotiable Instrument, Types of negotiable instruments: Promissory Note, Essentials of promissory note, Meaning of Bill of Exchange and Cheques, Essentials of bills of exchange, Defining Cheque, Characteristics of cheque, Holder and Holder in due course, Negotiation, Presentment, Crossing of Cheques, Bouncing of Cheques.

Nature and Definition of a Company, Classification of Companies On the Basis of Membership, Steps in formation of company, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. Major amendments in 2013

Unit IV: Consumer Protection Act, 1986 and the Information Technology Act, 2000 Complaint, Consumer, Defect and deficiency, Consumer dispute redressal agency, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

Objectives of IT Act, Salient features of the Act, Electronic Governance.

Suggested Readings:

1. Kapoor, N.D. (2016). *Business Law*. New Delhi: Sultan Chand & Sons.
2. Tulsian, P.C. & Tulsian, B. (2014). *Business Law*. New Delhi: McGraw- Hill education.
3. Gulshan J.J. (2012). *Business Law Including Company Law*. New Delhi: New Age International Publishers.
4. Kuchhal, M.C. (2013). *Business Law*. New Delhi: Vikas Publications.
5. Singh, A. (2012). *Principles of Mercantile Law*. New Delhi: Eastern Book Company.

MGT-PG-C204
Operations Research

Credits- 4

Objective: The objective of the course is to acquaint the students with operations research techniques and their role in managerial decision-making.

Unit I: Introduction

Operations Research: Significance, Scope and Applications of Operation Research in managerial decision-making. **Decision-making environments:-** Decision-making under certainty, Uncertainty and risk situations; Decision tree approach and its applications.

Unit II: Linear Programming, Transportation and Assignment

Linear programming: Mathematical formulations of LP Models for product-mix problems; Graphical and simplex method of solving LP problems; Sensitivity analysis; Duality.

Transportation problem: Finding initial feasible solution using Northwest corner rule; Vogel's approximation method and least cost method; Testing optimality using stepping stone method and MODI method; Special cases of unbalanced problem, Degeneracy, Maximisation objective, Multiple solutions and prohibited route.

Assignment model: Hungarian assignment technique; Special cases of unbalanced problem, Multiple optimum solutions, Maximisation objective and unacceptable assignment

Unit III: Game Theory, Sequencing and Programming

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Dynamic Programming: Modeling, Optimization, Replacement.

Unit IV: Queuing Theory

Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Replacement Problem: Replacement of assets that deteriorate with time, Replacement of assets which fail suddenly.

Project Management. Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

Suggested Readings:

1. Vohra, N.D. (2009). *Quantitative Techniques in Management*. New Delhi: Tata McGraw-Hill.
2. Taha, H. A. (2010). *Operations Research - An Introduction*. New Delhi: Prentice-Hall.

3. Sharma, J. K., (2006). *Operations Research*. New Delhi: Macmillan Publishers India.
4. Kapoor, V.K. (2014). *Operations Research*. New Delhi: S. Chand.
5. Hadley, G., (1987). *Linear Programming*. New Delhi: Narosa Publishers.
6. Hillier, F.S. & Lieberman, G.J. (2001). *Introduction to Operations Research*. New Delhi: Tata McGraw-Hill.

MGT-PG-C205
Operations Management

Credits- 4

Objective: The Course is mainly designed to make acquaint the students with Operations Management and its use in dealing with the real life business problems.

Unit I: Introduction

Definition, Nature, Scope and Significance of Production and Operations Management, Relationship with other functional areas, Recent trends in Production and Operations Management, Production Cycle, Production Planning & Control: Basic functions, Concept of ergonomics.

Unit II: Production Planning

Plant location, selection; Plant and Facilities layout, types of layout and their characteristics; Production Systems, types of production system, JIT & Lean system; Product design, New product development, Value analysis, Work measurement and Job design.

Unit III: Production Scheduling and Control

Forecasting and Capacity planning, Types and methods of Forecasting, Overview of Aggregate production planning, Production Strategies, Capacity requirement planning, MRP, Scheduling, Purchase management, Inventory management and techniques of Inventory management.

Unit IV: Quality Management

Basic Concept and dimensions of Quality, Cost of Quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality Improvement and Cost Reduction- 7QC tools and 7 new QC tools, Kaizen, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart), Six Sigma, Total Quality Management (TQM), ISO (9000&14000 Series).

Suggested Readings:

1. Everette, E. A. & Ronald, J. E. (2000). *Production and Operations Management*. New Delhi: Prentice-Hall.
2. Chary, S.N. (2012). *Production and Operations Management*. New Delhi: Tata McGraw-Hill.
3. Hill, T.& Hill, Alex (2012). *Operations Management*. Basingstoke, UK: Palgrave.
4. Johnston. R. (2014). *Cases in Operations Management*. New Delhi: Pearson.

5. McGregor, D. (1960). *Operations Management*. New Delhi: McGraw-Hill.
6. Morton, T.E. (1999). *Production and Operations Management*. New Delhi: Vikas publishers.
7. Haleem, A. (2008). *Production and Operations Management*. New Delhi: Galgotia Books.
8. Bedi, K. (2007). *Production & Operations Management*. New Delhi: Oxford University Press.

MGT-PG-C206
Cost & Management Accounting

Credits- 4

Objective: The basic objective of the course is to familiarize the students with the basic concepts of cost and management accounting and their applications in managerial decision making.

Unit I: Introduction

Definition and Scope of Cost and Management accounting, Difference between Management Accounting and Cost Accounting, Cost Concepts, Classification of Cost, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, Cost Sheet and its Preparation, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II Accounting for Short-term Decision

Marginal Costing: Concept, Features and Limitations and Use of Marginal Costing, Cost-Volume-Profit Analysis(CVP), PV Ratio and its importance, Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Absorption Costing: Concept, Marginal Costing vs Absorption Costing, Activity Based Costing and its Applications

Differential Costing and Incremental Costing: Concept, uses and applications, Difference between Differential and Incremental costing, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III: Accounting for Control

Budgeting: Meaning, features of Budget, Essentials of effective budgeting, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero based Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material, Labour, Overhead Variance, and their applications and implications.

Unit IV: Responsibility Accounting & Transfer Pricing

Concepts and approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications.

Transfer Pricing : concept, types & importance ; *Neo Concepts for Decision Making*: Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Suggested Readings:

1. Horngren,T., Charles, et al., (2010). *Introduction to Management Accounting*. New Delhi: Prentice-Hall.
2. Khan, N.Y. & Jain, P.K., (2007). *Management Accounting*. New Delhi: Tata McGraw-Hill.
3. Pandey, I. M. (2009). *Management Accounting*. New Delhi: Vikas Publishing House.
4. Bhattacharyya, S. K. & Dearden, J. (1997). *Accounting for Management*. New Delhi: Vikas Publishing House.
5. Sahaf, M.A. (2013). *Management Accounting: Principles and Practice*. New Delhi: Vikas Publishing House.
6. Ravi, M. Kishore (2016). *Cost & Management Accounting*. Kolkata: Taxmann.
7. Ravi, M. Kishore (2013). *Advanced Management Accounting*. Kolkata: Taxmann.
8. Arora, M. N. (2012). *Cost and Management Accounting*. New Delhi: Vikas Publishing House.

MGT-PG-C207 Financial Management

Credits- 4

Objective: The course provides an understanding of concepts, tools and techniques applicable for financial decision making.

Unit I: Introduction

Concept, scope, objective and significance of financial Management, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Key Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II: Investment and Financing Decision

Investment Decision: Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting.

Financing Decision: Long-term, Medium Term and Short term sources of finance, Potentiality of equity shares, Preference shares, Debentures and bonds as sources of long- term finance;

Unit III: Capital Structure and Cost of Capital

Capital Structure: Concept and Planning, Capital Structure Theories: NI, NOI, Traditional and Modigliani Miller Approach; EBIT-EPS Analysis & Indifference Points.

Cost of Capital: Cost of equity, Preference shares, Debentures and retained earnings, Weighted average cost of capital and implications. Leverage Analysis: Financial, Operating and combined leverage along with implications

Unit IV: Dividend Decision and Working Capital Management

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Working capital: Overview of Working Capital Decision: Concept, Components, Factors affecting working capital requirement, Working Capital Management: Management of cash, Inventory and receivables; Introduction to Working Capital Financing.

Suggested Readings:

1. Van Horne, J.C. (2016). *Financial Management and Policy*. New Delhi: Pearson Education.
2. Knott, G. (2004). *Financial Management*. Basingstoke, UK: Palgrave.
3. Khan, M.Y. and Jain, P.K. (2016). *Financial Management*. New Delhi: Tata McGraw Hill.
4. Chandra, P. (2016). *Fundamentals of Financial Management*, Tata McGraw Hill.
5. Rustagi, R.P. (2000). *Financial Management*. New Delhi, Galgotia.
6. Lawrence, J. G. (2004). *Principles of Managerial Finance*. New Delhi: Pearson Education.
7. Ravi, M. K. (2015). *Financial Management*. Kolkata: Taxmann.
8. Damodaran, A. (2016). *Corporate Finance -Theory & Practice*. New Delhi: Wiley.

MGT-PG-C208 Human Resource Management

Credits- 4

Objective: This course aims to provide students a clear understanding about the concepts, methods, techniques and issues involved in managing human resources so as to facilitate employing, maintaining and promoting a motivated force in an organization.

Unit I: Introduction

Concept, Nature, Scope, Objectives and Functions of Human Resource Management, HRM: The challenges – Environmental, Organizational and Individual, Emerging trends of HRM in globalized economy and cross cultural environment.

Unit II: Human Resource Planning

Human resource planning, Job analysis, Job evaluation, Job design, Recruitment – Sources, objectives, Selection: Concept, Procedure and Cost benefit analysis of selection, Induction, Career planning, Bases of Promotion, Transfer, Separations, Outplacement and Outsourcing HR.

Unit III: Training & Development and Performance Appraisal

Training & Development – Concept, Training needs assessment, Types of training programmes: On-the-job and off-the-job, RoI of training, metrics for evaluation of training programme, Performance Appraisal- Objectives, Uses and Methods – Traditional and Modern methods, Problems of performance appraisal, Legal issues in Performance Appraisal, Compensation – Concepts, Types, Factors determining compensation.

Unit IV: Industrial Relations

Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System.

Suggested Readings:

1. Dessler, G. (2015). *Human Resource Management*. New Delhi: Pearson Education.
2. Rao, V.S.P. (2014). *Human Resource Management*. New Delhi: Excel Books.
3. Durai, P. (2016). *Human Resource Management*. New Delhi: Pearson Education.
4. Rao, S. P. (2011). *Personnel & Human Resource Management*. New Delhi: Himalaya Publishing House.
5. Aswathappa, K. (2010). *Human Resource Management- Text & Cases*. New Delhi: Tata McGraw-Hill.
6. Snell, S. & Bohlander, G. (2013). *Human Resource Management*. Nashville, TN: South Western Publishing Group.
7. Gomez, M. Balkin, L.R. & Cardy, D.B. (2011). *Managing Human Resources*. New Delhi: Prentice-Hall.
8. Jyoti, V. (2013). *Human Resource Management*. New Delhi: Oxford.

9. Muller, C. (2008). *HRM- A Case Study Approach*. Mumbai: Jaico Publishing House.

MGT-PG-C301

Business Policy and Strategic Management

Credits- 4

Objective: The course aims to develop an understanding of Business Policy and Strategic Management in dynamic and competitive global environment.

Unit I: Introduction

Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Mintzberg's 5Ps of Strategy, McKinsey 7-S Framework

Environmental Analysis; Environmental Scanning, Industry Analysis, Competitive Analysis, ETOP Study, OCP, SAP Scanning, Internal Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

Unit II: Strategy Formulation

Concept of Stretch, Leverage and Fit; Need for Balanced Scorecard; Strategic Factors Analysis Summary (SFAS) Matrix, Analysing Companies Resource in Competitive Position; SWOT Analysis; TOWS Matrix, Grand Strategies; Porters Diamond Model, Porter's Generic Strategies; Strategic Analysis and Choice: BCG, GE 9 CELL, Shells, Directional Policy Matrix, The PIMS Model, Arthur, D'Little Company's Matrix and Hofer's Matrices; Portfolio Matrix, Parenting Fit Matrix, Value Chain analysis.

Unit III: Strategy Implementation

Implementation of strategy: Organising for Action, Corporate Development Stages, Diversification, Mergers and Acquisition, Re-engineering, Job Design and Strategy Implementation.

Unit IV: Strategy Evaluation

Importance And Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control, Strategic Enablers: R&D Strategy, IT and strategy, Strategic Risk.

Suggested Readings:

1. Kazmi, A. (2014). *Business Policy and Strategic Management*. New Delhi: Tata McGraw-Hill
2. David, F.R. (2012). *Strategic Management: Concepts and Cases*. New Delhi: Pearson Education.
3. Pearce, J.A. & Robinson, R.B. (2012). *Strategic Management*. New Delhi: AITBS.
4. Carpenter, M. (2012). *Strategic Management*. New Delhi: Pearson Education.
5. Bowman, C. (2003). *Business Policy and Strategy*. New Delhi: Prentice Hall of India, New Delhi.
6. Trehan, M. (2012). *Strategic Management*. New Delhi: Wiley & Sons.
7. Carthy, M. Robert & Curran (2007). *Business Policy and Strategy*. New Delhi: AITBS.
8. Glueck, W.F. & Jauch, L.R. (2011) *Business Policy and Strategic Management*. New Delhi: McGraw- Hill.
9. Srinivasan, R. (2012). *Strategic Management*. New Delhi: Prentice Hall of India.

MGT-PG-O302
Entrepreneurship & Project Management

Credits- 4

Objective: The objective of the course is to develop an understanding of the concept, process and development of entrepreneurship and promote the students towards Entrepreneurship.

Unit I: Entrepreneur and Entrepreneurship

Entrepreneur - Concept, Functions, Types, Characteristics, Qualities and Role – Ideal Entrepreneur; Entrepreneur vis-à-vis Professional Manager, Intrapreneur, Copreneur; Distinction between wage employment, self employment & Entrepreneurship; Entrepreneurial Competencies; Entrepreneur and Entrepreneurship – Factors, Barriers & Problems and Process of Entrepreneurship, Growth of Entrepreneurship in India

Unit II: Entrepreneurship Development

Entrepreneurship Development: Concepts, Factors affecting, Development Cycle and Strategy; Entrepreneurship Development Program (EDP): Concepts, Objective, Contents, issues, Phases, Evaluation. Institutions conducting EDP's in India; Entrepreneurship Development Training: Importance, Objective, Methods; Role of Institutions in Entrepreneurship Development; Role of Central and State Government in Entrepreneurship Development

Unit III: Emerging areas in Entrepreneurship

Women Entrepreneurship: Types, Challenges, Opportunities, Achievements, Problems, Remedial Measures & supporting Institutions and Role Models of Woman Entrepreneurs in India, Self Help Groups.; Rural Entrepreneurship: meaning, need, Problems, Development, Role of NGO's, Entrepreneurship in agriculture, TRYSEM.; Social Entrepreneurship: Genesis & Characteristic; International Entrepreneurship; E- Entrepreneurship: Concept, Purpose and Essence. Entrepreneurial opportunities and problems in North East Regions

Unit IV: Project & Project Management

Project : Concept, Classification, Identification, Project Design, Project Appraisal, Project Planning.; Formulation of Project Report - Cost Benefit Analysis, Technical Feasibility, Financial Feasibility, Managerial Feasibility, and Market Survey.; Financing of the Project – Sources of Finance.

Project Management:

Project Management Life Cycle: Project Initiation, Planning, Execution, Closure; Project Monitoring and Control – Parameters, Process; Monitoring and Control of group of Projects;

Techniques of Project Monitoring and Control; Computer based Project Management; Integrated Project Management – Management of Project Finances, Materials – Production – Marketing – Personnel Management.; Project Audit.

Suggested Readings:

1. Desai, V. (2011). *Dynamics of Entrepreneurship Development and Management*, New Delhi: Himalaya publishers.
2. Poornima, C. (2011). *Entrepreneurship Development - Small Business Enterprises*. New Delhi: Pearson.
3. Robert D. H.& Peters, M.P. (2013). *Entrepreneurship*. New Delhi: Tata McGraw Hill.
4. Lall, M. and , S.Shikha (2008). *Entrepreneurship*. New Delhi: Excel Books.
5. Baporikar, N. (2011). *Entrepreneurship Development and Project Management*. New Delhi: Himalaya publishers.
6. Larson, D. (2006). *Project Management*. New Delhi: Tata McGraw- Hill.
7. Desai, V. (2013). *Project Management*. New Delhi: Himalaya Publishing House.
8. Gopalakrishnan, P. (2014). *Textbook of Project Management*. New Delhi: Macmillan.
9. Maylor, H. (2010). *Project Management*. New Delhi: Pearson.

MGT-PG-H303
Performance Management

Credits- 4

Objective: The objective of the course is to make the students understand critical dimensions of performance that constitute the basis for continuously planning, reviewing and developing employee performance.

Unit I: Introduction to Performance Management

Performance: Dimensions of Performance, Performance Appraisal & Potential Appraisal.
Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness, Process of Performance Management, Developing and Implementing a Performance Management System

Unit II: Performance Management Analysis & Application

Reward System: Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan.

Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions and Performance Improvements, Performance Management Skills, Performance Management Systems and Appraisal Practices

Unit III: Performance Management Techniques

Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, 360 Feedback, Assessment Centres, Performance Management Practices Of Different Companies.

Unit IV: Performance Consulting

Concept, The Need for Performance Consulting, Role of the Performance Consulting, Designing and Using Performance Relationship Maps, Contracting for Performance Consulting Services, Operationalizing Performance Management.

Suggested Readings:

1. Rao, T.V. (2017). *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.
2. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers.
3. Chadha, P. (2008). *Performance Management*. New Delhi: Macmillan India Ltd.
4. Michael, A. (2006). *A Handbook of Human Resources Management Practice*, London: Kogan Page.
5. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications.
6. Robert, L. C. (2011). *Performance Management Concepts Skills and Exercises*, New York: M.E.Sharpe Publications.
7. Rao, N.S., (2017). *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House.

MGT-PG-H304
Training and Development

Credits- 4

Objective: The objective of the course is to make the students understand the importance of training and development of individuals in modern organizations and familiarize with the process involved in training and development.

Unit I: Training and Learning

Training: Concept, Need and Importance of Training in Modern Organizations, Training Vs Development

Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve

Training Process: Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

Unit II: Design of Training Programme

Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design

Unit III: Implementation of Training Programme

Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post Training Support for Improved Performance at Work; Training Methods, Training Aids

Unit IV: Training Evaluation

Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model; Recent Trends in Training and Development

Suggested Readings:

1. Lynton, R.P. & Udai Pareek (2011). *Training for Development*. New Delhi: Vistaar Publications.
2. Raymond, A. N. (2010). *Employee Training and Development*. New Delhi: Tata McGraw-Hill Publications.
3. Rao, P.L. (2008). *Enriching Human Capital through Training and Development*. New Delhi: Excel publications.
4. Naik, G.P. (2008). *Training and Development: Text, Research and Cases*. New Delhi: Excel Books.
5. Sahu, R. K. (2010). *Training for Development*. New Delhi: Excel Books.

MGT-PG-H305

Management of Change and Development

Credits- 4

Objective: The course help to understand the theory and practice relating to the processes of change & organization development and to develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.

Unit I: Change

Introduction, Meaning, nature, forces, Planned change, need for change, types of Change, Organizational change, Models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research.

Unit II: Management of Change

Managerial Approaches for Implementing Change, Perspectives on Change, Understanding the Change Process, Change Management: Leading the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies, Significance of Structure for Change, Structural Choice and Change, Leadership and Change, Develop Learning Organization.

Unit III: Introduction to Organization Development (OD)

The Field of Organization Development, Values, Assumptions and Features of OD, The OD Process, Action Research and Organization Development, Action Research: A Process and an Approach.

Unit IV: OD Interventions

An Overview of OD Interventions, Human Process Interventions, Techno Structural Interventions, Human Resource Management Interventions, Strategic Change Interventions, Applicability of OD, Organizational Transformation, Culture Change, Learning Organization, Latest Trends and Future of Organization Development.

Suggested Readings:

1. Cummings, T.G. & Worley, C.G. (2015). *Organization Development & Change*. US: Cengage Learning.
2. French, W., Bell, C.H. & Zawacki, R.A. (2005). *Organization Development and Transformation: Managing Effective Change*. New Delhi: McGraw-Hill
3. Harigopal, K. (2010). *Management of Organizational Change: Leveraging Transformation*. New Delhi: Response Books
4. Thornhill, L. S. (2011). *Managing Change: A Human Resource Strategy Approach*. New Delhi: Pearson Education.
5. McMillan, E. (2008). *Complexity Management and the Dynamics of Change*. Howick place, UK: Routledge.
6. Senior, B. & Fleming, J. (2010). *Organizational Change*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
7. Palmer & Dunford (2009). *Managing organizational change*. New Delhi: Tata Mc-Graw Hill.
8. Bhaha, S.K. (2010). *Organization Development and Transformation*, Deep and Deep Publication Pvt. Ltd.

MGT-PG-M303
Consumer Behaviour

Credits- 4

Objective: The course provides insight into significance of consumer behaviour, consumer decision-making process and analysis of various internal and external factors affecting consumer-behaviour and their implications.

Unit I: Introduction

Concept, Definition, Types of Consumers, Nature, Scope of Consumer Behaviour, Four Drivers of Successful Relationships between Marketers and Customers, Consumer Behaviour and Life-Style Marketing.

Unit II: Determinants of Consumer Behaviour

Consumer motivation and involvement, consumer perception, Information processing, perception Learning, Consumer attitude; Family and household influences, family decision making and consumption-related roles, social class, Reference groups, Cultural and sub- cultural differences, Personality, Values and life-style.

Unit III: Consumer Decision Making

Levels of Consumer Decision Making, Consumer Buying Process; Problem Recognition; Information Processing; Evaluation of Alternatives; Purchase and Post-Purchase Behaviour; Customer loyalty, Models of Consumer Decision Making.

Unit IV: Consumer Buying Behaviour

Cross Cultural Consumer Analysis, Combining Global with Local Marketing Strategies, A Framework for Alternative Global Marketing Strategies, Impact of Social Media on Consumer Behaviour, Industrial Buying Process, Types of Buying in B2B, B2C,C2C; Impact of Information Technology on Consumer Behaviour, Recent Trends, Product Endorsements.

Suggested Readings:

1. Majumdar, R. (2009). *Consumer Behaviour: Insight form Indian Market*. New Delhi: Prentice Hall India Learning Private Limited.
2. Schiffman, L. & Kanuk, L. (2011). *Consumer Behaviour*. New Delhi: Pearson Education.
3. Nair, S. R. (2016). *Consumer Behaviour: Text and Cases*. Mumbai: Himalaya Publishing House
4. Loudon, D.L. & Della, B. (1992). *Consumer Behaviour: Concepts and Applications*. New Delhi: Tata Mc-Graw Hill.
5. Wilkie, W. L. (1998). *Consumer Behaviour*. New York: John Willey & Sons.

MGT-PG-M304
Integrated Marketing Communication

Credits- 4

Objective: This course aims to develop and sharpen the Marketing Communication Skills of the Management students

Unit I: Introduction

Nature, Concept and Process of Integrated Marketing Communication (IMC); Elements of IMC; Role of IMC in the Marketing Process, Organizing for Advertising and Promotion, Perspectives on Consumer Behaviour

Unit II: Communication Process and Budgeting for IMC

The Communication Process; Source, Message and Channel Factors, Establishing Objectives and Budgeting for the Promotional Program

Unit III: Developing the Integrated Marketing Communication Program

Planning, Development, Implementation and Evaluation, Media Planning and Strategy, Evaluation of Media: TV and Radio, Print Media and Support Media, Direct Marketing, Internet and Interactive Media, Sales Promotion, Public Relations, Publicity and Corporate Advertising.

Unit IV: Monitoring, Evaluation and Control

Measuring the Effectiveness of the Promotional Program, Testing Process and Control Process, International Advertising and Promotion

Exercise:

- a) 3 Good and 3 bad ads to be presented by each student
 - b) Students will be asked to formulate an advertising strategy in group for any one product/service of their choice
 - c) Students will be asked to formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking and so on
- Note:** Faculty member is supposed to form the groups with (5 student each) and ask these groups to formulate above campaigns as a practical application.

Suggestion Readings:

1. Kenneth, C. & Donald (2013). *Integrated Advertising, Promotion & Marketing Communications*. New Delhi: Pearson Education.
2. Belch, M. & Belch, G. (2013). *Advertising and Promotions*. New Delhi: Tata McGraw- Hill.
3. Batra, M. & David, J (2001). *Advertising Management*. New Delhi: Prentice Hall.
4. Duncon, T. (2007). *Integrated Marketing Communications*. New Delhi: Tata McGraw Hill
5. Chunawalla, S.A. & K.C. (2011). *Foundations of Advertising Theory & Practice*, New Delhi: Himalaya Publishing House.

MGT- PG-M305
Supply Chain Management

Credits- 4

Objective: This course aims to cover the critical facets of SCM and focus on their interrelationships.

Unit I: Introduction

Introduction to Supply Chain Management, Evolution of Supply Chain Management, Importance of Supply Chain Management, Process view of Supply Chain Management, Essential features and Key Issues in SCM, Components of Supply Chain Management, Factors influencing Supply Chain Management

Unit II: Designing Supply Chain Network

Factors Influencing Distribution Network Design, Design Options for a Distribution Network, Selecting a Distribution Network Design, Demand Forecasting in a Supply Chain, Aggregate Planning in Supply Chain, Inventory Management in Supply Chains: Concept, Various Costs Associated with Inventory, Various EOQ Models, Buffer Stock, Lead Time Reduction, Re-Order Point, ABC Analysis, VED Analysis

Unit III: Logistics Management

Logistics Costs, Different Models, Logistics Sub-System, Inbound and Outbound Logistics, Bullwhip Effect in Logistics, Distribution and Warehousing Management, Storage Equipment. Purchasing and Vendor management: Centralized and Decentralized Purchasing, Functions of Purchase Department, Procurement Strategies, Techniques of Vendor Rating. Management of Stores, Types of Stores, Custom Clearance.

Unit IV: Recent Issues in Supply Chain Management

Role of IT in Supply Chain, CRM, Goals of Supply Chain in IT, Benchmarking: Concept, Features and Implementation, Outsourcing: Basic Concept, Value Addition in SCM- Concept of Demand Chain Management, Local issues in Supply Chain Management.

Suggested Readings:

1. Shah, J. (2016). *Supply Chain Management-Text and Cases*. New Delhi: Pearson Education.
2. Chopra, S. Meindl, D.V. & Kalra, K.D. (2016). *Supply Chain Management: Strategy, Planning and Operation*. New Delhi: Pearson Education.
3. Raghuram, G. and Rangaraj, N. (2015). *Logistics and Supply Chain Management: Cases and Concepts*. New Delhi: Laxmi Publications.
4. Simchi, L, Shankar, K. (2007). *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*. New Delhi: McGraw-Hill Education.
5. Shapiro, J. (2006). *Modelling the Supply Chain*. US: Brooks publishing co.

MGT-PG-F303
Financial Markets, Institutions and Services

Credits- 4

Objective: This course provide students in depth knowledge related to Financial Markets, Institutions and Services

Unit I: Introduction

Overview of Financial System, Constituents and Functioning; Financial Markets: Money Market and Capital Market; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: Nature, Scope and Importance.

Unit II: RBI & Commercial Banks

RBI – Role and functions, Regulation of money and credit, Monetary policy; Commercial Banks: Structure and Scope, Determination of Commercial Interest Rates: Fixed and Floating, Management of Capital Funds, Capital Adequacy Norms, Liquidity Management, Asset Liability Management: Gap Analysis, Management of Non- Performing Assets, Strategies for Making Commercial Banks Viable.

Unit III: Non-Banking Financial Institutions

Securitisation: Concept, Nature, Scope and their Implications, Securitization of Auto Loans and Housing Loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their Status, Types, Working and Strategies for Commercial viability ; Insurance & Mutual Fund & Organisations - Their Status, Types, Working and Strategies for Commercial Viability.

Unit IV: Financial Services

Leasing and Hire Purchase: Concepts and Scope, Parties Involved, Evaluation of Lease Transaction, Types of Lease and their Implications, Hire Purchase and Lease - Differences and Implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Credit rating, Securitization of debts, Housing finance, Merchant Banking services and functions, Consumer Credit and Plastic Money; concept, working and uses.

Suggested Readings:

1. Fabozzi, F.J. (2014). *Foundations of Financial Markets and Institutions*. New Delhi: Pearson Education.
2. Khan, M. Y. (2015). *Financial Services*. New Delhi: McGraw- Hill Education.
3. Machiraju, H.R. (2016). *Indian Financial System*. New Delhi: Vikas Publishing House Pvt. Ltd.
4. Bhole, L.M. and Mahakud, J. (2009). *Financial Institutions and Markets*. New Delhi: McGraw-Hill Education.
5. Srivastava, R.M. & Nigam, D. (2014). *Management of Indian Financial Institutions*. New Delhi: Himalaya Publishing House Pvt. Ltd.

MGT-PF-F304
Management of Working Capital

Credits- 4

Objective: This course acquaint the students with the techniques of Working Capital Management

Unit I: Introduction to Working Capital

Nature, Scope, Definition and Objectives of Working Capital, Classification and Importance of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital requirement, Factors determining Working Capital requirements, Forecast of Working Capital requirements, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive, Overview of Working Capital Management

Unit II: Working Capital Financing

Need and objectives of Financing of Working Capital, Short term credit, Mechanism and Cost-benefit analysis of alternative strategies for Financing Working Capital : Accrued wages and Taxes, Accounts payable, Trade credit, Bank Loans, Overdrafts, Bill Discounting, Commercial Papers, Certificates of Deposit, Factoring, Secured Term Loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies. Tandon, Chore and Kannan and other Committee Reports

Unit III: Management of Cash

Meaning of Cash, Motives for Holding Cash, Objectives of Cash Management, Factors Determining Cash Needs, Determining Optimum Cash Balance, Cash Management Models, Cash Budget

Cash Management: Basic Strategies, Techniques and Processes; Marketable Securities: Concept, Types, Reasons for Holding Marketable Securities, Its Importance in Working Capital, Choice of Securities; Investment of Surplus Funds, Cash Management Practices in India.

Unit IV: Management of Receivables & Inventory

Receivables: Nature & Cost of Maintaining Receivables, Objectives of Receivables Management, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Potential Credit Policy Including Credit Analysis, Credit Standards, Credit Period, Credit Terms, etc; Collection Policies.

Inventory: Need for Monitoring & Control of Inventories, Objectives of Inventory Management, Benefits of Holding Inventory, Risks and Costs Associated with Inventories; Inventory Management: Minimizing Cost in Inventory, Techniques of Inventory Management.

Suggested Readings:

1. Rangrajan, K. & Mishra, A. (2012). *Working Capital Management*. New Delhi: Excel Books.
2. Periasamy, P. (2016). *Working Capital Management –Theory & Practice*. New Delhi: Himalaya Publishing House Pvt. Ltd.
3. Pandey, I.M. (2015). *Financial Management*. New Delhi: Vikas Publishing House Pvt. Ltd.
4. Bhalla, V K. (2011). *Working Capital Management: Text and Cases*. New Delhi: Anmol Publications.
5. Sharma, D. (2015). *Working Capital Management*. New Delhi: Himalaya Publishing House Pvt. Ltd.
6. Kishore, R. M. (2016). *Financial Management-Theory/Problems/Cases*. Kolkata: Taxmann.
7. Tandon Committee Report, Chore Committee Report & Kannan Committee Report

MGT-PG-F305

Insurance and Risk Management

Credits- 4

Objective: The basic objective of this course is to provide awareness about the need of insurance and emerging scenario of insurance sector in India. It further explores the approaches to Risk Management in corporate sector.

Unit I: Introduction to Insurance

Insurance: Meaning, Types of Risks Covered, Type of Insurance, Principles of Insurance, Growth & Development of Indian Insurance Industry, Regulations of Insurance Business – IRDA; Introduction to Life & General Insurance, Life Insurance: Features of Life Insurance, Essentials of Life Insurance Contract, Kinds of Insurance Policies, Premium determination, Life Policy Conditions

Unit II: Non-Life Insurance

Fire & Marine Insurance: Fire Insurance Contracts, Fire Insurance Coverage, Policies for stock, Rate Fixation in Fire Insurance, Settlement of Claims. Marine Insurance: Marine Insurance Contract, Types of Marine Insurance, Marine Cargo Losses and Fraud, Settlement of claims.

Unit III: Miscellaneous Insurance

Motor Insurance, Employer's Liability Insurance, Personal Accident and Sickness Insurance, Aviation Insurance, Burglary Insurance, Fidelity Guarantee Insurance, Engineering Insurance, Cattle Insurance, Crop Insurance, Reinsurance

Unit IV: Risk Management

Introduction to Risk Management: The Concept of Risk, Risk vs. Uncertainty, Types of Risks: Market Risk, Credit Risk, Operational Risk, Interest Risk, Business Risk, Systematic Risk, Classifying Pure Risks, Methods of Handling Pure Risks, Risk Management Process, Risk Financing Techniques, Risk Management Objectives, Risk Management Information Systems (RMIS), Corporate Risk Management Process, Types of Risk Managing Firms.

Suggested Readings:

1. Gupta, P.K. (2017). *Insurance and Risk Management*. New Delhi: Himalaya Publishing House.
2. Mittal, A. (2013). *Principles of Insurance & Risk Management*. New Delhi: Sultan Chand and Sons.
3. Panda & Mahajan (2011). *Principles and Practices of Insurance*. New Delhi: Kalyani Publishers.
4. Mishra, M. N. & Mishra, S. B. (2016). *Insurance: Principles and Practices*. New Delhi: Sultan Chand and Sons

MGT-PG-C401
International Business Environment

Credits- 4

Objective: The objective of this course is to enable the students to understand the key issues in the international business environment and also to acquaint them with concepts and procedures pertaining to international business.

Unit I: Introduction

International Business- Nature, Importance and Scope; Modes of Entry in to International Business; Framework for Analyzing International Business Environment: Economic, Technological, Socio-Cultural, Political and Legal Environment.

Unit II: Institutional Institutions and Regional Blocks

Institutional Support to International Business: UNO, IMF, World Bank; UNCTAD; WTO, Regional Economic Co-operation and Integration between Countries; Different Levels of Integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, MERCOSUR, G8, G20.

Unit III: MNCs and Foreign Investments

Multinational Corporations: Conceptual Frame Work of MNCs; MNCs and Host and Home Country Relations; International Technology Transfers: Importance and Types, Foreign Investment: Capital Flows, Types, Theories of Foreign Investment and Barriers. Recent Developments in International Business: Ecological Issues; Social Aspects.

Unit IV: Foreign Exchange Markets

Foreign Exchange rates - Factors affecting exchange rate, Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Exchange rate quotes; Foreign exchange derivatives– forward contracts, futures, options and swaps. Cash and Spot exchange market; LERMS, Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure, Management of exposures – Internal and external techniques.

Suggested Readings:

1. Hill, C.W.(2014). *International Business- Competing in the Global Market Place*. New Delhi: McGraw Hill.
2. Bhalla, V.K. & Shiva R. (2010). *International Business, Environment and Management*. New Delhi: Anmol Publications Pvt. Ltd.
3. Charles, T. & Hult (2016). *International Business, Competing in the Global Market Place*. New Delhi: McGraw Hill.
4. Donald, M. & Michael, G. (2007). *International Business*. New Delhi: McGraw Hill Education.
5. Sitkin A. & Bowen N. (2013). *International Business: Challenges and Choices*. UK: Oxford.

MGT-PG-C402
Business Ethics and Corporate Governance

Credits- 4

Objective: The objective of the course is to make the students understand the importance of ethics in business and to give basic knowledge of corporate governance.

Unit I: Business Ethics

Ethical issues in capitalism, Theories of Ethics, Ethics in Marketing, Finance, HR, and IT, Ethics and Social Responsibility, Ethical Theories and Approaches, IP: Designs, Patents, Trade Marks and Copy Rights.

Unit II: Indian Value System

Understanding the basic tenets of Hinduism, Jainism, Buddhism, Christianity and Islam. Teachings from the scriptures of Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Tripitaks, Bible, Koran and Panchatantra. Ethical Values in Indian Paremiology.

Unit III: Corporate Governance

Meaning, Definition, Concept and Characteristics, Importance of Corporate governance, Issues in Corporate Governance, Code of Corporate Governance, Social responsibility of Corporate, Corporate Social Reporting, Corporate Governance and Role of Board of Directors, Role of SEBI in Corporate Governance, E Governance.

Unit IV: Models of Corporate Governance

German, Japanese, Anglo-American and Indian Models, Ethics and Values in Corporate Governance, Concept and Meaning of Investor Protection, Investor Protection and Corporate Governance in India.

Suggested Readings

1. Iyer. S.S. (2002). *Managing for Values*. New Delhi: New Age international Publications.
2. Bhatia, S.K. (2007). *Business Ethics and Managerial Values*. New Delhi: Tata Mc-Graw Hill.
3. Mathur U.C. (2007). *Corporate Governance and Business Ethics*. New Delhi: McMillan.
4. Mandal., S.K.,(2010). *Ethics in Business & Corporate Governance*. New Delhi: Tata McGraw Hill Education.

Other Readings Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Bible Koran, Panchatantra, Vinaya Pitak, Sutta Pitak and Abhidhamma Pitak .

MGT-PG-H403
Compensation Management

Credits- 4

Objective: The objective of this course is to promote understanding of issues relating to the compensation for human resources in organizations and to impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Unit I: Introduction

Compensation, Types of compensation, Conceptual framework of compensation management, Theories of wages: Economic Theories and Behavioural Theories; Criteria of wage fixation.

Unit II: Strategic Compensation Planning & Variable Pay

Strategic perspectives towards compensation – Developing a total compensation strategy, Source of competitive advantage -Three tests, Job Analysis and Job Evaluation, Designing pay levels, Mix and pay structures. Variable Pay: Strategic reasons for incentive plans, Administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans-Team compensation, Gain sharing incentive plans, Enterprise incentive plans-Profit sharing plans, Stock options, ESOPs.

Unit III: Managing Employee Benefits

Nature and types of benefits, Employee benefits programs: Security benefits, Retirement security benefits, Health care benefits, Time-off benefits, Benefits administration, Employee benefits required by law, Discretionary employee benefits, Employee services-Designing a benefits package.

Unit IV: Wage Determination and Compensation Practices

Principles of wage and salary administration, Methods of wage determination in India, Internal and external equity in compensation systems, Wage administration in India: Wage policy in India, Wage boards: Structure, Scope and functions, Executive compensation, Compensation practices in different industries, International compensation, Compensation practices of multinational and global organizations.

Suggested Readings:

1. Anderson, R.I. (2011). *Compensation Management in Knowledge based world*. New Delhi: Pearson Education.
2. Milkovich & Newman. (2011). *Compensation*. New Delhi: Tata McGraw-Hill..
3. Singh, B. D. (2008). *Compensation & Reward Management*. New Delhi: Excel Books.
4. Martocchio, J. J. (2011). *Strategic Compensation*. New Delhi: Pearson Education.
5. Rao, N.S. (2017). *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House

MGT-PG-H404

Industrial Relations & Labour Enactments

Credits- 4

Objective: To provide critical understanding of Industrial Relations (IR) and important Labour Laws in operation in India.

Unit I: Overview of Industrial Relations

Concept of Industrial Relations , Nature of Industrial Relations, Objectives of IR, Evolution of IR in India; Role of state, Trade Union, Employers' organization ; ILO in IR.

Managing IR changes, IR and productivity, Technology and IR, Workers participation, Discipline and Grievance redressal, Collective bargaining, Labour administration at the state, district and local levels.

Unit II: Laws on Working Conditions

Factories Act, 1948: Health, Welfare, Safety, Working Hours, Annual Leave with wages, Registers and Records.

Contract Labour (Regulation and Abolition) Act, 1986 – Child Labour (Prohibition and Regulation Act, 1986)

Unit III: Laws on Industrial Relations

The Trade Union Act 1926: Role & function of Trade union, Registration, Rights and privileges, Duties, Dissolution of Trade Unions

Industrial Disputes Act 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and disciplinary procedures, Penalties

Industrial Employment Act, 1946: Information in standing orders, Procedure for submission

Unit IV: Laws on Wages, Welfare and Social Security

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965 Laws on Labour Welfare: The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961.

Laws on Social Security: The Employee's Provident Fund Act, 1952, The Payment of Gratuity Act, 1972.

Suggested Readings:

1. Arun Monappa (2012). *Industrial Relations*. New Delhi: Tata McGraw- Hill Publishing company Ltd.
2. Mamoria C.B, Mamoria, G. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalayan Publications,
3. Verma, P. (1991). *Management of Industrial Relations Reading and cases*. Oxford and IBH publications.
4. Padhi, P.K. (2012). *Labour & Industrial Laws*. New Delhi: PHI Learning P. Ltd.
5. Kapoor, N.D. (2014). *Elements of Mercantile Law*. New Delhi: S.Chand & Co.
6. Pylee, P V. & A Simon George. (1995). *Industrial relations and personnel Management*. New Delhi: Vikas Publishing House Pvt. Ltd., New Delhi.
7. Subramani, P N. & Rajendran, G. (2001). *Human Resources Management and Industrial Relations*. New Delhi: Himalaya Publishing House.

MGT-PG-H405
Cross Cultural and Global Management

Credits- 4

Objective: The objective of this course is to understand the implications of the globalization of business for effective management. The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.

Unit I: Introduction

Determinants of Culture, Facets of culture, Levels of Culture, National Cultural dimensions in the business context, The influence of National Culture on business culture, Business Cultures: East and West, Emerging Business Culture in India.

Unit II: Cultural Dimensions and Dilemmas

Value orientations and Dimensions, Cultural Shock, Reconciling cultural dilemmas, Culture and Styles of Management: Management tasks and cultural values.

Unit III: Culture and Organizations

Culture and corporate structures, Culture and Leadership, Culture and Strategy, Cultural change in Organizations, Culture and marketing, Cultural Diversity.

Unit IV: Culture and Communication

Business communication across cultures, Barriers to intercultural communication, Negotiating Internationally. Working with International teams, Groups processes during international encounters, Conflicts and cultural differences, Understanding and dealing with conflicts, Developing Intercultural relationships.

Suggested Readings:

1. Browaeys, M. J. & Roger, P. (2015). *Understanding Cross-Cultural Management*. New Delhi: Pearson Education.
2. Thomas, D. C. (2014). *Cross Cultural Management*. New Delhi: Sage Publications.
3. Holdon, Nigel. (2012). *Cross Cultural Management: Knowledge Management Perspective*. New Delhi: Prentice Hall.
4. Haghirian, P. (2012) *.Multinational and Cross Cultural Management*. Howick place, UK: Routledge.
5. Mead, R. (2015). *International Management-Cross cultural Dimension*. UK: Blackwell.
6. Dumetz, J. (2012). *Cross-cultural management: Lessons from the world leading experts in cross-cultural management*. Oakland, USA: Create Space Independent Publishing Platform,
7. Browaeys, M. & Price, R. (2008). *Understanding cross-cultural management*. Harlow, UK: Prentice Hall.
8. Henry, L. Maznevski, J. and Dietz. (2009). *International Management Behavior: Leading with a Global Mindset*. Chichester, UK: Wiley.

MGT-PG-M403

Customer Relationship Management

Credits- 4

Objective: To provide comprehensive knowledge related to facets of Customer Relationship Management.

Unit I: Introduction

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value.

Unit II: Customer Satisfaction

Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction.

Unit III: Service Quality

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales.

Unit: IV CRM Technology

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e- CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management, Important CRM softwares.

Suggested Readings:

1. Simon, K, Payne, A. & Maklan, S. (2002). *Customer Relationship Management*, Howick place, UK: Routledge Inc.
2. Rai, A.K. (2012). *Customer Relationship Management: Concepts and Cases*. New Delhi: PHI Learning.
3. Kristin, A., Kerr, C. (2001). *Customer relationship management*. New Delhi: McGraw-Hill.
4. Peeru, M. H. & Sagadevan, A. (2002). *Customer Relationship Management: A Step by Step Approach*,. New Delhi: Vikas Publishing.
5. Gerhard, R. (2008). *Customer relationship management: a Global Perspective*. Gower Publishing, Ltd.

MGT-PG-M404
Rural and Agricultural Marketing

Credits- 4

Objective: The course aims to familiarize the students with the rural market and acquaint them with the skills of Rural and Agricultural Marketing

Unit I: Introduction

Rural marketing –Definition, Objectives, functions, Importance and Problems of Rural Marketing, Segmentation in Rural Marketing – Classification of products and services in Rural marketing – Marketing Mix for rural products

Unit II: Rural Market Segmentation and Targeting

Rural Market Segmentation: Procedure, Level, Benefits, Purpose and Limitations, Market Targeting - Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process. Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti Financial Institutions for Rural Development.

Unit III: Agriculture Marketing

Definition, Scope, Concept and Objectives, Differences in Agricultural and Consumer Marketing, Constraints in Agricultural marketing, Role of Agriculture in Economic Development of India – Role of Government in Agricultural Development.

Unit IV: Agri-business

Emerging Branches- Non Conventional forms of Agribusiness – Export potential for farm products -Supporting Services

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs Recruitment of Human Resources in Agri marketing and new trends in Agri Marketing, Supply chain management in Agri-business i.e. Cold Chains, Organized procurement & warehousing.

Suggested Readings:

1. Acharya, S. S. & Agarwal, N L. (2012). *Agricultural Marketing in India*, Oxford Publishing Co. Pvt. Ltd.
2. Verma, S. B. (2014). *Agricultural Marketing*, Scientific Publishers.
3. Chhina, S. S. (2009). *Agricultural Marketing in India*,. New Delhi: Kalyani Publishers.
4. Senapati, P.S. (2015). *Rural and Agricultural Marketing*: New Delhi: Educreation Publishing.
5. Ramkishan Y. (2002). *New Perspectives on Rural Marketing: Includes Agricultural Marketing*. Bangalore: Jaico Publishing House.
6. Pandey, M. & Tewari, M. (2004). *Rural & Agriculture Marketing: Opportunities, Challenges & Business Strategies*. Lucknow: Deepali, International Book Distributing Company.

MGT-PG-M405
Sales and Distribution Management

Credits- 4

Objective: This course aims to provide an in-depth knowledge related to sales and distribution.

Unit I: Introduction

Selling- Concept and objective; Fundamentals of selling; Functions of Sales management; Selling process; Selling skills , Sales Planning & Organisation: Types of planning, Planning process, Sales forecasting Determining sales territory, Sales quota & sales budget, Setting of a sales organisation, Principles of determining sales organisation

Unit II: Sales Force Management & Sales Control

Nature of Sales Management; Basic function of Sales Organisation, Management of Sales Force- Recruitment, Selection, Training, Development, Placement & Induction, Supervision and Motivation of Salesman, Compensation and Promotion policies, Control and Evaluation of Sales force Performance. Advertising: Promotion, Advertising, 5 M's of Advertising, Difference between Advertising, Publicity and Salesmanship, Impact of advertisement— social and economic, Classification of Advertising, Essentials of Good Advertisement, Advertisement media – types, planning & selection Advertising Budgets; Technique of testing effectiveness; Managing Advertisement agency, Relationship; Advertising scene in India

Unit III: Distribution Channels

Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions

Unit IV: Channel Intermediaries

Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Suggested Readings:

1. Tanner, H. & Erffmeyer, R.(2013). *Sales Management*. New Delhi: Pearson Education.
2. Anderson, R. (1992). *Professional Sales Management*. New Delhi: Prentice Hall Inc.
3. Buskirk, R. H. & Irwin, R. D. and Stanton, W. J. (1983). *Management of Sales Force*, Irwin Professional Publishing.
4. Johnson, E. M. (1994). *Sales Management: Concepts Practices and Cases*. New York: McGraw Hill.
5. Stanton, W. J. (2003). *Management of Sales Force*. New Delhi: McGraw Hill.

6. Still, R R. (2006). *Sales Management*. New Delhi: Prentice Hall Inc.
7. Havaladar (2017). *Sales and Distribution Management*, New Delhi: Tata McGraw Hill.

MGT-PG-F403

Investment Analysis and Portfolio Management

Credits- 4

Objective: The course is aimed at making students aware about the techniques of investment analysis and Portfolio Management.

Unit I Overview of Investment

Investment: Meaning, Speculation, Gambling, Investment process and alternatives-Financial & Non-Financial; Capital Market: New Issue Market (NIM)-structure, Parties involved and Functions, Secondary Market-Listing of securities, Trading Mechanism, Functions, Stock Exchanges (BSE, NSE, OTCEI) Stock Market indices-BSE Sensitivity Index, NSE Nifty ,CNX Nifty Junior, Commodity exchange, Role of SEBI & its guidelines.

Unit II: Risk & Return Analysis

Risk: Concept of Risk, Measures of risk, Systematic and unsystematic risk; Returns: Measurement, Traditional Technique, Holding Period, Yield, Probability Distributions; Nature of equity instruments, Equity Valuation Models, Fundamental Analysis – economy, industry and company analysis, Technical Analysis – tools, chart patterns and indicators, Valuation of Debentures/Bonds, Bond value theorem, Term structure of interest rates, Duration. Derivatives: concepts, types and Valuation of Derivatives (Options and futures), Trading.

Unit III: Portfolio Construction and Analysis

Portfolio Construction: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Approaches to Portfolio Construction- Traditional & Modern, Effects of combining securities, Diversification, Markowitz model, Efficient Market hypothesis: Forms of EMH- Market inefficiencies, Single Index Model, Capital Asset Pricing Model (CAPM)- Assumptions, Capital market line, Security market line and Arbitrage Pricing Theory.

Unit IV: Portfolio Management and Performance Evaluation

Performance evaluation of existing portfolio, Risk adjustment and Performance measures- Sharpe, Treynor and Jensen models, Portfolio revision-Active & passive strategies, Portfolio Management and Mutual Fund Industry, Mutual fund valuation

Suggested Readings:

1. Chandra, P. (2017). *Investment analysis and Portfolio Management*,. New Delhi: McGraw-Hill Education.
2. Kevin, S. (2015). *Securities Analysis and Portfolio Management*. New Delhi: Prentice-Hall of India Pvt.Ltd.
3. Khatri, D K. (2012). *Security Analysis and Portfolio Management*,. New Delhi: Macmillan.

4. Pandian, P. (2012). *Security Analysis and Portfolio Management*,. New Delhi: Vikas Publishing.
5. Hirt, G. Block, S. (2009). *Fundamentals of Investment Management*. New Delhi: McGraw Hill Education.
6. Bhalla, V.K. (2008). *Investment Management*. New Delhi: S. Chand & Company.
7. Avadhani, VA. (2015). *Investment Management*,. New Delhi: Himalaya Publishing House Pvt. Ltd.
8. Fischer, D E. & Jordan, R J. (2002). *Security Analysis & Portfolio Management*. New Delhi: Pearson Education India.

MGT-PG-F404
Corporate Tax Planning and Management

Credits- 4

Objective: This course aims at making the management students aware about the legal approach towards saving tax and making them understand about corporate tax planning decisions in Indian context.

Unit I: Introduction

Meaning and concept of Tax Planning, Tax Management, Tax Avoidance and Tax Evasion, Scope of Tax Management, Provisions relating to Double Taxation, Tax Saving Schemes for companies, numerical problems.

Unit II: Corporate tax Planning

Tax Planning and Financial Management Decision: Tax Planning relating to Capital Structure Decision, Dividend Policy, Inter-corporate Dividends and Bonus Shares, Tax Planning Issues Related to Amalgamation: Tax Planning with reference to Amalgamation of Companies (numerical problems)

Unit III: Tax Planning For New Business

Tax Planning for New Business: Tax Planning with reference to location, nature and form of organisation of new business. Tax Planning and Managerial Decisions: Tax Planning in respect of Own or Lease, Sale of Assets used for Scientific Research, Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shut-down or Continue Decision (numerical problems)

Unit IV: Special Tax Provisions & Tax Payments

Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports, Tax Payment: Tax deductions and collection at source, Advance payment of tax.

Suggested Readings:

1. Ahuja, G. K. and Gupta, R. (2015). *Corporate Tax Planning and Management*. New Delhi: Bharat Law House.
2. Singhania, M. & Singhania, V K. (2016). *Corporate Tax Planning & Business Tax Procedures with case studies*. Kolkata: Taxmann .
3. Circulars issued by C. B. D. T. Income Tax Act, 1961

4. Income Tax Rules, 1962
5. Chaudhary, P T. (2005). *Tax Planning*, New Delhi: Shree Niwas publications.
6. Lal, B. B. & Vashisht, N. (2012). *Direct Taxes: Income Tax, Wealth Tax and Tax Planning*. New Delhi: I K International Publishing House Pvt. Ltd.

MGT-PG-F405
International Financial Management

Credits- 4

Objective: To enable students to understand International finance and the impact of foreign currency on the financial management of the organization.

Unit I: Overview of International Finance

The International Financial Environment –Meaning, Scope, Importance, and Components, The Growth of Multinational Enterprise. Globalization and its impact, WTO and its impact, Role of World Bank, IMF. International Financial System. Nature of International Financial System – International Financial Transactions- Gold and Dollar Standards. Case of Fixed versus flexible regimes. Fundamental Parity Conditions – The Purchasing Power Parity –The Interest rate Parity.

Unit II: Foreign Exchange Markets

Concept of Foreign Exchange Market –Components – Exchange Rate Determination and Forecasting – Modern Theories of Exchange Rate-Exchanges on Indian Foreign Currency Market – Exchange Rate determination- Mathematical models, Forex Markets- Spot forward, Futures, Options & Swaps ,Use of options and futures for hedging and arbitrage - Foreign Exchange Management Act (problems) .

Unit III: Financing of International Operations

International Equity Investments – Long-term Borrowing in the Global Capital Markets – Features and Growth of Major International Markets-The European Monetary System – Economic and Monetary Union – Asian Currency Market – Trade settlement methods. Export Finance ECB, FCCB, ADR, GDR, SDR, FDI - Designing a Global Financing Strategy.

Unit IV: International Trade and Banking System:

The Letter of Credit –Alternative Payment and guaranteeing Procedures – Short term Financing of International Trade –Forfeiting –Financing by Government Export Agencies. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar.

Suggested Readings:

1. Apte, P.G., (2014). *International Financial Management*. New Delhi: McGraw Hill Education.
2. Shapiro, A. C. (2012). *Multinational Financial Management*. UK: Wiley.
3. Rajwade, A.V. (2014). *Foreign Exchange, International Finance and Risk Management*. New Delhi: Shroff Publishers & Distributers Private Limited.

4. Jeevanandam, C. (2012). *Foreign Exchange Practices, Concepts and Control*. New Delhi: Sultan Chand & Sons.
5. Levi, M.D. (2009). *International Finance*. Howick place, UK: Routledge.
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