

MANIPUR TECHNICAL UNIVERSITY



COURSE CURRICULUM

MASTER OF BUSINESS ADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION
Total credit:119

First Year 1 st semester Core papers Total credit =27							First Year 2 nd semester Core Paper Total credit = 30						
Code	Course	L	T	P	No. of credit	No. of hours	Code	Course	L	T	P	No. of credit	No. of hours
MBA 1101	Organizational Behaviour	3	0	0	3	45	MBA 1209	Indian Banking and Indian Economy	3	0	1	4	45
MBA 1102	Quantitative Methods	3	1	0	4	45	MBA 1210	Communication and Management Skill Development	3	0	0	3	45
MBA 1103	Managerial Economics	3	1	0	4	45	MBA 1211	International Economic Environment	3	0	0	3	45
MBA 1104	Financial Accounting	2	1	0	3	45	MBA 1212	Financial Management	3	0	0	3	45
MBA 1105	Marketing Management	3	0	0	3	45	MBA 1213	Business Research Methodology	3	1	0	4	45
MBA 1106	Human Resource Management	3	0	0	3	45	MBA 1214	Operation Management	3	0	0	3	45
MBA 1107	Business Communication and presentation skills	2	1	0	3	45	MBA 1215	Business Law	3	0	1	4	45
MBA 1108	Management of Information System	3	0	1	4	45	MBA 1216	Environment Management	3	0	0	3	45
							MBA 1217	Project Report and Viva Voce A viva will be conducted for students who undergo a summer training for 4weeks and prepare a	0	0	0	3	

							project report.						
Total							Total						
27							30						
Second Year 3rd semester Total Credit = 30							Second Year 4th semester Total Credit = 32						
Code	Course	L	T	P	No. of credit	No. of hours	Sl. No	Course	L	T	P	No. of credit	No. of hours
MBA 2318	Business Ethics & Corporate Social Responsibility	3	0	0	3	45	MBA 2426	Strategic Management	3	0	0	3	45
MBA 2319	Entrepreneurship Development	3	0	0	3	45	MBA 2427	International Business Environment	3	0	0	3	45
Elective course Finance							Elective Course Finance						
MBA 2320F	Working capital Management	3	1	0	4	45	MBA 2428F	Security Analysis and Portfolio Management	3	1	0	4	45
MBA 2321F	Corporate Financial Restructuring	3	1	0	4	45	MBA 2429F	Risk Management and Insurance Services	3	1	0	4	45
MBA 2322F	International Financial Management	3	1	0	4	45	MBA 2430F	Bank Management	3	1	0	4	45
MBA 2323F	Financial Derivatives	3	1	0	4	45	MBA 2431F	Corporate Taxation	3	1	0	4	45
MBA 2324F	Management of Financial Services	3	1	0	4		MBA 2432F	Foreign Exchange Management	3	1	0	4	45
MBA 2325F	Cost & Management Accounting	3	1	0	4								
Elective course Marketing							Elective course Marketing						

MBA 2320 M	Integrated Marketing Communicatio n	4	0	0	4	45		MBA 2428 M	Digital Marketing	3	0	1	4	45
MBA 2321 M	Services Marketing and Management	4	0	0	4	45		MBA 2429 M	Product Policy and Brand Management	3	0	1	4	45
MBA 2322 M	Consumer Behaviour	3	0	1	4	45		MBA 2430 M	International Trade Promotional strategies	3	0	1	4	45
MBA 2323 M	Retailing Analytics	3	0	1	4	45		MBA 2431 M	Customer Relationship Management	3	0	1	4	45
MBA 2324 M	Advertising Management	3	0	1	4	45		MBA 2432 M	Sales and Distribution Management	3	0	1	4	45
MBA 2325 M	Marketing Research	3	0	1	4	45								
Elective course Human Resource							Elective course Human Resource							
MBA 2320 HR	Human Resource Planning	4	0	0	4	45		MBA 2428 HR	Employee Relations and Labour Legislation	4	0	0	4	45
MBA 2321 HR	Organisational Diagnosis and Development	4	0	0	4	45		MBA 2429 HR	Human Resources Information System	3	0	1	4	45
MBA 2322 HR	Management Training and Development Planning	3	0	1	4	45		MBA 2430 HR	Management of Industrial Relations	3	0	1	4	45
MBA 2323 HR	Competency Base Human Resource Management	3	0	1	4	45		MBA 2431 HR	Global Human Resources Management	4	0	0	4	45
MBA 2324 HR	Performance and Talent Management	4	0	0	4			MBA 2432 HR	Managing Interpersonal and Group Process	4	0	0	4	45
MBA 2325 HR	Counselling skills for Manager	4	0	0	4									
Elective Course Rural and Agri Business Management							Elective course Rural and Agri Business Management							

MBA 2320 RM	Rural Development	4	0	0	4	45	MBA 2428 RM	Agribusiness Financial Management	4	0	0	4	45
MBA 2321 RM	Agribusiness environment and policy	4	0	0	4	45	MBA 2429 RM	Environment & Livelihood System	4	0	0	4	45
MBA 2322 RM	Agri-Business and Rural Marketing	3	0	1	4	45	MBA 2430 RM	Management of Agribusiness cooperation	3	0	1	4	45
MBA 2323 RM	Agricultural Information System	3	0	1	4	45	MBA 2431 RM	Management of Agro Chemical and Technology	3	0	1	4	45
MBA 2324 RM	Strategic Management for Rural Industries	4	0	0	4	45	MBA 2432 HR	Rural Industrialisation and Participatory Management	3	0	0	4	45
MBA 2325 RM	Rural Economy and Micro Finance	3	0	1	4	45							
Elective Course Production and Operation Management							Elective Course Production and Operation Management						
MBA 2320 POM	Services Operation Management	4	0	0	4	45	MBA 2428 POM	Materials & Purchase Management	3	0	1	4	45
MBA 2321 POM	Supply Chain Management	3	0	1	4	45	MBA 2429 POM	Operations Strategy	4	0	0	4	45
MBA 2322 POM	Total Quality Management	4	0	0	4	45	MBA 2430 POM	Advanced Project Management	4	0	0	4	45
MBA 2323 POM	Management of Technology & Innovation	4	0	0	4	45	MBA 2432 POM	Global Operations & Logistics Management	3	0	1	4	45
MBA 2324 POM	World Class Manufacturing	3	0	1	4	45	MBA 2432 POM	Industrial Safety and Occupational Health	4	0	0	4	45
MBA 2325 POM	Transportation Management	4	0	0	4	45							
								Comprehensive Viva Voce To examine the knowledge				3	

								acquired by the students by studying various subjects during this semester				
								Comprehensive Viva Voce (Dissertation) A viva will be conducted to evaluate the Knowledge and skills learned by students during the dissertation work.				3
	Total				27			Total				32

MBA Course	Numbers of credits
First year (1 st and 2 nd semester excluding internship/field work)	54 credits of core subjects
Second year (3 rd and 4 th semester excluding internship/field work)	44 credits of electives
Second year (3 rd and 4 th semester core subjects)	12 credits
Internship/field work	9 credits
Total	119 credits

**First Year
1st semester
Core papers
Total credit =27**

Course Code	Course Title	No. of credits	No. of hours
MBA 1101	ORGANIZATION BEHAVIOUR	3	45
OBJECTIVES			
To build basic knowledge into Organisation Structure & Dynamics To make students insights into Individual & Group Behaviour			

Unit 1: Concepts, Significance, relationship between management and organizational behaviour, organizational culture, Attitudes, Perceptions, Learning, Personality and Values, Emotions, and Needs, Emotional Intelligence, Indian Perspective on EI; Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization; Management by Objectives (MBO) Policies and Strategies, Scope and Formulation, Decision Making, Techniques and Processes.

Unit 2: Organisational Conflicts, Negotiations, and Organisational Development: Sources, patterns, levels, and types of conflicts, Strategies for conflict resolutions, power and politics in organizations, Need for change, Theories of change, organizational change and stress management, Eight Steps of John Kotter on Leading Change Manager and Environment Levels in Management , Managerial Skills , Planning, Steps in Planning Process Scope and Limitations, Short Range and Long Range Planning – Flexibility in Planning

Unit 3: Organizing, Organisation structure and Design Authority and Responsibility Relationships, Delegation of Authority and Decentralization, Interdepartmental Coordination , Emerging Trends in Corporate Structure, Strategy and Culture, Impact of Technology on Organizational design, Formal and Informal Organization

Unit 4: Perception and Learning, Personality and Individual Differences, Motivation and Job Performance, Values, Attitudes and Beliefs, Stress Management, Communication Types Process, Barriers, making communication effective.

Unit 5: Group dynamics and Team development- Concept of Groups, Stages of Group Formation and Group Process, Types of groups, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizational development, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams

Suggested Readings:

- Allen, L.A. : Management and Organisation - (New York, McGraw Hill Book Publishers)
- Durcker, Peter, F : The Practice of Management - (Delhi Allied Publishers)

- Drucker, Peter, F : Management : Task, Responsibilities, Practices - (Delhi, Allied Publishers (P) Ltd.)
- Glueck, W.F. : Management - (Illinois, Dryden, Press)
- Koontz, H. and O'Donnel C : Management : A Systems and Contingency Analysis of Managerial Functions - (McGraw Hill)
- Koontz, H and O'Donnel C : Essentials of Management-(McGraw Hill)
- New Man Summer & Warren : Process of Management - (Delhi, Prentice Hall)
- Masie J.L. : Essentials of Management - (Delhi, Prentice Hall)
- Reddin, W.S : Effective Management by objectives : The 3-D Method of MBO-(Delhi, Tata McGraw Hill)
- Haynes & Massie : Management, Analysis, Concept and Cases - (Delhi, Prentice hall)

Course Code	Course Title	No. of credit	No. of hours
MBA 1102	Quantitative Methods	4	45
OBJECTIVES			
To make students understand the mathematical models and statistical techniques To provide concepts for practical analysis and develop analytical skills in making business decision.			

Unit 1: Basic concepts, Statistics in business, Data measurement, Descriptive Statistics: Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numerical Descriptive Statistics: Measures of Variation Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation

Unit 2: Correlation Analysis and Regression Analysis: Regression analysis, regression lines, regression equation, application of regression analysis, Correlation analysis, meaning, types of correlation, methods of correlation, co-efficient of correlation.

Unit 3: Sampling and Sampling Distribution: Sampling, Random Sampling Techniques, Nonrandom Sampling Techniques, Sampling Errors & Non-sampling Errors, Sampling Distribution of mean and proportion..

Unit 4: Time Series Analysis and Index Number: Analysis of time series, application of time series analysis, Index number, classification of index number, methods of constructing index number.

Unit 5: Probability: Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem. Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution. Statistical Inference: Estimation for Single Populations Estimation population mean using z statistic (σ known), Estimating population mean using t statistic (σ unknown), Estimating population proportion, Estimating Sample

Suggested Readings:

- Beri, G.C., 2003, Statistics for Management, Tat McGraw Hill , New Delhi
- Levin, R., 1984. Statistics for Management, Prentice Hall of India, New Delhi.
- Reddy C. R., Quantitative Methods for Management Decision, Himalaya Publishing House
- Vazsonyi Andrew and Spierer Herbert F : Quantitative Analysis for Business, Prentice Hall of India.
- Levin, RI, Rusin D.S. and Stinson. J. Quantitative Approaches to Management, McGraw Hill.
- Lapin. L.L. Quantitative Teqhniques for Busines Decision Making, Harcenst Brance.
- Godfrey. A Quantitative Methods for Managers Edward Arnold.
- Cooke, W.P. Quantitative Methods for Management Decision McGraw Hill.
- Brown KS and Revelle J.B. Quantitative Methods for Managerial Decisions, (Addission-Wesley)
- Markland, Robert E. Quantitative Methods for Management Decisions (Willey Int.)
- Shenoy, G.V., U.K. Srivastava and SC. Sharma, 1985, Quantitative Techniques for Managerial Decision Making, Wiley Eastern, New Delhi.
- Raghavachari, M. 1985, Mathematics for Management: An Introduction; Tata McGraw Hill Pub. Corp. Ltd., New Delhi.
- Montgomery D.C and L.A. Johnson, 1976: Forecasting and Time Series Analysis, McGraw Hill, New York.

Course Code	Course Title	No. of credit	No. of hours
MBA 1103	Managerial Economics	4	45
Objectives			
To make student aware with the concepts and techniques in Economics. To make student understand importance of economics in managerial decision making To highlight the importance of economic environment in the organization.			

Unit 1: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

Unit 2: Production and Cost Analysis: Production Function: Laws of variable proportions - Return to scale, economies of scale, Isoquant and Isocost, least cost combination, Theory of firm. Cost analysis: Cost concepts, cost and output relation, cost and size of the plant.

Unit 3: Pricing Policies and Practices: Market Structure, Pricing under different market conditions; Price discrimination; multiple-product pricing, pricing objectives, pricing policies, transfer pricing, product life cycle and pricing, Multiple product and rationale. Profit Management: Nature and measures of profit, profit policy, theories of profit; profit planning and control with special reference to break-even analysis.

Unit 4: Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of

elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting

Unit 5: Macro Economics: Circular Flow of Economic activities, national income, concept and measurement, economic growth and development, inflation, employment and balance of payment.

Suggested Readings:

- Adhikary M. : Business Economics, New Delhi, Excel Books
- Aggrawal A K. : Indian Economy, New Age International
- Bacemol W.J. : Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc.
- Bermhein B Douglas & Michael D Whinston, “Microeconomics” Tata McGraw Hill
- Chopra, D.P. : Managerial Economics - (Delhi, Tata McGraw Hill)
- Dean, Joel : Managerial Economics - (New Delhi, Prentice Hall of India Pvt. Ltd)
- Dewett K.K. : Modern Economic Theory - (Delhi, S. Chand)
- Dornbusch Rudiger; Stanley Fischer and Richard Startz “ Macroeconomics”, Tata McGraw Hill
- Dutta & Sundaram “Indian Economy” Sultan Chand & Sons
- Dwivedi, D.N. “Macro Economics- Theory & Policy
- Gough, J. and Hill S Fundamentals of Managerial Economics (London McMillan Press Ltd)
- Maheshwari: Managerial Economics - (Delhi, S.Chand & Co.)
- Mehta P.L. Managerial Economics, New Delhi, Sultan Chand and Sons
- Rangarajan & Dholkia Macro Economics: New Delhi, Tata McGraw Hill
- Salvatore Dominick “Microeconomics” Oxford University Press

Course Code	Course Title	No. of credit	No. of hours
MBA 1104	Financial Accounting	3	45
Objectives			
To make the students understand with financial statements and principles of accounting To develop the skill in using financial statement for managerial decisions.			

Unit 1: Book-Keeping and Accounting: Financial Accounting, Concepts and Conventions, Double Entry System Preparation of Journal, Ledger and Trial Balance. Preparation of Final Accounts, trading, Profit and Loss Account and Balance Sheet with Adjustment Entries, Simple Problems Only Capital and Revenue Expenditure and Receipts

Unit 2: Management Accounting: Concept, Scope and Importance; Difference between Financial Accounting and Management Accounting.

Unit 3: Funds Flow Analysis, Funds from Operation, Sources, and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements, Uses and Limitations, Cash Flow Analysis, Cash from Operation. Preparation of Cash Flow Statement, Uses and Limitations. Distinction Between Funds Flow and Cash Flow. (Only Simple Problems)

Unit 4: Depreciation: Causes, Methods of Calculating Depreciation, Straight Line Method, Diminishing Balance Method, and Annuity Method, Ratio Analysis, Uses and Limitations, Classification of Ratios. Liquidity, Profitability, Financial and Turnover Ratios.

Unit 5: Decision Accounting; Marginal Costing, Distinction from Absorption Costing; Applications of Marginal Costing, C.V.P. Analysis

Suggested Readings:

- Copeland, Ronand M and Dascher, Paul: Managerial Accounting (Dhio, USA, South Western Publishing Co).
- Khan, M & Jain, P.K: Manaement Accounting (Tata McGraw Hill).
- Pandey, I.M: Management Accounting – (Vikas Pubishing House).
- Bhattacharya & Dearden: Accounting for Managemen – (Vikas Publishing House).
- Anthony R.N. and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Bhattacharya S K and Dearden J. Accounting for Management. Text and Cases. New Delhi, Vikas, 1996.
- Heitger, L E and Matulich, Serge. Financial Accounting, New York, Mc-Graw Hill, 1990.
- Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.
- Horngren, Charles etc. Principles of Financial and Management Accounting. Engleweed Cliffs, New Jersey, Prentice Hall Inc., 1994.
- Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.

Course Code	Course Title	No. of credit	No. of hours
MBA 1105	Marketing Management	3	45
Objectives			
To introduce functional Area of Marketing To develop modern conceptual framework of Marketing			

Unit 1: Marketing: Meaning, Nature & Scope as the key business function in Organizations. Marketing for New Realities, Holistic Marketing Concept, Extended Marketing Mix. Key Customer Markets: Consumer, Business, Global, Non-profit & Government. Market Space. Meta Markets. Concept of Value chain, Marketing Environment, Internal and External environment. Introduction to Marketing Research & Modern Marketing Information System, Concept of Big Data. Marketing Intelligence Market Strategic Planning, Elements of Marketing Plan

Unit 2: Buying Process and Behaviour: Market segmentation and positioning, target marketing, consumer buying behaviour, consumer buying decision process, marketing research and marketing information system.

Unit 3: Basic concepts of a product, product mix and product line decisions, brand management, new product development and its processes, packaging decisions, product Life Cycle and its elongation strategies. Pricing decisions: Meaning and significance of price, factors influencing pricing, general pricing approaches, pricing practices and strategies.

Unit 4: Distribution as a part of Value Delivery. Multi-channel marketing. Role of Marketing Channels, Channel Functions & Flows, Channel Levels, Channel Design Decisions, Channel Management Introduction to Retailing & Wholesaling, Franchising, Teleshopping, Shopping through Internet. Communicating Value, Marketing Communication Mix - An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations. Managing Integrated Marketing Communications. Managing Holistic Organization. Internal Marketing

Unit 5: Concept, Process & Types of Marketing Control. Marketing Audit. Marketing Challenges in Globalized Era. Marketing through Social Network & Digital platforms, Social Marketing, Elements of Social Marketing Plan. Green Marketing, Consumerism. Introduction to Marketing Analytics

Suggested Readings:

- Buell, Victor, R: Handbook of Modern Marketing.
- Craven, David & Nigel Piercy “Strategic Marketing” McGraw Hill.
- Cundiff, Still and Goveni : Fundamentals of Marketing.
- Davis Kenneth: Marketing Management.
- Gandhi, J.C. Marketing a Managerial Approach.
- Kotler, Philip: Marketing Management: Analysis, Planning, Implementation and Control, PHI, New Delhi
- Mandell and Rosenberg : Marketing.
- McCarthy : Basic Marketing.
- Ramaswamy V.S. & Namakumari, S. : Marketing Management – Global Perspective and Indian Context.
- Saxena R : Marketing Management, New Delhi, Tata McGraw Hill
- Sengupta Subrata “Brand Positioning – Strategies for Competitive Advantage” Tata McGraw Hill
- Sheth, Jagdish & Atul Parvatiyar, “Handbook of Relationship Marketing” Sage Publication
- Stanton, W.J. : Fundamentals of Marketing.
- Varshney, R. L. and Gupta, S. L., Marketing Management: Text and Cases-An Indian. Perspective

Course Code	Course Title	No. of credit	No. of hours
MBA 1106	Human Resource Management	3	45
Objectives			
To provide students with the basics of Human Resource theory and practice To impart fundamentals of HR Practices in Organizations			

Unit1: Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers; Duties of Human Resources Managers-Human capital management.

Unit 2: Staffing and Development: Human Resource Planning Job analysis; Job description and specification, Recruitment and selection, Induction, training and development, career planning. Compensation and appraisal: Wage and salary administration : its objectives and elements, Fringe benefits, mechanism of wage fixation. Job evaluation, Performance appraisal

Unit 3: Job analysis: Methods for collecting Job Analysis Information,. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Writing Job Description& Job Specification, Managing HR in challenging times- Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interview

Unit 4: Establishing Pay Rates: Steps, Job Evaluation Wage and Salary administration- Steps and factors affecting, Incentives Benefits and services: Statutory Benefits: Non-statutory Benefits , Insurance Benefits , Retirement Benefits, Flexible Benefits Programs. ESOPs, QWL.

Unit5: Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts. Long term settlements: Cases in India. Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances : Grievance Procedure, Disciplinary Procedure. Participative Decision making process : Role of quality circle in TQM. Strategic Human Resources Management, Strategic HRM tools. An over view of HR Analytics.

Suggested Readings :

- Dale Yoder : Personnel Management and Industrial Relations (New Delhi, Prentice Hall of India Ltd.).
- Fippo, E.B. : Principles of Personnel Management – (New York, McGraw Hill Book Company)
- Mayers, C.A. : Industrial Relations in India – (Bombay, Asia Publishing House).
- Strauss, C & Sayless, L.R. : Human Problems of Management – (New Delhi, Prentice Hal of India).
- Giri, V.V. Labour Problems in Indian Industry – (Bombay, Asia Publishing House).
- Mathur and Mathur : Trade Unions Movements in India.
- Yodder, D. : Personnel Management and Industrial relations – (New Delhi , Prentice Hall of India).
- Agarwal, R.D. : Readings in Personnel Management – (Tata McGraw Hill Book Company)
- Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, Tata McGraw Hill.
- Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi..
- Jyothi - Human Resource Management, Pearson Education, New Delhi.
- Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
- P.Subba Rao , Human Resource Management Himaliya ,Mumbai
- R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

Course Code	Course Title	No. of credit	No. of hours
MBA 1107	Business Communication and Presentation skills	3	45
Objectives			
<p>To make student understand about communication, scope and its significant in business. To build an effective internal communication program. To make understand organizational cultures, business practices and social norms. To develop an awareness of the importance of written expression to modern business communication</p>			

Unit1: Understanding and Improving Organizational Communication: Meaning of Communication; Models for Diagnosis; Perspectives on Organizational Communication; Barriers to Communication

Unit 2: Organization and Communication: Perspectives on Communication; Structural Issues that affect Communication; Communication within basic organization structures; Communication Networks; External Communication

Unit 3: Person-to-Person Communication & Introduction to Personality: Definition & Basics of Personality; Listening skills; The Symbolic Process; Dimensions and Functions of Nonverbal Communication; Cultural Differences in Nonverbal Behaviour; Intrapersonal Processes and Communication; Interpersonal Behaviour in Organizations.

Unit 4: Communication in Groups & Personality Development: The Development of a Group; Team Building; Conflict management; Causes and management of stress at work; Time management; Group Decision Quality; Leadership development.

Unit 5: Application of Communication & Personality Development: Business Letters & Report Writing; The art of effective presentation; Developing mindfulness and self-confidence; Developing an attitude of excellence; Intrapersonal and interpersonal skills; Techniques for effective personality development

Suggested Readings:

- Monippaly, M Matthukutty: Business Communication Strategies; Tata McGraw Hill Publishing Company Ltd., New Delhi
- Fisher, Dalmer: Communication in Organizations; Jaico Publishing House, Mumbai
- Lesikar R. V. & J.D. Petitt. Jr. : Business Communication; Theory and Application, Homewood III, Richard D. Irwin
- Bowman J.P & Branchaw B.P. “Business Communication from Process to Product” Dryden Press, Chicago
- Murphy, Herta A and Peck, C.E.: Effective Business Communication, New Delhi, Tata McGraw Hill
- Sharma, Business correspondence & report writing, Tata McGraw Hill Publishing Company Limited, New Delhi.
- M.Balasurbrahmanyam, Business Communication, Vikas Publishing House, Bombay.
- G.T. Hunt, Communication skills in the Organisation, Prentice Hall of International, London.

- Sharter, Effective letters in business, Tata McGraw Hill Publishing Company Limited, New Delhi.
- Larry L. Barker, Communication, Prentice Hall of India, New Delhi.

Course Code	Course Title	No. of credit	No. of hours
MBA 1108	Management of Information System	4	45
Objectives			
To develop the importance of Information System in business To make the students understand with technologies and methods used for effective decision making in organization.			

Unit 1: Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system , Components of Information Systems and IS activities, Emergence of Digital Firm, Types of IS. Planning Management Information System: Steps in planning; types of planning, Information system planning methodologies . BSP, CSF, Strategic information planning, Nolan Stage model.

Unit 2: Strategic Role of Information System Strategic Uses of Information Technology : IT in the value chain , Business change models . Business Process Re-engineering (BPR) – BPR versus continuous improvement , Seeking and gaining competitive advantage . Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments : Challenges of Strategic Information System . Enterprise wide systems E- Business Applications and E-governance

Unit 3: Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

Unit 4: Implementation and evaluation: Methods and tasks in implementation; planning for implementation; Behavioural implications in management information system; approaches and process of evaluation of management information system

Unit 5: Securing Information Systems: System vulnerability and abuse, Wireless security challenges : malicious software –hackers and cyber vandalism computer crime and cyber terrorism. Business values and ethics of security and control , Firewalls , Intrusion , Detection systems , Anti-virus software. Securing wireless networks . Encryption and public key infrastructure , ensuring system availability. Security issues for cloud computing and the mobile digital platform

Suggested Readings :

- Awad, M. Elias., System Analysis and Design. Galgotia Publication Ltd.
- Scot, George M : Principles of MIS – (McGraw Hill)
- Manedick & Ross : Information Systems for Modern Management –(Prentice Hall of India)

- Kanter : Management Information System (Prentice Hall of India)
- Tricker, R.I : Management Information & Control System – (Wiley & Sons)
- Sherman, Blee Mental : MIS a Framework for Management Planning & Development – (New Jersey, Englewood Cliffs)
- Hussain & Hussain : Information Processing Systems for Management – (Richard D Irwin)
- Anderson D.L : Information Analysis in Management Accounting (C Petroceli Books)
- Bocchino William A : MIS : Tools & Design – (London, Prentice Hall)
- Campbell Bonika : Understanding Information Systems Foundations for Control – (Englewood Cliffs, NS Winthrop)
- Coleman Raymond et. All : MIS, Management Dimensions – (San Francisco, Hodden Day).
- Chacko G.K. : Management Information System – (New York, Petroceli Books).
- Dais Gordon B. : Management Information systems – Conceptual Foundations, Structure and Development – (New York, McGraw Hill).
- Greenberger Gred : Information systems for Management – (Englewood Cliffs, Prentice Hall).
- Maredick & Ross : Information systems for Modern Management – (Prentice Hall).
- Rod Food. K.J. : Informations for Strategic Decisions – (Roston vs Roston Publishing Company).

**First Year
2nd semester
Core Paper
Total credit = 30**

Course Code	Course Title	No. of credit	No. of hours
MBA 1209	Indian Banking and Indian Economy	4	45
Objectives			
To make the students understand the impact of digitization in Banking services. To deliver the knowledge of theoretical and practical aspects of Banking in context of new scenario.			

Unit 1: Overview of Banking System in India: Evolution of banks : Structure of Banking in India , Whole sale banking , Retail banking : Fund based and Non Fund Based Income – Ancillary Services ,Agency Services , Credit Creation , Priority Sector Lending , Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.

Unit 2: Functions of Commercial Banks- Agency Services , General utility services-Credit Creation- Banker – Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order-Law of Limitation.

Unit 3: Technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT.

Unit 4: Evaluating Banking Performance : ROE Model , CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management- Non Performing Assets (NPA) – BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.

Unit 5: Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income - Banking: changing dynamics in banking industry - E wallet

Suggested Reading

- Gorden E and Natarajan K : Banking Theory, Law and Practice (Himalaya Publishing House)
- IIBF :Central Banking (McMillan Publishers)
- Indian Institute of Banking & Finance – Principles and Practice of Banking(McMillan Publishers, New Delhi)
- Kaptan S. S & Choubey N.S.: Indian Banking in Electronic Era,(Sarup & Sons Publishers)
- Muraleedharan D: Modern Banking: Theory and Practice (PHI Learning Pvt. Ltd)

- Shekhar K C & LekshmyShekar : Banking Theory and Practice (Vikas Publication House, New Delhi)

Course Code	Course Title	No. of credit	No. of hours
MBA 1210	Communication and Management Skill Development	3	45
Objectives			
To build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in domestic and cross-cultural business contexts			

Unit 1 : The Concept and Significance of Managerial Communication- Internal Communication and External Communication. Objectives of Managerial Communication. Effective Communication Skills -7C's and 4 S's (Shortness , simplicity, strength sincerity) - Communication Environment and Communication Process

Unit 2: Communication Barriers External, Organizational and Personal Factors - Making Communication Effective

Unit 3 : Verbal and Non Verbal Communication Introduction , Public Speaking Skills - Role of audio visual aids and computers in oral presentations , Tele Conference , Video Conference. Interviewing, Placement Interviews, Discipline Interviews, Appraisal - Interviews and Exit Interviews. Listening skills -Mannerisms -Body language , Kinesics , Professional Dressing – Conducting meetings, seminars and conferences - Group discussion.

Unit 4: Letters for different occasions- accepting/declining invitations, congratulating, consoling, conveying information .Social Communication - Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication. Work Place Communication – Minutes, Proposals, Memorandums, Press releases, Presentations, Profile of institutions, Speeches, Responding to enquiries and complaints, Resumes, Applications. Commercial/Business Letters and Principles of Effective Writing - Sample Letters.

Unit 5: Introduction - Phases of a Negotiation , Characteristics of Negotiation , Opening Negotiations - Legal Aspects of Communication . Reports: Writing reports of different kinds, Long & short reports , Formal & Informal reports Annual report, Status report, Survey report

Suggested Readings:

- Courtland L. Bovee ,John V Thill: Business Communication Today (Prentice Hall International)
- Raymond V Lesikaret: Connecting in a Digital World, 13e (Tata McGraw Hill, New Delhi)
- 3 .Guffey Mary Ellen :Business Communication (South-Western Collage publishing)
- Meenakshi Raman, Sangeetha Sharma :Technical Communication- Principles and Practice(Oxford)
- Argenti Paul A, Irwin :Corporate Communication (McGraw Hill)
- Atkinson, Reynolds: Business Writing & Procedures (American Book Co)

Course Code	Course Title	No. of credit	No. of hours
MBA 1211	International Economic Environment	3	45
Objectives			
To provide an introduction on important international trade agreements and economic integration			

Unit 1: International Organisations International Monetary Fund (IMF): World Bank Group- International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

Unit 2 International Agreements on Trade & Service General agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO); WTO Agreement, Tariff and Non- Tariff restrictions, Investment and transfer of technology, Quota restriction and anti- dumping, permissible regulations, Dumping of discarded technology and goods in International Markets. United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation(ILO).

Unit 3: Economic Integration and Cooperation Meaning and Scope, rationale and objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries.

Unit 4: Selected Regional Blocks NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo -Singapore CECA Globalization vs. Regionalization.

Unit 5 India and International Economic Organisations India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs; India and Regional cooperation; Impact of international economics organisations in Indian's trade and service – WTO, WIPO etc.

Suggested Reading:

- Cherunilam Francis: International Economics (TATA McGraw-Hill Publishing Company Ltd, New Delhi)
- Krugman P.R and M. Obstfeld :International Economics : Theory and Policy, Pearson.
- Salvatore D, International Economics, Wiley India.

Course Code	Course Title	No. of credit	No. of hours
MBA 1212	Financial Management	3	45
Objectives			
To aware the students with \fundamentals of Financial Management. To develop various techniques in Financial Management			

Unit 1: Introduction to Financial management: Business Finance- Concept, types and scope. Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: – Relationship between risk and return – Risk Diversification.

Unit2: Security Analysis : Risk and Return Analysis, Approaches to security market analysis – Fundamental and Technical Approach, Efficient Market Theory.

Unit3: Time Value of money and Investment Decisions- Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting – Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing

Unit4: Working Capital Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Cash flow statement and fund flow statement- Receivables management.

Unit5: Portfolio selection and Management; Portfolio – risk and return – Diversifiable and undiversifiable risks; Portfolio construction models – Marketing Portfolio Theory, Sharpe Index Model; Application of Market Model in Portfolio construction, CAPM

Suggested Readings:

- Fredric, Amling : Investment – (Prentice Hall)
- Edwin. J. Elton & Martin J. Gruber : Modern Portfolio Theory and Investment Analysis – (John Wiley)
- William, F Sharpe : Investment – (Prentice Hall)
- Anthony, J. Curley and Robertm. M. Bear : Investment Analysis and management – (Harper and Row).
- Francis. Jack Clark : Investment Analysis and Management – (Mc Graw Hill).
- Cohen. Zinborg and Zelbel : Investment Analysis and Portfolio Management – (Richard D Irwin)
- Graham Dod and Cottee : Security Analysis – Principles and Technique – (McGraw Hill)
- Gupta. L.C : Return on Equities : The Indian Experience – (New Delhi, Oxford)
- Herbert B. Mayo : Basic Investment – (Dryden Press)
- Bhalla. K : Investment Management – (New Delhi, Sultan Chand)

Course Code	Course Title	No. of credit	No. of hours
MBA 1213	Business Research Methodology	4	45
Objectives			
To make the students understand with the concepts and process of research			

To develop the students in understanding the application of research in business decision making
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Unit 1: Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research

Unit 2: Planning and Organizing the research project, and sources of data: Types of research designs, formulation of hypothesis concept and their role, sources of data; nature and sources of data required, primary and secondary sources.

Unit 3: Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments

Unit 4: Sampling Techniques of collecting data: Major consideration in sampling, types of sampling; Observational questionnaire, and interview technique of data collection; Attitude Measurement and scaling techniques: comparative scaling techniques and non-comparative scaling techniques; evaluation of scales.

Unit 5: Data Analysis and Interpretation. Statistical Inference: Test of hypothesis, Test of significance, non-parametric and parametric statistics, Analysis of variance (one way classification). Data analysis in case of Randomized Block Design and Latin Square Design, Measurement of Association (using Rank Correlation Co-efficient only), cluster analysis . Style and Major Division of a report, Format used in presenting evidence, criteria for judging research report

Suggested Readings:

- Naresh K. Malhotra: Marketing Research, Pearson Education, Delhi
- Rummel and Ballaine : Research Methodology in Business
- Sellitz, Johoda, Deutsch and Cook : Research Methods in Social Relations.
- Wilkinson and Bhandarkar : Methodology and Techniques of Social Research.
- Clover, V.T : Business Research; Basic Principles and Techniques.
- Moser, C.A : Survey Methods in Social Investigation.
- Goode & Hatt : Methods in Social Research.
- Young, P.V : Scientific Social Survey and Research.

Course Code	Course Title	No. of credit	No. of hours
MBA 1214	Operation Management	3	45
Objectives			
To aware the students on basic knowledge of the Production / Operations Management function in Organizations.			

To deliver the students the idea for efficiency and effectiveness in Operations function.

Unit 1: Introduction to Production & Operations Function Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

Unit 2: Production & Operations Planning, Manufacturing System, Layout Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning

Unit3: Inventory Management – Introduction, Basic Inventory Models and System; Material Requirement Planning (MRP); Supply Chain Management. Job Design; Production and Operations Standards; Work Measurement, Material Management

Unit4: Aggregate Planning; Quality Management: Introduction, Statistical Quality Control, Basic Concepts in Acceptance Sampling; Japanese Manufacturing Systems; New Development and Issues in Production and Operations Management; Customer Relationship Management (CRM), Collaborative Product Commerce (CPC), Six Sigma

Unit 5: Supply Chain Management & Lean Systems Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management – Supply chain disruption- Bull Whip effect. Lean Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System

Suggested Readings:

- Buffa, Elwood S : Modern Production Management – (New York, John Wiley & Sons)
- Logothetis, N: Managing for Total Quality – From Deming to Taguchi and SPC; BHI, New Delhi
- Adam. E, Jr. & Ebert R : Production and Operations Management : Concept. Models and Behaviour – (Englewood, Prentice Hall)
- Garret, Leonard J., and Solver, Milton : Production Management Analysis – (New Yourk, Harcourt Brance Jovanovich)
- Baumol : Economic Theory and Operations Analysis- (Delhi, Prentice Hall of India)
- Pivest : Production and Inventory Control – Principles & Techniques – (Delhi, Prentice Hall of India)
- .Belgel : Production Control – A Quantitative Approach – (Delhi, Prentice Hall)
- Ramesh, M.S : A Key to Production, Planning Inventory Control – (Delhi, Tata McGraw Hill)
- Magee, P.Boodman : Production, Planning Inventory Control – (Delhi, Tata McGraw Hill)
- Shoe, Barry : Operations Management – (Delhi, Prentice Hall)
- Mcclain, Thomas L.J. : Operations Management – (Delhi, Prentice Hall)

Course Code	Course Title	No. of credit	No. of hours
MBA 1215	Business Law	4	45
Objectives			
To aware about the law applicable to business To understand the basic of business law.			

Unit1 : Introduction to Legal System: Sources of Law – Classification of Law – The Indian Contract Act 1872 - Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies

Unit 2: Sale of Goods Act Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties -Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

Unit 3 The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics, types, parties - holder and holder in due course - Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

Unit 4 Companies Act The companies act, 1956 - Company definition, meaning, features and types of Companies .Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

Unit 5 Laws Related to Business Consumer Protection Act 1986 – Foreign Exchange Management Act 1999 – GST: An overview – IT Act 2000 – Competition Act, 2000 – Intellectual Property Rights

Suggested Readings:

- Venkatesan, E : Handbook of Mercantile Law.
- N.D. Kapoor : Elements of Mercantile Law
- M.C. Shukla, : A Manual of Mercantile Law
- N.D. Kapoor : Elements of Company Law, Sultan Chand & Sons, New Delhi.
- M.C. Kuchal, Mercantile Law, Vikas Publishing House, New Delhi
- Singh Avtar : Company Law
- S.M. Shah : Lectures on Company Law.
- Singh, H : Indian Company Law, Tata McGraw-Hill, New Delhi.
- Government of India, Companies Act, 1956.
- KR Bulchandani – Business Law (Himalaya Publishing House

Course Code	Course Title	No. of credit	No. of hours
MBA 1216	Environment Management	3	45
Objectives			
To make students understand the importance of Environment and Sustainability To make students familiar about the various policies and regulation			

Unit 1:Environment and Ecosystem Importance and Sustainability - The Brundtland Report. Eco-system : Components – Biotic and abiotic components . Biodiversity - Definition, Principles, Bio-diversity in India.

Unit 2 :Natural resources and Energy management Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources - Renewable sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.

Unit 3 Disaster management & resilience Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.

Unit 4 Sustainable development Dimensions of sustainable development, The Earth Charter; Human health - Human mobility; Population , Urban challenge - Triple Bottom line.

Unit 5 Environment Politics Policies and Legislations, Governmental Institutions for Environmental Management - United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.

Suggested Reading:

- Bala Krishnamurthy : Environmental Management: Text and Cases, PHI
- ArinditaBasak : Environmental Studies(Pearson Education)
- Kaushik and Anubha :Environmental Studies (New Age International)
- Betz and Fredrick : Managing Technology (Prentice Hall, Englewood cliffs, New Jersey)

Second Year
3rd semester
Total Credit = 30

Course Code	Course Title	No. of credit	No. of hours
MBA 2317	Business Ethics & Corporate Social Responsibility	3	45
Objectives			
To aware about the importance of ethics			
To develop the knowledge of business and corporate governance			

Unit 1: Introduction to Business Ethics; meaning, religion and ethics, moral and ethics, nature of business ethics and values, importance.

Unit 2:Theories of Ethics: Deontological and Teleological theories

Unit 3:Ethics at the work place: Level of ethical question in the work place; Benefits of managing ethics in the work place; Guidelines for managing ethics; How Ethical Decisions Are Made; Code of ethics – Guidelines for developing code of ethics.

Unit 4:Corporate Governance: Origin and Development of Corporate Governance, Theories underlying Corporate Governance (Stakeholder's Theory, Stewardship Theory and Agency Theory), Separation of ownership and control, Ethics and Governance, Process and Corporate Governance: Transparency, Accountability, Disclosures and Empowerment.

Unit5 :Role Players: Role of Board of Directors and Board Structure, Role of the Non-Executive Director, Role of Auditors, SEBI on Growth of Corporate Governance, Role of Government, Corporate Governance in India, Committees in India and Abroad, Corporate Scams, Global Issues of Corporate Governance.

Suggested Readings:

- S.K. Chakraborty (2001), Management and Ethics Omnibus, Oxford University Press, New Delhi.
- Dipankar Gupta (2006), Ethics Incorporated, Sage India, New Delhi.
- Management Ethics, Integrity at Work, Joseph a. Petrick & John F. Quinn, Sage Publication, New Delhi
- Ethics in Management: S.A. Sherlekar, Himalaya Publishing House,
- Manual G. Velasquez, Business Ethics – Concepts and Cases, 5th Edition, Prentice Hall of India, New Delhi, 2002
- C.S.V. Murthy, Business Ethics – Text and Cases, 2nd Edition, Himalaya Publishing House, 2006
- Elizabeth M., Business Ethics at Workplace, Cambridge University Press.
- J. Verstraeten, Business Ethics – Broadening the Perspective, Peters Publisher
- Ronald F Duska, Issues in Business Ethics, Kluwer Academic Publisher

Course Code	Course Title	No. of credit	No. of hours
MBA 2319	Entrepreneurship Development	3	45
Objectives			
To make students understand the role of small business in an economy			

Unit 1: Entrepreneur: Definition and Functions; Characteristics of Entrepreneur; Innovation and entrepreneur; Role of entrepreneur in economic development; Floating of small business: Features of small business; Advantages of small business; Setting up small scale industrial unit; Government regulatory framework for small business.

Unit 2: Entrepreneurial Inputs :Entrepreneurial Behaviours and entrepreneurial motivation; N-Achievement and Entrepreneurial success; Innovation and entrepreneur, sources of Innovation; Management of Innovation. Factors responsible for entrepreneurial growth

Unit3: Identification of business opportunities for small business: project ideas, screening of project ideas; Environment scanning and opportunity analysis; Market demand analysis; Demand Forecasting; technical analysis: materials and inputs; production technology; product mix; Plant location and layout; selection of plant and equipment

Unit4: The role and importance of leaders in businesses, Attributes of an effective business leader, Developing future leaders for family businesses. Family Business Succession, Succession planning and its benefits, Characteristics of succession in family businesses. Successful management of succession, significant trends in transition in Indian family businesses.

Unit 5: Concept of Project : Generation and screening of project idea-- Project formulation--market demand and situation analysis-- technical analysis; financial analysis, analysis of project risk, firm risk and market risk, cost benefit analysis, social cost benefit analysis— Environmental appraisal of projects – stress on environment--a project report preparation, Project Planning and Project Implementation.

Suggested Readings:

- Dynamics of Entrepreneurship Development – Vasant Desai.
- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
- Entrepreneurship: Strategies and Resources – Marc J. Dollinger
- Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
- Entrepreneurship – Robert D. Hisrich, Michael P. Peters,
- Entrepreneurship: Education, Research and Practice – A. Sahay, A. Nirjar
- Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
- Entrepreneurship Development and Project Management – Dr. Dilip M. Sarwate
- New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
- Innovation and Entrepreneurship – Peter F. Drucker
- Entrepreneurship and Small Business Management – Siropolis

- Entrepreneurship Development in India – Dr. C.B.Gupta, Dr. N.P.Shrinivasan

Course Code	Course Title	No. of credit	No. of hours
MBA 2320F	Working Capital Management	4	45
Objectives			
To develop the understanding of working capital management			

Unit 1: Introduction to Working Capital Management : Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Planning of Working Capital

Unit 2: Financing of Working Capital Needs . The Financing Mix . Credit Risk Management. Managing Collection and Disbursement of Working Capital. Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques

Unit 3: Cash Management . Cash Planning . Cash Flows Forecasting and Treasury Management Receivable Management . Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle.

Unit 4: Inventory Management. Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models. Integration of Working Capital and Capital Investment Process, Working Capital Management Practices in India

Unit 5: Financial statements analysis wrt. A/Rs, Financial statements analysis wrt. A/Rs, Financial, Cash management-meaning and concept statements analysis wrt. A/Rs, Cash management-meaning and concept, Cash v/s profit. Cash flow, cash stock and cash to current assets ratio.

Suggested Readings:

- 1.Hrishikes Bhattacharya :Working Capital Management (PHI publication)
- R.P. Rustagi :Working Capital Management (Taxman Publication)
- Prasanna Chandra :Financial Management (McGraw Publications)
- I.M. Pandey: Financial Management (Vikas Publishing House)

Course Code	Course Title	No. of credit	No. of hours
MBA 2321F	Corporate Financial Restructuring	4	45
Objectives			
To know the regulatory framework of mergers and acquisitions To know the procedural and practical aspects of Restructuring			

Unit 1: Corporate Restructuring – Meaning, Need, Objective, Types of Restructuring – Mergers, Acquisitions and Takeovers – Causes – Theories of Merger.

Unit 2: Mergers and Acquisitions – Legal, Procedural, Economic, Accounting, Taxation and Financial aspects of Mergers and Acquisitions – Interests of small investors. Amalgamation of Banking companies and Government Companies – Concept of Corporate demerger and Reverse Merger – Modes of Demerger.

Unit 3 Takeovers: Meaning and Concept, Types, Legal aspects – Bail out Takeovers, Takeover of Sick Units – Takeover Defences – Cross border Takeovers - Funding of Merger and Takeover.

Unit 4 Regulatory frame work for Mergers and Acquisitions: Indian Companies Act 1956, Competition Act 2002, Income tax Act 1961, SEBI (substantial Acquisition of shares and Takeovers) Regulations 2011.

Unit 5 Post Merger Integration – Success factors for Post-Merger Integration, Ingredients of Integration, Timing and speed of Integration, Challenges in Integration – Steps for Successful Integration.

Suggested Readings:

- Rajesh Kumar B, Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd, New Delhi, 2002
- Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Bizantra, New Delhi 2012
- Sharma L.M., Amalgamaion, Mergers,Takeovers, Acquisitions – Principles & Practices & Regulatory Frame work: Company Law Journal, New Delhi
- Verma J.C., Corporaste Mergers, Amalgamations & Takeovers, Bharat Publishing House, New Delhi
- Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India 2011
- Sridharan & Pandian, Guide to takeovers & Mergers, Wadhwa and Company Law Publisher, Nagpur

Course Code	Course Title	No. of credit	No. of hours
MBA 2322F	International Financial Management	4	45
Objectives			
Acquaint with the conceptual framework of the key decision areas in international finance.			

Unit 1: An overview, Importance, nature and scope, theories of International business, International Business methods , Recent changes and challenges in IFM.

Unit 2: Long-run Investment Decisions – The Foreign Investment Decisions; Political Risk Management. Multinational Capital Budgeting – Application and Interpretation.

Unit 3:Balance of Payments(BOP), Fundamentals of BoP, Accounting components of BoP, Factors affecting International Trade flows, Agencies that facilitate International flows. International Monetary System, Evolution, Gold Standard , Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economics and Monetary Union.

Unit 4: Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm. Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing

Unit 5:Currency futures and options markets, exchange rates, Liability Management

Suggested Readings:

- Abdullah, F A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1987
- Bhalla, V K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001
- Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996
- Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases. 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India. 1995

Course Code	Course Title	No. of credit	No.of hours
MBA 2323F	Financial Derivatives	3	45
Objectives			
To aware the students about Financial Instruments To make the students understand the terms like Forwards , Futures, Options and Swaps and their treatment.			

Unit 1: Introduction to Derivatives Introduction – Meaning of Derivatives evolution of Derivatives – Origin of Derivatives Trading – Significance and limitations of Derivatives – Derivatives trading in India – Derivatives in Indian context – Trading Infrastructure.

Unit 2: Basics of Forwards Introduction –Advantages and limitations of forward contracts – Determination of Forward Prices – Simple Interest Method – Continuous Compounding – Currency Forwards.

Unit 3–Fundamentals of Financial Futures Future contracts – Features – Uses of futures – Long and short position – Stock Futures and Index Futures – Interest Rate Futures - Currency futures – Designing future contracts – Hedging positions in futures.

Unit 4 – Basics of Options Option terminology- Basic properties of Options – Stock Index and Currency Options – Exotic Options – Binomial option pricing – Black – Scholes Model of pricing.

Unit 5 - Swaps Fundamentals for Swaps – Financial Swaps – Meaning – Importance – Types of Financial Swaps – Accounting and administration of Derivatives – Regulation of Derivatives.

Suggested Readings:

- Bhalla, V.K. Investment Management; Security analysis and Portfolio Management, New Delhi, S. Chand, 2001.
- Financial Derivatives, Delhi, S. Chand, 2001.
- Brennet, M. Option Pricing : Theory & Applications. Toronto, Lxington Books, 1993.
- Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hal Inc., 1985.
- Huang, Stanley Sn C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, 1987.
- Hull, John C. Options, Futures and Other Derivative Securities. 2nd ed. New Delhi, Prentice Hall of India, 1996.
- Sharp, William F. etc. Investment. New Delhk, Prentice Hall of India, 1997

Course Code	Course Title	No. of credit	No. of hours
MBA 2324F	Management of Financial Services	4	45
Objectives			
Understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues.			

Unit 1 :Financial System and markets – concept, nature and scope of financial services, regulatory framework of financial services, management of risk in financial services.

Unit 2: Merchant Banking Services, Mutual funds, Credit Rating.

Unit 3: Issue of shares and bonds, Mobilization of Fixed deposits by Companies

Unit 4:Other financial services – Leasing and Hire Purchase, Housing finance

Unit 5:Venture capital, Factoring, Bill Discounting, Pricing of Financial Services.

Suggested Readings:

- Bhalla, V K. Management of Financial Services, Anmol, New Delhi, 2001
- Bhalla VK and Dilbag, Singh; International Financial Centres, new Delhi, Anmol, 1997
- Ennew, C. Trevor Watkins and Mike Wright Marketing of Financial Services, Heinemann Professional Pub., 1990
- Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publising House, 1997
- Meidan, Arthur Brennet, M. Option Pricing : Theory and Applications Toronto, Lexington Books, 1983

Course Code	Course Title	No. of credit	No. of hours
MBA 2325F	Cost and Management Accounting	4	45
Objectives			
To familiarize the students with cost records/ statements and principles underlying them to develop their skills in understanding and appreciating cost information. To sensitize them in brief with Cost and Management Accounting Mechanism, process and systems but emphasis is laid on sound concepts and their managerial implications			

Unit 1: Introduction to Cost Accounting: Nature and Scope of Cost Accounting - Meaning of Cost Accounting and Cost Accountancy - Objectives of Cost Accounting - Advantages and Limitations of Cost Accounting - Distinction between Financial Accounting, Cost Accounting and Management Accounting.

Unit 2: Costing for Management: Costing as an aid to Management – Principles of Cost Accounting - Characteristics of an Ideal Costing System - Methods of Costing – Types of Costing - Elements of Cost – Cost Sheet or Statement of Cost.

Unit 3: Marginal costing and Absorption costing: Meaning, Advantages and Limitations of Absorption Costing - Meaning and Features of Marginal Costing – Cost Volume Profit Analysis – Management uses of Break Even Analysis.

Unit 4: Standard Costing: Meaning and uses of Standard Cost - Procedures of setting Standards - Variance Analysis - One way and Two way Analysis of Variance - Overall Cost Variance - Material Variance, Labour Variance, Overhead Variance, Material Price Variance, Material Usage Variance, Material Yield Variance, Material Mix Variance, Labour Cost and Time Variance, Labour Mix and Yield Variance, Overhead Volume and Expenditure Variance.

Unit 5 Budgetary Control: Meaning and Need for Budgets - Budget, Budgeting and Budgetary Control - Objectives of Budgetary Control - Budgetary Control and Accounting - Preliminaries of Budgetary Control - Budget Manual - Different types of Budgets: Fixed Budget, Flexible Budget, Cash Budget, Sales Budget - Advantages and Limitations of Budgetary Control.

Suggesting Readings:

- Maheswari S N & Mittal, Advanced cost accounting
- Arora M N, Cost and management accounting, Himalayan publications
- Prasad N K, Advanced cost accounting.
- Maheswari S N, Cost and management accounting

Course Code	Course Title	No. of credit	No. of hours
MBA 2320M	Integrated Marketing Communication	4	45
Objectives			

To understand the conceptual frame of Marketing Communication Elements
To discuss modern practices on promotion with respect to digital and online platform

Unit 1: Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organisational approaches and barriers to integration – Value addition through IMC

Unit 2: The Position of Advertising in Business and Society: Advertising as a Process: Advertisers, Advertising Agencies, and Support Organizations; The Evolution of Advertising; Social, Ethical, and Regulatory Aspects of Advertising. The Promotion Research and Advertising Plan: Developmental Advertising Research; Copy Research; The Marketing Content of Advertising Plan; Communications versus Sales Objectives; Role of Advertising Agency in Advertising Planning.

Unit 3: Sales Promotion Strategies, Direct Marketing & Personal Communication Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth –Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations

Unit 4: Managing Integrated Marketing Communications Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness

Unit 5: Promotional Agencies & Ethics in Promotion Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies – Ethics and social responsibility in IMC Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications, Relevance and challenges

Suggested Readings:

- O’Guinn, C Thomas, Allen, Chris T, and Semeik, Richard J: Advertising and Integrated Brand Promotion; Vikas Publishing House, New Delhi.
- Aaker, David A, Batra, Rajeev and Myers, John G: Advertising Management: Prentice-Hall of India, New Delhi.
- Aaker, David A & etc. “Advertising Management” New Delhi, Prentice Hall of India
- Hard, Norman “The Practice of Advertising” Oxford, Butterworth, Heinemann
- Kleppner, Otto “Advertising Procedure” Englewood Cliff, New Jersey Prentice Hall Inc.
- Ogilvy David, Ojilvy on Advertising, London Longman
- Stanton, W.I & etc “Fundamentals of Marketing” New Delhi Tata McGraw Hill
- Sengupta, Subroto “Brand Positioning; Strategies for Competitive Advantage” New Delhi, Tata McGraw Hill
- Borden, William H, Advertising New York, John Wilcy
- Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
- June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.

- J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage Publications.
- Wright, Winter & Zeigler: ADVERTISING;.

Course Code	Course Title	No. of credit	No. of hours
MBA 2321M	Services Marketing and Management	4	45
Objectives			
To develop key insights and working knowledge to students in marketing of services			
To provide the conceptual frame of services marketing			
To introduce marketing practices in key service industries			

Unit 1: Introduction to Services Marketing Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services – Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations

Unit 2 Buyer Behaviour & Selecting Service Markets Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity

Unit 3: Tools for marketing of services: Service vision and strategy; creating and delivering services; Demand, supply management, costing and pricing services, advertising, branding and promoting of services, quality issues and quality models, GAP Analysis, Servqual model

Unit 4: Elements of Services Marketing Mix Inadequacy of 4 Ps – Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation – Branding of Services – Pricing of Services – Strategies – Educating & Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – Servicescapes – Physical Evidence & Challenges

Unit 5: Services Industries in India Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing

Suggested Readings:

- Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice hall Inc., 1995
- Loveock, Christopher H. “Services Marketing” : Englwood Cliffs, New Jersey, Prentice hall Inc., 1993
- McDonald, Malcom and Payne, A Marketing Planning for Services, Butterworth, Heinemann, 1996
- Newton M P Payne, A : The Essence of Services Marketing, New Delhi, Prentice Hall of India, 1996
- Prasuraman, A & Berry “Marketing of Services through Quality” The Free Press

- Rao, Ramamohan, “ Services Marketing”, PHI, New Delhi
- Shajahan, S, “ Services of Marking” Himalaya Publishing House
- Shanker Ravi, “Services Marketing : The Indian Experiences, Delhi, South Asia Publications.
- Verma, H V : Marketing of Services, New Delhi, Global Business Press, 1993
- Zeithaml, V A and Bitner, M.J. Services Marketing. New York, McGraw Hill, 1996

Course Code	Course Title	No. of credit	No. of hours
MBA 2322M	Consumer Behaviour	4	45
Objectives			
To understand the knowledge of modern Consumer Behaviour To make students understand the changing behavioural patterns of Marketing activities.			

Unit 1: Introduction to Consumer Behaviour Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions Factors influencing consumer behaviour – Consumer buying decision process with illustration – Buyer roles assumed by consumers – Levels of consumer decision making

Unit 2: Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences. The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

Unit 3: Sociological Influences on Consumer Behaviour Culture & its impact on Consumer Behaviour – Impact of Government & Laws on Culture – Promotions & Communication by marketers based on Culture in India – Case Studies – Cross Cultural Perspectives – Sub-Culture: Influence of sub-culture on Consumer Behaviour – Sub-Culture based on Geographic Region & Religion – Its impact on Consumer Behaviour – Social Class in India – Applications to Consumer Behaviour

Unit 4 Group Influences on Consumer Behaviour Reference Groups & Its impact on Consumer Behaviour – Consumer relevant groups – Factors affecting Group Influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on Consumer Behaviour

Unit 5 Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities.

Suggested Readings:

- Loudon and Della Bitta: Consumer Behaviour: Concepts And Applications, Tata McGraw Hill.
- Henry Assael: Consumer Behaviour And Marketing Action, Kent Publishing Co.
- Berkman & Gilson: Consumer Behaviour: Concepts And Strategies, Kent Publishing Co.
- Bennet and Kassarian: Consumer Behaviour, Prentice Hall Of India
- Schiffman And Kanuck: Consumer Behaviour, Pearson Education Asia, 7th. Edition,
- Hawkins, Best & Coney: Consumer Behaviour, Tata McGraw Hill.
- Efraim Turban, Jae Lee, David King, & H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.

Course Code	Course Title	No. of credit	No. of hours
MBA 2323M	Retailing Analytics	4	45
Objectives			
To understand Consumer Buying Behavior and Trends in new age retailing.			

Unit 1: Retailing in the Digital Era: New Age Retailing, Digital Consumers Characteristics – interconnected , involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics - Variety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions , Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility , Retail Analytics for Strategic – Tactical and Operational decisions.

Unit 2. Marketing in a Consumer-Driven Era: Understanding Consumer Buying Behavior and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce.

Unit 3: Data sources: Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres. The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis, Market basket analysis, Understanding customer preferences , Anticipating the customer’s next move, Improving Retail Promotions.

Unit4. Merchandising Analytics: Assortment planning , GeoSpatial Analytics, Product placement, Space Optimisation, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories. Marketing Analytics: Marketing Mix ROI, Promotions – Promotional Maturity Curves, Pricing – Price per segment, Margin, Profitability, Personalisation, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation.

Unit 5: Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Proactively , Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities. Store operations analytics : Using Analytics to Optimize Staffing Plans, Drilling into HR analytics,

Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts. Customer View: Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier.

Suggested Readings:

- Retail Analytics – The Secret Weapon, Emmett Cox
- Behaviour Analytics in Retail, Ronny Max
- The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford
- The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
- The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, Nagle, Hogan and Zale, Prentice-Hall
- Competing on Analytics, Davenport, Harris
- The New Rules of Retail: Competing in the World's Toughest Marketplace, Lewis and Dart
- Sales Promotions, Neslin, Marketing Science Institute India.

Course Code	Course Title	No. of credit	No. of hours
MBA 2324M	Advertising Management	4	45
Objectives			
The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.			

Unit 1: Advertising : concepts, types, forms and importance. Role of advertising in the marketing process: Legal, ethical and social aspects of advertising; Stimulation of primary and selective demand - Advertising planning and objective setting: Dagmar approach.

Unit 2: Determination of target audience; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning;

Unit 3: Media planning and selection - concepts of reach, frequency, continuity, and selectivity - measures of media cost efficiency - media (readership / viewership) research.

Unit 4: Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests

Unit 5: Advertising agency; types, functions and structure of advertising agency, Advertising and consumer behaviour: Integrated marketing communications, Advertising in multicultural environment.

Suggested Readings:

- Belch, George E and Belch, Michael A.: Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
- Arens and Bovee : Contemporary Advertising, Irwin, 1995.
- Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
- Batra, Rajeev, Myers, johan G. and Aaker, David A. Advertising Management, 4th ed., New Delhi, prentice Hall of India, 2002.
- O, Guinn : Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.
- Kleppner, Otto : Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
- Wells, William, Burnett, Johan & Moriarty Sandara, PHI, 2002

Course Code	Course Title	No. of credit	No. of hours
MBA 2325M	Marketing Research	4	45
Objectives			
To make the participants aware of the role and importance of Marketing Research			
To provide the conceptual frame of Research in Marketing			
To provide key insights and working knowledge in Marketing Research			

Unit 1: Introduction to Marketing Research Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Vs Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing

Unit 2: Marketing Research Process Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.

Unit 3: Data Collection & Survey Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.

Unit 4: Data Analysis & Presentation Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.

Unit 5: Applications of Marketing Research in Business Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research, Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

Suggested Readings:

- G.C.Beri, Market Research, Pearson Education, New Delhi.
- Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, New Delhi.
- Cooper & Schindler, Marketing Research, Concept & Cases, Tata McGraw Hill, India

Course Code	Course Title	No. of credit	No. of hours
MBA 2320HR	Human Resource Planning	4	45
Objectives			
To make students understand the importance of Human Resource Planning			

Unit 1 : Manpower Planning and Resourcing; Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

Unit 2: Macro Level Manpower Planning and Labour Market Analysis; Organizational Human Resource Planning;

Unit 3: Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies;

Unit 4: Career Development; HRD Climate, Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations; Human Resource Information System; Human Resource Valuation and Accounting.

Unit 5: Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India. Developing Manpower planning.

Suggested Readings

- Arthur, M. Career Theory Handbook. Englewood cliff, Prentice Hall Inc., 1991.
- Belkaoui, A R and Belkaoui, J M. Human Resource Valuation : A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995.
- Dale, B. Total Quality and Human Resources : An Executive Guide. Oxford, Blackwell, 1992.
- Greenhaus, J H. Career Management, New York, Dryden, 1987.
- Kavanagh, M J. etc. Human Resource Information System : Development and Applications. Boston, PWS-Kent, 1993.
- Mabey, C and Salama, G. Strategic Human Resource Management. Oxford, Blackwell, 1995.
- Thomson, R and Mabey, C. Developing Human Resources. Oxford, Butterworth-Heinemann, 1994.

Course Code	Course Title	No. of credit	No. of hours
MBA 2321 HR	Organizational Diagnosis and Development	4	45
Objectives			
To determine the meaning of change and need for Organizational Change			

Unit 1: Organization Change – an Overview; Approaches to Problem Diagnosis , Some Major Techniques of Planned Change, Steps in OD, General OD Competencies, OD Skills

Unit 2: Designing Interventions – Interpersonal, Team, Intergroup and System, Evaluation of OD, Ethics of OD Professional, Future of OD

Unit 3: Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change. Models of Organizational Change

Unit 4: Models of change- Lewis’s Force field, Systems Model, Action research model, organizational vision and strategic planning

Unit 5: Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change

Suggested Readings:

- Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980
- De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988
- French, WH. And Bell, CH. Organisation Development. New Delhi, Prentice Hall of India, 1991
- French WL., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990
- Harvey, DF and Brown, DR. An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990
- Huse, FE and Cummings, TG. Organization, Development and Change. 3rd ed. New York, West, 1985
- Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision, 1982

Course Code	Course Title	No. of credit	No.of hours
MBA 2322 HR	Management Training and Development Planning	4	45
Objectives			

To understand the skills , abilities and practical elements of employee development and performance improvement in organization.

To make the students understand the design and conduct needs analyses and to plan , implement and evaluate training programs

Unit 1: 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 2: Organization and Management of Training Function; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids

Unit 3: Training Communication; Training Evaluation; Training and Development in India. Design of Training Programme Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design

Unit4: 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

Unit5: Training Evaluation Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model; Recent Trends in Training and Development

Suggested Readings:

- Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
- Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
- Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
- Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
- Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
- Reid, M.A. etc. Training Interventions : Managing Employee Development. 3rd ed. London, IPM, 1992
- Senge, P. The Fifth Discipline : The Art and Practice of the Learning Organization. London, Century, 1992.

Course Code	Course Title	No. of credit	No. of hours
MBA 2323 HR	Competency Base Human Resource Management	4	45
Objectives			
To analyse competencies required for present and potential future job roles at various levels and across variety of organizations			

Unit 1: Performance Management System: Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching- Identification of Training Needs- Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, Counselling for Better Performance, Feedback Mechanism in Organization.

Unit 2: Introduction to Competency: Definition and History of Competency, Basic Components of Competency(Knowledge(K),Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency-Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency

Unit 3. Competency Development & its Models: Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency.

Unit 4. Competency Mapping: Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation.

Unit 5. Competency Driven Career and Culture: Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture.

Suggested Readings:

- Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing
- The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc
- Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
- Competency Mapping, R K Sahu
- Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
- Human resource Management, K Ashwathappa
- Human Resource Management, L M Prasad
- Human Resource Management, Gary Dessler

Course Code	Course Title	No. of credit	No. of hours
MBA 2324 HR	Performance and Talent Management	4	45
Objectives			

To apprise the participants about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

To give insights on how to identify, integrate & retain talent in an organization to deliver high performance.

Unit 1: Concept of Performance Management Performance Management: concept & process- Objectives & importance of Performance Management System in Organizations- Prerequisites and characteristics of Effective Performance Management- Organizational, functional and individual key Result Areas, Key Performance Indicators.

Unit 2: Performance Management System Performance Management and Performance Appraisal, difference between performance appraisal & potential appraisal, Performance appraisal methods: traditional & modern methods, Designing appraisal forms-Performance measurement and evaluation- Appraisal communication: feedback, counseling and coaching, Performance linked reward system.

Unit 3: Implementation & Issues in Performance Management Developing, implementing & maintaining Performance Management System, Performance measurement issues, Role of HR professionals in performance management, Performance Management as a tool for employee empowerment-Technology and e-PMS, Performance Management

Unit 4: Talent Management Talent Management: Concept & approaches, Scope & objectives of Talent Management-Talent Identification, Integration & Retention, Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System in Public and Private organisations.

Unit 5: Practices & Process of Talent Management Factors and aspects of Talent Management, Talent Management Practices in India, Talent Management System, Critical Success Factors to Create Talent Management System, Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

Suggested Readings:

- Armstrong M & Baron, .A, Performance Management and Development ,Jaico Publishing House, Mumbai.
- G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
- Robert B, Performance Management, McGraw Hill Education India.
- Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India

Course Code	Course Title	No. of credit	No. of hours
MBA 2325 HR	Counseling Skills for Managers	4	45
Objectives			

To aid the students in having a clear understanding about the concepts, methods, techniques and issues involved in counselling and comprehensive learning of using various strategies and skills in counselling to deal with employees

Unit 1: Introduction to Counselling Meaning, Functions and Type of Counselling, Goals of Counselling Emergence and Growth of Counselling Services; Approaches to counselling, Counselling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counsellor Qualities

Unit 2: Counseling Process Beginning, Developing and terminating a Counselling Relationship and follow up – Counselling Procedures, The Counselling Environment, Intake, Referral procedures, Guidelines for Effective Counselling

Unit 3: Counsellor’s Attitude & Skills for Counsellors – Client Relationship – Understanding Client’s Behaviour – Assessing Clients problems – Counselling Therapies- Insight Oriented Therapy. Behaviour Therapy

Unit 4: Selecting Counselling Strategies & Interventions Adaptive strategies – Changing Behaviour through Counselling In the Educational Settings – Special Areas in Counselling – Handling Situations of Strikes, Disputes through Counselling

Unit5: Special Problems in Counselling Need of Counselling Cell in the Organization, Application of Counselling to Organizational situations with a focus on Performance counselling. Organizational Application of Counselling Skills in Change management, Downsizing, Mentoring and Team Management / Conflict Resolution.

Suggested Readings:

- Kavita Singh – Counselling Skill for Managers, Pears Education, 2007.
- Robert S Feldman – Understanding Psychology., McGraw Hill, 2007.
- Narayan Rao S. – Counselling & Guidance, Tata McGraw Hill, 1997.
- Jeffrey Kotter A. – Counselling Theories and Practices, Cengage Learning, 2011.
- Robert Carson C. – Abnormal Psychology, Tata McGraw Hill, 2007

Course Code	Course Title	No. of credit	No. of hours
MBA 2320RM	Rural Development	4	45
Objectives			
To make students understand the concept of rural development			

Unit 1: Rural Development:- Concept, Objectives, Importance, Nature and Scope; Characteristics of Rural Economy; Concept of Development, Distinction between Development and Growth, Indicators of Development; Prerequisites for Rural Development; Main Obstacles to Rural Development; Factors Governing Rural Development

Unit 2: Rural Management: Nature, Scope and challenges of marketing, operations, human resources, finance in rural area. Entrepreneurial opportunities in Rural area. Agriculture Business Management – Scope and Challenges

Unit3: Institutions for Rural Development and Management: Structure, Functions and Role in Rural Development - National level Institutions: Planning Commission, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD&PR, CAPART and NABARD - State Level Institutions: State Planning Board, State Institute of Rural Development and Kerala Institute of Local Administration - District & Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions – Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes.

Unit4: Major Development and Welfare Programs: Mahatma Gandhi National Rural Employment Guarantee Program (MGNREGS), Public Distribution System(PDS), Sarva Siksha Abhiyan(SSA) National Rural Livelihood Mission (NRLM), Pradhan Mantri Gramin Awaas Yojana (PMGAY), Swachh Bharat Mission (SBM), National Health Mission (NHM), Swajaldhara - Backward Region Grant Fund (BRGF), Pradhan Mantri Grameen Sadak Yojana (PMGSY), Integrated Wasteland Development Program (IWDP), Provisions of Urban Amenities in Rural Areas (PURA), PPP/CSR Initiatives in Rural Development (the names may be changed as per government programs).

Unit 5: Sustainable Development: Biodiversity and its conservation, Environmental pollution: Air, Water and Soil pollution, Solid Waste Management, Social issues and Environment, Climate Change, Global warming, Ozone layer depletion, water conservation, rain water harvesting, watershed management.

Suggested Readings:

- Prasad, B.K.(2003), Rural Development: Concept, Approach and Strategy, New Delhi: Sarup & Sons.
- Singh, Katar. (2009). Rural Development – Principles, Policies and management, New Delhi: Sage.
- Srivastava, Madhuri and Alok Kumar Singh (Eds.) (2008), Rural development in India: Approaches, strategies, and programs, New Delhi: Deep and Deep Publications.
- Sundaram, Satya. (2002), Rural Development Mumbai: Himalaya.
- Government of India. (2012), Greening Rural Development in India, New Delhi: Ministry of Rural Development and UNDP.
- Singh, Katar and RS Pundir. (2000), Co-operatives and Rural Development in India, IRMA.
- India Rural Development Report 2013-14, Hyderabad: Orient Blackswan.

Course Code	Course Title	No. of credit	No.of hours
MBA 2321RM	Agribusiness Environment and Policy	3	45
Objectives			
To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business			

Unit 1:Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.

Unit 2: Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

Unit 3: Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

Unit 4: Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy.

Unit 5: Agricultural price and marketing policies; public distribution system and other policies.

Suggested Readings

- Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
- Aswathappa K. 1997. Essentials of Business Environment. Himalaya Publ.
- Francis Cherunilam 2003. Business Environment. Himalaya Publ.

Course Code	Course Title	No. of credit	No. of hours
MBA 2322 RM	Agri Business and Rural Marketing	4	45
Objectives			
To understand the concepts and themes in marketing to rural markets To make the students aware with the fundamentals of rural marketing concepts in business environment			

Unit 1: Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.

Unit 2: Rural Marketing Strategy: Rural Marketing Mix, Evolving Rural Marketing Strategy (Segmentation, Targeting and Positioning); Role of informal communication in Rural Marketing.

Unit3: Rural Distribution Systems: Rural Communication and Distribution systems, Agricultural Marketing, Role of Agricultural Produce Marketing Committees (APMCs).

Unit 4: ICTs in Rural Marketing: ICTs in Rural Marketing, Role of Social Media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural Go downs. Rural v/s Urban Storage Systems. Market support: Role of commercial bank, Rural Credit and Marketing linkages.

Unit5: Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy. Emerging trends in production, processing, marketing and exports;

policy controls and regulations relating to the industrial sector with specific reference to agro-industries

Suggested Readings:

- Rural Marketing Management: Raja Gopal (Discovery Publications)
- Marketing Management: Philip Kilter
- Marketing Management: T.N.Chhabra
- Principles of Marketing: Armstrong & Kotler

Course Code	Course Title	No. of credit	No.of hours
MBA 2323RM	Agricultural Information System	4	45
Objectives			
The course aims to educate the students about the use and interrelationship of various information systems like crop production, market information, food processing, and weather forecasting			

Unit 1: Scope of ICT in indian agriculture; village knowledge centers. Fundamentals of analysis, design, testing, implementation and maintenance for developing agricultural information systems.

Unit 2: Different Types of information systems. Overview of database management; data collection, data editing, data manipulating, and data storing. Overview of data analysis tools.

Unit 3: Fundamentals of Unified Modeling Language (UML) for constructing models. Identification of actors, use cases, activity diagram, identification of classes and object, relationships, members and their behaviour and scope, inheritance, polymorphism, etc.

Unit 4: Designing the system architecture, domain specific model to enable rapid implementation of new industry-specific applications over different platforms.

Unit 5: Agricultural information systems: current situation, challenges and opportunities in India.

Suggested Readings:

- 1.Malcom J. Blackie, Information System for Agriculture. Springer
- 2.S.R Reddy, Farming System & Sustainable Agriculture, Kalyani Publishers
- 3.Dr.Prasad Mamta Rana, Agro Informatics , Bioscientific Publishers

Course Code	Course Title	No. of credit	No. of hours
MBA 2424RM	Strategic Management for Rural Industries	4	45
Objectives			
To analyse how strategic management helps in Rural Industries.			

Unit 1:Definition& nature of Corporate Planning, Advantages and disadvantages, Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making, Definition of strategic management, strategic management process. Strategic

intent: Vision, Mission, Goals and Objectives, Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis.

Unit 2:Strategy Formulation -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy

Unit 3:Strategic analysis and choice- Tools and techniques for strategic analysis, SWOC analysis, GAP analysis, Porter’s five forces model, Value-chain analysis,Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand StrategyMatrix, Mckinsey’s 7S framework.

Unit 4: Strategy Implementation -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility -Functional Strategies- Financial, marketing, personnel and operations plans and policies.

Unit 5: Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control,Strategies for the Bottom of the Pyramid, Digitalization strategies, Tailoring strategy to fit specific industry and company situation .

Suggested Readings:

- Strategic Management & Business Policy, AzarKazmi, Tata McGraw Hill,3rd Edition 2009.
- Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed.2005.
- Competitive Advantage, Michael E. Porter, Free Press.
- Globalisation, liberalisation and strategic Management, V. P. Michael, HimalayaPublishing house.
- Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases-A. A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010

Course Code	Course Title	No. of credit	No.of hours
MBA 2425RM	Rural Economy and Micro Finance	4	45
Objectives			
To understand the role of microfinance in rural development			
To learn microfinance in detail			
To understand the various aspects of rural banking			

Unit 1:Features of Rural India - Economic, Demographic and social – Causes of rural poverty – Rural development policy of the Government since 1947 – Five year plans – Impact of economic reforms, demonetisation on rural Economy.

Unit 2:Role of RBI and NABARD in the rural economy – Rural Financial services – Rural Credit Institutions – Role of Indigenous bankers – Role of information and communication technologies – Role of Grameen banks, scheduled banks – rural lending by scheduled banks -

problems of rural branches of scheduled banks - Microcredit - Group lending – Repeat lending etc. – Subsidy linked programs of the Government.

Unit 3: Microfinance as a development strategy - Evolution of microfinance – Microfinance as an industry – Models of microfinance operating in India – Role of self help groups – Gender issues – opening new areas of operation

Unit 4: Intermediaries for microfinance – Lead Bank program – various forums of coordination (DCC, Sc & DLRC) - service area approach – Financial inclusion and rural development – Implementation of Social Banking

Unit 5: Financial Evaluation of Microfinance institutions in India – Financial Statement Analysis of Microfinance Institutions – Analysis of financial performance ratios – Rating of Microfinance Institutions.

Suggested Readings:

- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
- PaiPanandikar & Mehra NC, National Institute of Bank Management, Pune
- Indian Institute of Banking and Finance, Microfinance : perspectives and Operations, Macmillan India Limited, 2011
- Bandyopadhyay, S C, Rural Banking
- Desai Vasantha, Indian Banking – nature and Problems, Himalaya Publishing
- Datt, Sundaram, Indian Economy. S Chand & sons
- Amithabh Bhattacharya, Indian Economic Problems, Metropolitan Public

Course Code	Course Title	No. of credit	No. of hours
MBA 2320 POM	Services Operation Management	4	45
Objectives			
To make the students understand the process of dynamics of service delivery system To give students a conceptual knowledge on the various service operations practices in services industries across the globe.			

Unit 1: Characteristics of services, Classifications, Types of Service & Service Processes, Service Concept, Service Encounter, Service experience, Strategies for Service Capacity Planning Service and Economy.

Unit 2: Service design framework- Technology: Its impact on services and their management, Service delivery system, Design and development of Services, Designing New Service – New Service development process, Tools for decision making in new service design, Designing the Service layout strategies, Product Layout, Process Layout, Office layout, Analysing Processes, Service Blueprinting, Service Quality, Off shoring and Outsourcing Services.

Unit 3: Service Delivery – Service processes, Service people, Resource utilization, Network technology and information, Service Capacity Planning – strategies for service capacity planning, Managing Service Experience, Managing waiting lines and queues, Revenue and Yield management, Global Service Systems International Trade in Services, Customer as the focus in Global service management, Service strategies for competitiveness in global markets.

Unit 4: Purpose of performance measurement, Targets and rewards, Benchmarking, Service performance networks, World Class Service, approaches to operation improvement, Service recovery and Service guarantee, Data Envelopment Analysis and Scoring System.

Unit 5: Strategic Positioning and Service Strategy, Supply chain in Services- Characteristics and Management, Internet Strategies, Environmental Strategies, Sustainable service Operation, Leadership and teams in service operations, Not for profit and public service operations, Electronic Service Operations Management, Survey of Service industry practices in- Airlines, Hospitality, Healthcare, Financial services, Entertainment, IT, Communication, Education and Environmental Services.

Suggested Readings:

- Successful Service Operations, Richard D Metters. Cengage Learning India Private Ltd
- Service Operations Management – The total experience, David Parker.
- Service Management: Operations, Strategy, and Information Technology James A. Fitzsimmons, Mona J. Fitzsimmons – McGraw Hill

Course Code	Course Title	No. of credit	No. of hours
MBA 2321 POM	Supply Chain Management	4	45
Objectives			
To gain a working understanding of logistics principles and to expose students to the basic concepts the language of logistics and supply chain management.			
To refine applied data analysis skills by analysing and using supply chain data to evaluate supply chain performance and to make business decisions			

Unit 1: Supply Chain – Participants, Stages, Flows, Processes, Decision phases Views –Cycle, push pull, Key concepts – Bull Whip Effect: Causes and Solution, Implied demand uncertainty, Strategic capabilities, Strategic Fit, Issues and obstacles in achieving Strategic fit, Efficient and responsive supply chain, Supply Chain Drivers – Facilities, Inventory, Transportation, Information, Sourcing, Pricing. Role of SC Drivers in supply chain, Decisions and Trade off in SC decisions regarding these Drivers, Supply chain Risk- Supply chain vulnerabilities, Risk mitigation and resilience.

Unit 2: Procurement Planning & Implementation - Procurement Policies, Supplier selection, Reverse auction, Spend analysis, Kraljic’s Matrix, Supplier performance assessment. Contract negotiation and management, Strategic sourcing, Out sourcing Benefits and risks, Global sourcing – Do’s and Don’ts. (case studies), E-Procurement- Types of E-markets, Framework

for matching E-Procurement strategies with Type of goods purchased, Procurement fraud-detection and prevention, Best Practices in Procurement.

Unit 3: Logistic management and how it creates value, Functional areas of logistics and their interrelationship, Types of logistical arrangements, Logistics partnerships 3PL, 4PL and emergence of 5 PL. Reverse Logistics, Global logistics- Basic concepts, Terms of Sale in global trade INCOTERMS, Uniform Commercial code, Key Global Documentation, Warehousing - Strategic Warehousing and its role in logistical system, Principles of warehouse design, type of warehouses, Warehouse design considerations, Warehouse decisions, Security Safety and Maintenance of warehouse, transportation – Role of transportation in a supply chain, Modes of transportation and its choice, Design options for transportation networks, Trade-offs in Transportation design.

Unit 4: Designing Distribution Networks – Role of distribution in supply chain, Factors influencing Distribution network design, Design Options in Distribution network. E business and Distribution networks, designing supply chain Network – Design Decision in supply chain network, Factors influencing network design. Frame work for Network design decisions, Designing Global Network – Off shoring decisions- total cost considerations, Risk management in Global supply chains, Practical aspects of global supply chain design decisions.

Unit 5: Market categorization supply chain measurement categories, Frame work for measuring supply chain performance, SCOR Model and Supply chain performance metrics and diagnostic Measure, Current topics –Virtual supply chains, Green Logistics, Agile – the new lean supply chain, Closed loop or Cradle to Cradle supply chain, Omni channel supply chain. Postponement Strategies in supply Chain.

Suggested Readings:

- Supply Chain Risk Management, Vulnerability and Resilience in Logistics, Donald Walters
- Manufacturing Operations and Supply Chain Operations, The Lean Approach, David Taylor and David Brunt.
- Donald J Bowersox, David J Closs, M Bixby Cooper, Supply chain Logistics Management
- David Simchi- Levi, Philip Kaminsky, Edith Simchi – Levi, Designing & Managing the supply chain concepts strategies & Case studies.

Course Code	Course Title	No. of credit	No.of hours
MBA 2322 POM	Total Quality Management	4	45
Objectives			
To familiarize the participants concepts and techniques in Total Quality Management. To develop skills to use Quality control tools and techniques in solving quality problems.			

Unit 1: Quality Management – Concept, Features, Dimensions of Quality, Key elements of total quality, TQM strategies, Customer satisfaction, Employee Participation, Quality Gurus –

Deming's Principles on Total Quality Management, Juran's Trilogy, Crosby's principles on Quality Management.

Unit 2: Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs;

Unit 3: Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

Unit 4: Benchmarking - Types, Reasons, Process. Quality Function Deployment (QFD) – Benefits, QFD Process, House of Quality. Failure Mode and Effect Analysis (FMEA). Taguchi Quality Loss Functions. Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.

Unit 5: Quality awards – Rajiv Gandhi National Quality Award, Deming Application Prize, European Quality Award, and Malcolm Baldrige National Quality Award. ISO 9001, ISO14000, Future of quality system audit, Audit objectives, Types of Quality audit, Quality Auditor, Audit performance.

Suggested Readings:

- Dale H Besterfield, Total Quality Management Pearson Education, New Delhi
- Juran Joseph M, Total Quality Management, McGraw Hill.
- Jain, Quality Control and Total Quality Management, Tata McGraw Hill.
- Thomas Pyzdek, Six Sigma Handbook, McGraw Hill Education India Pvt Ltd., 2015.
- Carruba, Eugene R and Gordon, Ronald D. Product Assurance Principles : Inegrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
- Grant, Eu-gene L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York. 1991.
- Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
- Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
- Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill 1994.
- Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
- Spenley, Paul. World Class Performance Through TQ , London, Chapman & Hall, 1992.

Course Code	Course Title	No. of credit	No. of hours
MBA 2323 POM	Management of Technology & Innovation	4	45
Objectives			

Utilizing the skills acquired in the course in the effective management of Technology and Innovation to build strategic capabilities that result in sustainable competitive advantage
To monitoring the waves of Technology Innovation and effectively predict future innovations.

Unit 1: Meaning & Importance of Technology and Innovation, Process & importance of management of Technology and Innovation, Technology – Market Pull theory, Technology push theory, Measuring technology change Stages in strategic technology life cycle.

Unit 2: Significance of MTI in Strategic Management, Integrating MTI and Strategy – Capabilities: The Building blocks of strategy, Technology and Competitive Advantage. – Analysis of Technology, Continuous, Radical, Offensive, Defensive Technology, Technology Life cycle - S-curve

Unit 3: Innovation Planning- when to innovate or not, Types of Innovation, Innovation planning process, Factors that help innovation planning, Technology stages and planning, Internal Innovation: Implementation- Issues in Implementation- Leadership, Engagement, Extension and Alignment, Innovation: - Evaluation and Control- Evaluation and Control Process, Types of Control, Advantages and disadvantages, Innovation Project Management and New Product Development.

Unit 4 Obtaining Technology: Planning – Alliances, Merger & Acquisition, Technology acquisition, Obtaining Technology: Implementation – Key Implementation issues in acquisition of technology, Key elements in acquisition of technology, Characteristics and types of acquisitions, Execution of technology acquisition. Obtaining Technology: Evaluation and Control- Places where evaluation and control occur- Evaluation of capabilities, Due Diligence before technology acquisition, negotiating the deal, Integrating the new technology in the system, Ongoing evaluation & control, Metric for evaluation and gap analysis.

Unit 5: Managing Platform and Portfolio of Technology- Technology Innovation complexity and its management, Product platforms and Platform strategy, Portfolio management- Characteristics of Portfolio management, Building strategic success through technology and Innovation- Building capabilities, Sustainable competitive advantage and strategic decisions, Organizational learning and knowledge management – Learning activities, types of learning, Impact of structure on learning, Dimensions of Knowledge management, creating a fit between organization components and knowledge management, Innovation waves and predicting future- Waves of Technology innovation, Methods of viewing future, Predicted future technologies.

Suggested Readings:

- Strategic Technology Management, Frederick Betz. – McGraw Hill
- Strategic Management of Technology and Innovation, Margaret A. White & Garry D. Bruton – South Western Education Publishing
- The Management of Innovation & Technology, John Howells – Sage Publishing

Course Code	Course Title	No. of credit	No. of hours
MBA	World Class Manufacturing	4	45

2424 POM			
Objectives			
<p>Get an in depth appreciation of the “state-of-the-art” philosophy, disciplines and techniques available to enable every manufacturing enterprise to perform at world class level</p> <p>Gain insights into seamlessly integrating the philosophy and practices of World class manufacturing with the daily manufacturing routine.</p>			

Unit 1:Information Age and Global Competitiveness – World Class manufacturing and Information age competition, Manufacturing Challenges of Information age- Time based competition, Problems in manufacturing- Problem of Coordination, Gaining complete edge through World Class Competition, Cutting Edge Technologies Hall’s framework of Value added manufacturing, Schonberger’s Framework of WCM, Gunn’s Model of WCM.

Unit 2 Evolution of WCM, First Principles of WCM, Practices in WCM – World Class practices in the factory, Production leveling , Cellular Manufacturing, PP Systems, New product development, Quality in WCM- Deming’s, Shingo’s Approach to quality management, Toyota production System (TPS)- Waste elimination -The 7+1 non value adding wastes in Business, The culture behind TPS: The 14 Principles.

Unit 3 Information Management tools – Product and Process design tools-CAD, CAE, CAPP, PDM, Lean Production Tools – JIT, KANBAN, SQC,TPM & OEE, Decision support execution and business toolsMRP, ERP, MES, SCM, Data warehousing and data mining, Material Processing and Handling tools – FMS, CNC machines, Industrial robots, AGV , AS/RS, Lean Production tools- SMED, Poke Yoke, Rapid Prototyping, Manufacturing Strategic Intent Framework, Strategic use of IT in manufacturing, Value Stream Mapping, validation, recommendations, Benchmarking: Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process.

Unit 4 Business Strategy and Global competitiveness, Generic manufacturing strategies for Information age – Innovation, Mass Production, Mass Customization, and Continuous Improvement Strategies, Strategic Thinking in Manufacturing & Issues in Strategic Planning for WCM, Strategic Planning Methodology for WCM, Implementing WCM Plan, Performance measurement – The PO-P system, TOPP System, AMBITE System, Cycle time and Delivery Performance and Customer service, Financial performance, Balance Scorecard.

Unit 5 HR dimensions in WCM, Morale and team work, High employee involvement, Cross functional teams, Human Integration Management, Total Employee Involvement and the factors that affect the involvement of the people, Manufacturing strategic Intent Classification (MANSI)- World class 95 players, Transitional Players, Inertia Players License regime survivors, Translating Manufacturing Strategic Intent to Action.

Suggested Readings:

- Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA. Rother, M., Shook, J.
- World Class Manufacturing – A Strategic Perspective, BS Sahay, KBS Saxena & Ashish Kumar. – Macmillian India

- The Toyota Way: 14 Management Principles, Jeffrey K. Liker
- World Class Manufacturing – The Lesson of Simplicity, Richard J Schonberger

Course Code	Course Title	No. of credit	No. of hours
MBA 2425 POM	Transportation Management	4	45
Objectives			
Highlight the significance of different modes of transportation as an activity Provide an understanding of the forms of transport regulations and their limitations Describe the details of a metropolitan transportation system			

Unit 1:Significance of Transport as an Activity: Airlines, Surface, Railways Ships and Water Transport; Forms of Transport Regulations and Limitation, Transport Network: Government and Private Sector Activities.

Unit 2:Metropolitan Transportation Systems: Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and Their Selection.

Unit 3:Travel Demand Forecasting Models: Travel Demand Forecasting Models, Destination Management; Structure and Functions of Travel Agencies and Tour Operators

Unit 4:Transport Marketing: Airline, Railways, Roadways, Containers, Port and Shipping Services. Pricing & Tariff Strategies. Multimode Transportation Services; Courier Services; Travel Formalities.

Unit 5:Global Trends and Best Practices: Global Trends and Best Practices in Different Types of Transportation Systems, Role of IT and Transportation Management.

Suggested Readings:

- Asopa, V. N., Bhatnagar, D., Dixit, M. R., Raghuram, G., Ramani, K. V., Sinha, S., & Rao, V. V. (1999). Shipping Management: Cases and Concepts. New Delhi. Macmillan.
- Banister, D. (2001). Transport Planning (2nd Ed.). London: Taylor & Francis.
- Coyle, J. J., Novack, R. A., & Bardi, E. J. (2005). Transportation: With Info Trac. New Delhi: Cengage Learning.
- Dervaes, C. (1996). The Travel Training Work Book. Florida: Solitaire Publishing.
- Dickey, J. L.W. (1980). Metropolitan Transportation Planning. New Delhi: Tata Mcgraw Hill.
- Doherty, T., & Horne, T. (2001). Managing Public Services: Implementing Changes. London: Routledge.
- Jaya Krishna, S. (2007). Transport Management Imperatives And Best Practices. Hyderabad: ICFAI University Press.
- Kickert, W., Klijn, E. H., & Koppenjan, J. (1997). Managing Complex Network Strategies For The Public Sector. New Delhi: Sage.
- Mahajan, V. S. (1991). Transport Planning, Policy And Develop
- Otimar, Gau. (2008). Transportation Management With SAPLES. Galileo Press.

- Ovasdi, J. M. (1990). Railway Administration & Management. New Delhi: Deep & Deep.
- Ray, S. K. (Ed.). (2000). Transport Planning For Developing Countries. New Delhi: Prentice Hall Of India.
- Wensveen, J. G. (2007). Air Transportation : A Management Perspective England: Ashgate Publishing.
- White, P. (2001). Public Transport (4th Ed.). London: Taylor & Francis

Second Year
4th semester
Total Credit =32

Course Code	Course Title	No. of credit	No. of hours
MBA 2426	Strategic Management	3	45
Objectives			
To understand the student with perspectives and concepts of Strategic Management. To make the students use skills for applying Strategic Management concepts in the solution of business problems.			

Unit 1: Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company’s strategy – Crafting a strategy - Industry and Competitive Analysis

Unit 2: Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing HumanCapital and SocialCapital – Balanced Scorecard.

Unit 3 Strategy Formulation : Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

Unit 4: Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy– Resource Allocation – Planning systems for implementation.

Unit 5 :Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit .

Suggested Reading

- Vijaya Kumar P., Hitt A : Strategic Management, Cengage learning, NewDelhi, 2010
- JohnAPearceII, AmitaMital: “StrategicManagement”, TMH, NewDelhi, 2012.
- SanjayMohapatra: “CasesStudiesinStrategicManagement”, Pearson, NewDelhi, 2012

- Adrian Haberberg&Alison: Strategic Management, Oxford University Press, NewDelhi, 2010
- P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011
- AppaRao,ParvatheshwarRao, ShivaRama Krishna: “Strategic Management andBusiness Policy”,ExcelBooks, New Delhi, 2012

Course Code	Course Title	No. of credit	No. of hours
MBA 2427	International Business Management	3	45
Objectives			
To make the students understand the business at international level			

Unit 1: International business: Introduction, definition of international business, Globalization trends, global trade and output development, Global economic outlook

Unit 2: International Trade theory, the basis for Trade, sources of comparative advantage, absolute advantage , comparative advantages Implication for business.

Unit 3: Liberalisation: traffic and non -tariff barriers., Regional block’s, trade liberalization and foreign direct investment, International production.

Unit 4: International production, globalisation of trade in services, Indian opportunities and constraints.

Unit 5: Technology and global competition, designing global organizational structure and control. Globalisation and human resource management. International marketing.

Suggested readings:

- V.K Bhalia and S Shivaramu, Anmol Publication Pvt.Ltd.

Course Code	Course Title	No. of credit	No. of hours
MBA 2428F	Security Analysis and Portfolio Management	4	45
Objectives			
To make the students have a knowledge of the theory as well as practice of investment decision making			
To make the student know the theory and practice of portfolio management			

Unit 1: Investments. Concepts, types of investments, Objectives of investments, types of investors. Types of investors – Speculation, gambling – security and non security form of investments – source of information for investments- Investment instruments.

Unit 2: Security Analysis: Risk and Return Analysis, Approaches to security market analysis – Fundamental and Technical Approach, Efficient Market Theory.

Unit 3: Stock markets – Financial markets – Primary and Secondary Markets – Trading and settlement process in stock markets- BSE and NSE – On line trading – Dematerialization – Depository service

Unit 4: Portfolio selection and Management Portfolio – risk and return – Diversifiable and undiversifiable risks; Portfolio construction models – Marketing Portfolio Theory, Sharpe Index Model; Application of Market Model in Portfolio construction, CAPM.

Unit 5: Portfolio Analysis –Theories , Markowitz theory – Efficient frontier, Sharpe single index, Multi index models – Portfolio performance evaluation – Sharp and Treynor and Jensen’s measure – Portfolio strategy

Suggested readings:

- Fredric, Amling : Investment – (Prentice Hall)
- Edwin. J. Elton & Martin J. Gruber : Modern Portfolio Theory and Investment Analysis – (John Wiley)
- William, F Sharpe : Investment – (Prentice Hall)
- Anthony, J. Curley and Robertm. M. Bear : Investment Analysis and management – (Harper and Row).
- Francis. Jack Clark : Investment Analysis and Management – (Mc Graw Hill).
- Cohen. Zinborg and Zelbel : Investment Analysis and Portfolio Management – (Richard D Irwin)
- Graham Dod and Cottee : Security Analysis – Principles and Technique – (McGraw Hill)
- Gupta. L.C : Return on Equities : The Indian Experience – (New Delhi, Oxford)
- Herbert B. Mayo : Basic Investment – (Dryden Press)
- Bhalla. K : Investment Management – (New Delhi, Sultan Chand)

Course Code	Course Title	No. of credit	No.of hours
MBA 2429F	Risk Management and Insurance Services	4	45
Objectives			
To understand the conceptual framework of risk management and its applications in insurance business			

Unit 1: Introduction to Risk Management Introduction to Risk – Meaning of Risk and Uncertainty, Types of Risk- Sources of risk identification & Risk Measurement. Risk Management Process- Objectives of risk management- importance of risk management in business organisation- overview of tools for risk management.

Unit 2 Insurance Business Concept of insurance, Need for insurance, Legal aspects of insurance contracts, Objectives of insurance contract- Structure of insurance industry- Property & liability coverage- Classification of policies- Annuity- Pension Fund- ULIP- Institutions for insurance & reinsurance.

Unit 3 Life Insurance Life insurance – Types of life insurance – Premium – Factors determining premium –Life Insurance Corporation of India, Other Life insurance companies. Actuaries- Actuarial science – Functions of actuaries – Property & liability coverage

Unit 4 General Insurance General insurance: Wealth insurance, Fire insurance, Marine insurance, Motor insurance, Theft insurance, Travel & other insurances. GIC & other General insurance providers.

Unit 5 Indian Insurance Industry Growth & Development of Indian insurance industry- Government Regulations in insurance sector. Insurance Act 1938 and IRDA – Globalization of Indian Insurance sector. Foreign Insurers India. Insurance and Tax planning. Recent trends in Insurance Business.

Suggested Readings:

- Dr. P K Gupta: Insurance and Risk management, 1st Edition, Himalaya Publishing House
- Risk Management & Insurance: Scott Harrington and Gregory Niehaus, Tata McGraw Hill, 2nd edition 2004
- Risk management and insurance: Arthur C Williams and Richard M Heins: McGraw Hill
- Prof. K S N Murthy & KVS Sharma: Modern law of Insurance in India

Course Code	Course Title	No. of credit	No. of hours
MBA 2430F	Bank Management	4	45
Objectives			
The objective of this course is to equip the students with working knowledge of the theoretical and practical aspects of Banking in the context of new economic scenario			

Unit1 : Overview of Banking System in India: Evolution of banks – Structure of Banking in India – Whole sale banking – Retail banking – Fund based and Non Fund Based Income – Ancillary Services – Agency Services – Credit Creation – Priority Sector Lending – Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.

Unit 2: Functions of Commercial Banks- Agency Services – General utility services-Credit Creation- Banker – Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien & Set off–Garnishee Order-Law of Limitation.

Unit 3: Technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT.

Unit 4: Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management- Non Performing Assests (NPA) – BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.

Unit 5: Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income - Banking: changing dynamics in banking industry - E wallet

Suggested Readings:

- Gorden E and Natarajan K – Banking Theory, Law and Practice, Himalaya Publishing House.
- IIBF, Central Banking, McMillan Publishers.
- Indian Institute of Banking & Finance – Principles and Practice of Banking, McMillan Publishers, New Delhi.
- Kaptan S. S & Choubey N.S. – Indian Banking in Electronic Era, Sarup & Sons Publishers (2003).
- Muraleedharan D. – Modern Banking: Theory and Practice, PHI Learning Pvt. Ltd.
- Shekhar K C & LekshmyShekar –Banking Theory and Practice, Vikas Publication House, New Delhi.

Course Code	Course Title	No. of credit	No. of hours
MBA 2431F	Corporate Taxation	4	45
Objectives			
To acquaint the students with the corporate taxation laws in the country			
To gain enough knowledge to manage corporate taxes			

Unit 1 Income Tax Act – Basic concepts and definitions; Income; Agricultural income; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and Incidence of Tax - Heads of Income.

Unit 2 Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of Accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on Computation of Income from Business or Profession.

Unit 3 Computation of Total Income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of Company; Indian Company; Domestic Company; Foreign Company; Obligation of companies; Computation of Taxable Income; Determination of tax liability

Unit 4 Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, Repair or Replace decisions and Shut Down or Continue Decisions.

Unit 5 Tax planning with respect to managerial remuneration, mergers and acquisitions, Foreign Collaborations and Joint Ventures, Implications of avoidance of double taxation agreements.

Suggested Readings:

- Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
- Singania, Vinod K.: Direct Taxes: Law and Practice, Taxman, Delhi 1991.
- Prasad, Bhagavati: Direct Taxes: Law and Practice.
- Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

Course Code	Course Title	No. of credit	No. of hours
MBA 2432F	Foreign Exchange Management	4	45
Objectives			
To provide the basic knowledge about the foreign exchange dealing including exchange rate determination and exchange risk management.			

Unit 1: International Monetary Systems: Historical background and structure. Foreign Exchange Market: Nature, participants and structure.

Unit 2: Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

Unit 3: Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Unit Exchange rate regime, Liberalized Exchange Rate Management System (LERMS).

Unit 4: Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts. Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic, their measurement and management.

Unit 5: Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Important provisions of FEMA.

Suggested Readings:

- Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
- Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.
- Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
- Henning, Pigott & Scott: International Financial Management.
- Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
- Apte P.G.: International Financial Management, TMH, New Delhi.

- Chatterjee, A.K.: Principle of Foreign Exchange.
- Saran (V): International Financial Management, PHI. New Delhi

Course Code	Course Title	No. of credit	No.of hours
MBA 2428M	Digital Marketing	4	45
Objectives			
To define various concepts related to Digital Marketing.			

Unit 1:Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website.

Unit 2. Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account, Create Ad –Targeting, Create Ad –Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers, CTA on Page, Posts for Location, Save Time with Third Party Tools, Case Studies.

Unit 3. Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA , Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies.

Unit 4: YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro,

CTA –Cards for Mobile, Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments, Managing Messages, Monetization with AdSense, Paid YoutubeChannel, Channel Analytics, Real Time Analytics, Case Studies.

Unit 5: Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don’t Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, ReEngagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms, Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions, Case Studies.

Suggested Readings

- Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,
- Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie
- Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah

Course Code	Course Title	No. of credit	No. of hours
MBA 2429M	Product Policy and Brand Management	3	45
Objectives			
The objective of this course is to familiarize the participants with the concepts and strategies involved in Product Management and Branding for effective Brand Building			

Unit 1: Introduction to Product Management Product Management – Product – Definition, Levels of Product; Meaning of Product Management, Scope and Importance; Role of Product Manager; Product Mix – Product Line Strategies; Challenges in Product Management

Unit 2: Developing New Product, Product Innovation – Product Development Process – Factor affecting success or failures of new products – Product Life Cycle – Managing different stages of PLC – Product Revival Strategies – Product Elimination Decisions.

Unit 3: Marketing Planning Process Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis – Sales Forecasting, Developing Product Strategy – Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.

Unit 4: Understanding the role of Branding & concepts of Brand Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of Brand Building Process – Customers and Brands: Understanding brands from the customer’s perspective – Brand Positioning – Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships – Importance of Branding – Basic branding concepts – Brand Image, Brand Identity, Brand Equity and Brand Loyalty; Product Vs Corporate Branding: Major Branding decisions

Unit 5: Brand Architecture and Brand Matrices Brand Hierarchy – Levels, Principles of designing the brand hierarchy – Managing the Brand Portfolio, Brand Architecture – Masterbrand, Overbrand, Freestanding Brand and Endorser, Brand Structures – Price-Quality Brand Structure – House of Brands, Branded House and Hybrid Structures, Brand Metrics and Brand Valuation.

Suggested Readings:

- Product Management by Donald Lehman and Russell Winer, Tata McGraw Hill, Latest Edition
- Product Management by Moore and Pessemier, McGraw International, Latest Edition
- Strategic Brand Management by Kevin Keller, Pearson Education, Latest Edition
- Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition.
- Brand Positioning by Subrata Sengupta, McGraw Hill
- Aaker Dwid “ Managing Brand Equity”, New York, Free Press

Course Code	Course Title	No. of credit	No.of hours
MBA 2430M	International Trade Promotion Strategies	4	45
Objectives			
To familiarize the participants concepts of international advertising, media planning and analysis.			

Unit 1: Global advertising Global market segmentation and advertising strategy advertising media, branding, selecting of advertising agency; Branding decisions in International trade-brand piracy.

Unit 2 Media planning and analysis Tactical considerations, specific media information, media limitation legal and tax consideration, language limitation, cultural diversity production and cost limitation, international control of advertising.

Unit 3 Sales promotion Sales management for exporters, export sales organizations; Government regulations for import and export; Export salesman – characteristics, recruitment and training, routing of salesman, foreign language skills, sales promotion restrictions.

Unit 4 Export promotion Export promotion organization, Foreign Embassy support, ITPO,DGFT,DGCI&S, CGPDTM,SEZ,APEDA,FIEO, IIFT, MPEDA, Commodity Boards and Export Promotion councils.

Unit 5 International agencies for Trade Promotion Major Global Trade Fairs/Exhibitions-Commodity/Sector, Government support for trade promotion-incentives, Use of Internet for trade promotion; Emerging trends in International trade promotion.

Suggested Readings :

- Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.

- Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005.
- Rathor J S & Rathor B S, Export Marketing, Himalaya Publishing House, Mumbai, 2016.

Course Code	Course Title	No. of credit	No.of hours
MBA 2431M	Customer Relationship Management	4	45
Objectives			
To familiarize the participants concepts and techniques in Customer Relationship Management			

Unit 1: Module 1 Introduction to Customer Relations Management (CRM) Consumer, Client & Customer – Differences – Customer Relations: Meaning –Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, CRM Constituencies – Models for CRM

Unit 2 Understanding Relationships Relationship Quality, Customer satisfaction, Loyalty and business performance, Reaching the satisfaction – profit chain, Relationship management theories, Planning & implementing CRM Projects

Unit 3 Customer Database Developing, managing and using customer related databases, developing a customer related database – Data integration, Data ware housing, Data access & interrogation, Data mining, privacy issues, Customer Portfolio Management (CPM), Basic discipline of CPM, Market segmentation, Sales forecasting life time Value estimation.

Unit 4 Customer Relationship Management Expenses Customer relationship management and Customer expenses – Experimental marketing strategies and tactics, Features of CRM software applications that influence customer experience, Creating value for customers, Customer acquisition, Customer retention and development

Unit 5 Managing network for customer relationship management performance Managing investor and employee relationships, IT for CRM, Sales force automation, marketing automation, service automation, Organizational issues and CRM

Suggested Readings :

- Francis Buttle, Customer Relationship Management: Concepts and Technologies – Routledge, New Delhi
- V.Kumar& Werner Reinartz, Customer Relationship Management: Concepts, Strategy & Tools – Springer
- Mullick N.H., Customer Relationship Management – Oxford University Press

Course Code	Course Title	No. of credit	No.of hours
MBA 2432M	Sales and Distribution Management	4	45

Objectives

Identify the purpose of sales organisation

Describe the sales force management processes right from recruitment to appraisal

Analyze and understand the sales effort controlling techniques

Unit 1: Nature and Scope of Sales Management: Meaning and objectives of sales management. Setting Personal Selling Objectives, Nature and scope of personal selling, Buyer-seller dyade, selling theories and selling process.

Unit 2: Organising Sales Effort: Purpose of sales organisation, types of sales organisation, determination of sales force size.

Unit 3: Salesforce Management: Recruitment, Selection, Training and Development, Motivation, Compensation and Appraisal of sales personnel.

Unit 4: Controlling the Sales Effort: Budget and Budgetary control, Quotas, Sales Territories, Sales Control and Cost Analysis.

Unit 5: Managing Marketing Channel: An Overview of Marketing channels; their Structure, Functions and Relationships, Wholesaling and Retailing; Assessing Performance of Marketing Channels; International Marketing Channels.

Suggested Readings:

- Still, R R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988
- Stern, Louis and Ansary. Marketing Channel, Third Edition, Prentice Hall
- Robert J. Calvin, Sales Management. Tata Mc Graw Hill
- J.M. Comer. Sales Management, Allyn and Bacon USA.
- Bellur and Berkman, Reading in Personal Selling and Sales Management ,HPH, India

Course Code	Course Title	No. of credit	No.of hours
MBA 2428HR	Employee Relations and Labour Legislations	4	45
Objectives			
To Make students understand important Laws governing Industrial Relations			

Unit 1: Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management

Unit 2: Industrial Dispute Resolution Industrial Relation policies and its evolution in India- Industrial Disputes Act 1947: Objects of the Act & Important Definitions, Types of Industrial disputes-Strikes, Lockouts, Layoff, Retrenchments, Reference of Disputes to boards, courts, or

tribunals- Procedures for dispute resolution- Unfair labor practices, Salient features of Industrial Employment Standing Orders Act 1946.

Unit 3: Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing. Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Unit 4: Trade Unions & Participative Management Trade unions: Objectives & Importance- Trade Unions Act 1926- Rights & liabilities of registered trade unions, Participative Management: forms & levels of participation- Process of negotiation, Collective Bargaining, prerequisites of a collective bargaining, Tripartite and Bipartite bodies ,Joint Management Council, Conciliation, Mediation, Arbitration and Adjudication. Labour Laws The Employees Provident Fund & Miscellaneous Provisions Act 1952: Definitions and schemes: provident fund scheme, pension scheme, deposit linked insurance scheme. Employees State Insurance Act 1948: objectives, definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement, standing committee & medical benefit council, adjudication of disputes and claims Factories Act 1948: definitions, authorities, health safety, welfare, provisions related to hazardous process, working hours for adults, employment of young persons, annual leave with wages, penalties & procedures.

Unit 5 Labour Laws Payment of Gratuity Act 1972: Applicability & non applicability of the Act, Definitions: Employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer’s duty to determine & pay gratuity, recovery of gratuity, penalties

Suggested Readings:

- Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
- Mamkoottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
- Niland J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
- Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
- Ramaswamy, E A. The Rayon Spinners The Stratetic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
- Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987

Course Code	Course Title	No. of credit	No.of hours
MBA 2429HR	Human Resources Information System	4	45
Objectives			
Developing specific Human Resource Information System skills, competencies needed by professionals.			

Unit 1: Introduction to Human Resource Information System Evolution of Human Resource Information Systems, the role of Information Technology, database concepts and applications in Human Resource Information Systems, systems considerations in the design of Human resource Information systems, planning for implementation.

Unit 2 Human Resource Information System Needs Human resource information systems need Analysis, systems design and acquisition, HR Metrics and workforce Analytics, cost justifying Human Resource Information systems investment.

Unit 3 Human Resource Information System Implementation & Acceptance Human Resource Information Systems Project management, Change Management, implementation, integration and maintenance of Human Resource Information Systems.

Unit 4 Human Resource Information Systems Applications Human Resource Administration and Human Resource Information System, Talent Management,, Job analysis and Human Resource Planning, Recruitment and Selection in an internet context, training and development: issues and Human resource Information systems applications, Performance Management, Compensation , benefits, payroll and Human Resource Information Systems, International HR and Human Resource Information Systems.

Unit 5 Recent Trends in Human Resource Information System Information security and privacy in Human Resource Information Systems, The future of Human Resource Information Systems, Emerging Trends in Human Resource Management and Information Technology.

Suggested Readings

- Dr. Michael Kavanagh and Dr. Mohan Thite ,Human Resource Information Systems-Basics, Application, Future and direction.
- P.K Gupta and Sushil Chhabra ,Human Resource Information System, Himalaya Publishing
- Gary Dessler , Human Resource Management, Pearson Publication.
- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page

Course Code	Course Title	No. of credit	No.of hours
MBA 2430HR	Management of Industrial Relations	4	45
Objectives			
To Imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees			

Unit 1: Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario;

Unit 2: Industrial Relations and the State; Legal Framework of Industrial Relations;

Unit 3 Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management;

Unit 4 Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing

Unit 5 Employee Empowerment and Quality Management; Industrial Relations and Technological Change

Suggested Readings:

- Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
- Mamkoottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
- Niland J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
- Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
- Ramaswamy, E A. The Rayon Spinners The Stratetic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
- Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

Course Code	Course Title	No. of credit	No. of hours
MBA 2431HR	Global Human Resources Management	4	45
Objectives			
To make students understand various issues in Global Human Resource Management			

Unit1 : Introduction Defining International Human Resource Management, Differences between International Human Resource Management and Human Resource Management, The organizational context of International Human Resource Management, The path to global status, Talent Management, International Talent Management Cycle.

Unit 2:Managing & Supporting International Assignments Linking international assignments with Organizational Strategy, Staffing international operations, Recruiting and selecting for international assignments, International training and development, the role of Expatriate, Repatriation process and career issues.

Unit 3 Key Areas on International Human Resources Importance of pre departure training, developing staff through international assignments, Components of an international compensation, Approaches to international compensation, , Performance management in multinational, Performance management of international employees, Appraisal of International employees.

Unit 4 Managing HR in Virtual Organization Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization , Managing HR in virtual organization.

Unit 5 International Labor Organization (ILO) and International Labor Relations Trade unions and International HR, The response of Trade unions to multinationals, the issue of social dumping, impact of digital economy – Various Agreements on International Labor Standards.

Suggested Readings:

- N. Sengupta & Mousumi S. Bhattacharya – International Human Resource Management - Excel Books.
- Dowling, P.J and Welch, D.E – International Human Resource Management, Cengage Learning, Thompson.
- Paul Sparrow., Chris Brewster and Hillary Harris – Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
- P.L. Rao – International Human Resource Management, Excel Books.
- International Human Resource Management by K.Aswathappa and Sadhana Dash, Tata McGraw Hill.

Course Code	Course Title	No. of credit	No.of hours
MBA 2432HR	Managing Interpersonal and Group Process	4	45
Objectives			
To provide understanding regarding interpersonal and group processes in Organizations To help participants acquire skills related to team & people management			

Unit 1:Nature of Groups at Work Group: Definitions, Importance of groups in Organizations – Types of Groups – Group formation – Structure & Dynamics of Work Groups – Group cohesiveness

Unit 2:Groups Vs Teams Concept of Teams – Distinguishing Teams from Groups – Types of teams – Dysfunctions of Groups and Teams – Dynamics of Informal Groups

Unit 3:Effective Team Performance Team building –Team effectiveness – Training in team skills- Developing successful Teams. Team development and team functioning, Conflict collaboration and competition, Intervention Techniques– Sensitivity training – Counseling techniques- Grid management – Grid Management

Unit 4:Individual Performance in Groups Interpersonal Behavior & Influence Processes - Nature- Interpersonal communication-Factors affecting Interpersonal Communication-Johari window- Individual awareness, Social facilitation, Social Loafing- Interpersonal Trust- Interpersonal conflicts- Group Decision making , Group synergy.

Unit 5:Organizational Process Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness

Suggested Readings:

- VSP Rao, Organizational Behaviour: Excel Books
- Stephen.P.Robbins, Organizational Behaviour: Prentice Hall

- P.G. Aquinas, Organizational Behaviour: Concepts, Realities, Applications and Challenges, Excel Books.

Course Code	Course Title	No. of credit	No.of hours
MBA 2428RM	Agribusiness Financial Management	4	45
Objectives			
To impart trainings to the students regarding various aspects of financial management for agribusiness			

Unit 1: Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.

Unit 2: Financial planning and control – assessment of financial requirement of a agribusiness unit; leverage – concept of leverage, financial and operating leverage; factor affecting capital structure, features of an optimal capital structure.

Unit 3: Working capital management – concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

Unit 4: Capital budgeting - steps and concept of capital budgeting, appraisal criteria – payback period, average rate of return, net present value, benefitcost ratio and internal rate of return.

Unit 5: Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-Industries Corporation, etc in agribusiness financing.

Suggested Readings

- Chandra P. 2000. Financial Management. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
- Nelson AG & Murrey WG. 1988. Agricultural Finance. Kalyani Publ.
- Pandey IM. 1997. Financial Management. Vikas Publ. House

Course Code	Course Title	No. of credit	No.of hours
MBA 2429RM	Environment and Livelihood System	4	45
Objectives			
Gain knowledge about Rural Society, Rural social structure, rural power structure – caste hierarchy, landlord-labour relationship			

Unit 1: Rural Society: Its basic features, stratification, values and value system, rural-urban differences. Rural social structure, rural power structure – caste hierarchy, landlord-labour relationship, caste in rural society, tribes and their problems.

Unit 2: Panchayati Raj: A brief history existing legal framework, working and problems. Gram Panchayat and Panchayat Samities - Power, functions, elections, working problems, Zilla Parishad - Structure, Powers, function, working and problems, Rural Administration – Concept & Scope, Administrative structure. State - District - Block, Block Panchayat relationship.

Unit 3: Fundamentals of Rural Demography and Economics: Rural population – Size, birth and death rates, causes and socio-economic implications of rapid growth in rural population, occupational structure, Rural Economics - Its Nature, scope and importance, analysis of rural labour force, participation of women in rural labour force, rural poverty, inequality, rural unemployment.

Unit 4: Indian Agriculture: Importance, agricultural production and productivity, agricultural backwardness, causes and consequences, modernization of agriculture, green revolution, farm management and technology of farming, natural, organic farming, co-operative farming, minor irrigation - Problems of Agriculture in India.

Unit 5: Land Tenure Systems and Land Reforms: Tenancy laws, land ceiling and consolidation of holdings, land-ceiling laws, and distribution of surplus land among the rural poor, bataidari, problems of land alienation in the tribal areas.

Suggested Reading:

- Bose, Santi Priya. "The diffusion of a farm practice in Indian villages." Rural sociology 29.1 (1964): 53.
- Budhadeb Choudhary, Tribal Development in India, Inter-India Publications, New Delhi. 1981.
- Desai, Akshayakumar Ramanlal. Rural sociology in India. Popular Prakashan, 1994.
- Maheshwari, Shriram. Rural development in India: a public policy approach. New Delhi: Sage, 1985.
- P C Dib, Rural Sociology – An Introduction, Kalyan Publishers, Delhi.
- Pahl, Raymond Edward. "The rural-urban continuum1." Sociologia ruralis 6.3 (1966): 299-329.
- Soran Singh, Scheduled Castes and India, Dimensions of Social Change, Jain Publication House, Delhi.

Course Code	Course Title	No. of credit	No. of hours
MBA 2430 RM	Management of Agribusiness cooperation	4	45
Objectives			
To provide the students an understanding about the agribusiness cooperative organizations and their management.			

Unit 1: Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.

Unit 2: Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.

Unit 3: The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.

Unit 4: Human resource management, placement and role of board of directors in cooperative management.

Unit 5: Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.

Suggested Readings

- Akmat JS. 1978. New Dimensions of Cooperative Management. Himalaya Publ. House.
- Ansari AA. 1990. Cooperative Management Patterns. Anmol Publ.
- Sah AK. 1984. Professional Management for the Cooperatives. Vikas Publ. House

Course Code	Course Title	No. of credit	No. of hours
MBA 2431RM	Management of Agro Chemical and Technology	4	45
Objectives			
To familiarize the students with the agrochemicals, their structure, classification and development and also how to manage the agro-chemical industries			

Unit 1: Agro-chemicals: Definition and classification; Basic knowledge of agrochemicals; role and status of agro-chemical industry in India; Pesticides – Classification and Introduction, knowledge of different pesticides.

Unit 2: Insecticides – Definition and classification based on (a) Mode of Entry (b) Mode of Action and (c) Chemical Structure with example; Insecticidal formulation; preliminary knowledge of mode of action of insecticides; knowledge of plant protection equipments. Fungicides – Classification and preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticidal pollution

Unit 3: Technology management-Aims and objectives, technology absorption and diffusion, technology marketing issues, management of technological change: R&D activities and costing of technologies, government and private initiatives for upliftment of technology for agriculture.

Unit 4: Identification of agri technology, technologies profiles, agro ecological and socio economic conditionality, refinement and adoptability of technology; technological need and preparatory management, policy perspectives, precision farming, micro propagation, micro irrigation, protected cultivation, value addition

Unit 5: Directorate of Plant Protection, Quarantine and Storage – A brief account of its organizational set up and functions; IPM Concept – Bio-pesticides – Plant products. ABM-522 Seed Production Technology Management C

Suggested readings:

- Dhaliwal, G. S, Singh, R. & Chhillar, B. S. 2006. Essentials of Agricultural Entomology. Kalyani.
- Hayes, W. T & Laws, E. T. 1991. Handbook of Pesticides. Academic Press.
- Matsumura, F. 1985. Toxicology of Insecticides. 2nd Ed. Plenum Publ.
- Rajeev, K. & Mukherjee, R. C. 1996. Role of Plant Quarantine in IPM. Aditya Books
- Kearney, P.C. and Kaufman, D.D. 1996. Role of Plant Quarantine in IPM. Aditya Books.
- Sree Ramula, U. S. 1979. Chemistry of Herbicides, Oxford and IBH Pub. Co., New Delhi.
- Sree Ramula, U. S. 1979. Chemistry of Insecticides and Fungicides, Oxford and IBH Pub. Co., New Delhi.
- O' Brien, R. D. 1978 Insecticide Action and Metabolism.
- Chattopadhyay, S. B. principals and procedures of Plant protection.
- Bindra, O. S. Plant Protection Appliances.

Course Code	Course Title	No. of credit	No. of hours
MBA 2432 RM	Rural Industrialization and Participatory Management	4	45
Objectives			
Describe the role of agriculture in developing rural economics and interdependency with industry. Understand how to diversify the rural economic activities and face issues and challenges in rural industrialisation and development.			

Unit 1: Agriculture and Economic Development- Nature and scope of agricultural and rural economics; Traditional agriculture and its modernization; Role of agriculture in economic development; Interdependence between agriculture and industry.

Unit 2: Diversification of Rural Economic activities- Livestock economics- Livestock resources and their productivity; White revolution; Fishery and poultry development; Forestry, horticulture and floriculture; Issues and problems in rural industrialization and development of agro-based industries.

Unit 3: Agricultural production and productivity- Agricultural production- Resource use and efficiency; production function analysis in agriculture, factor combination and resource substitution; Cost and supply curves; Size of firm and laws of returns.

Unit 4: Agricultural prices- marketing and state policy ; Agricultural markets and market efficiency Marketing functions and costs ; Market structure and imperfections ; regulated markets ; marketed and marketable surplus ; Crop insurance ; Terms of trade between agricultural and non-agricultural prices ; Need for state interventions ; Objectives of agricultural policy- Instruments and evaluation ; Food security in India and Public Distribution System.

Unit 5: Rural savings and capital formation; characteristics and sources of rural credit institutional and non-institutional; Reorganisation of rural credit- cooperatives, commercial banks, regional rural banks, Role of NABARD.

Suggested Readings:

- Acharya, B. T. Rural industrialisation: a catalyst in action. Himalaya Publishing House, 1990
- Akmat J. S., 1978, New Dimensions of Cooperative Management. Himalaya Publ. House
- Bramall, Chris. "Rural industrialisation and spatial inequality in China, 1978-2006." Economic and Political Weekly (2008): 43-50.
- Burkey, Stan. People first: A guide to self-reliant participatory rural development. Zed Books Ltd., 1993.
- Pappola TS 2002. Rural Industrialisation Pre Requisites. Industrial Herald, Monthly. July 1, 2002, P.14.
- Patel KV 2004, Rural Economics. Chennai: Venkateswara Publication.
- Paul Vivek 2004. Rural Industrial Estate: A Viable remedy to regional disparity in India. Industrial Economist, Fortnightly, Sep 29, 2004, P. 10.
- Rao Pandita 1997. Marketing Policies for Khadi Village Industries. Khadigramodyog, Monthly 72(12): 8690.
- Rao Ranga 2005. Review of Rural Credit. Infinity J Management, 18(4): 80-82.
- Rao, Rampalli Visweswar. Rural Industrialisation in India: The Changing Profile. Concept Publishing Company, 1978.
- Sharma RM 2008. Special and Preferred Sector Finance. Mumbai: MacMillan India Ltd.
- Singh Balgith 2003. Promoting Entrepreneurial Awareness in Rural Areas: Strategies and its Implications. Rural India, Quarterly, June 30, 2003, P.
- Vepa Ram K 2002. Rural Industrialisation. Science Tech Entrepreneur, Monthly, May 1, 2002, P. 12.

Course Code	Course Title	No. of credit	No. of hours
MBA 2428 POM	Materials & Purchase Management	4	45
Objectives			
To familiarize the participants concepts and techniques of Materials Management To provide an understanding to the advanced concepts and practices in Purchasing and Material Planning			

Unit 1: Introduction to Materials Management, Concept significance and strategic role of Integrated Materials Management. Materials planning and forecasting, Material Handling: Material Planning – Factors affecting Material planning – Techniques of material planning Materials Requirement Planning (MRP).

Unit 2: Inventories – Definition-Classification of Inventories- Need for inventories, Inventory Planning and Control Models –EOQ Model, Quantity Discounts, Reorder point – Lead Time Analysis – Safety stocks – Q System – P System – S System. Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML.

Unit 3: Role of Purchasing and Materials Management – Objectives, Organization and Interrelationships; Determination and Description of Material Quantity, Material Planning in Push and Pull System; MRP and JIT; Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques – Standardization, Simplification & Variety Reduction; Value Analysis and Engineering

Unit 4: Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing – Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers` Efficiency, Stores Layout, Classification and Codification;

Unit 5: Material Logistics – Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System. Stores audit. Management of dead stocks, surplus stocks and scraps, Systems & Procedures for disposal and Control.

Suggested Readings

- Gopalakrishnan P &Sundarasan M, Materials Management: An Integrated Approach, Prentice Hall of India
- Datta A.K, Materials Management Text and Cases, Prentice Hall.
- J.R.Tony Arnold & Stephen N. Chapman, Introduction to Material Management, Pearson Education
- Gopalakrishnan P, Handbook of Materials Management, Prentice Hall.
- Ansari A and Modarress B. JIT Purchasing. New York, Fre Press, 1990.
- Baily P. etc. Purchasing Principles and Management. London, Pitman, 1994.
- Burt, David N. Proactive Procurement. Engleweed Cliffs, New Jersey, Prentice Hall Inc., 1994.
- dobler, D W. etc. Purchasing and Materials Management. New York, McGraw Hill, 1990.
- Dutta, A K. Integrated Materials Management, New Delhi, PHI, 1986.
- Farrington B and Waters, Derek W. Managing Purchasing. London, Chapman & Hall, 1994.
- Gopalakrishnan P and Sunderashan M. handbook of Materials Management. New Delhi, Prentice Hall of India. 1994.

Course Code	Course Title	No. of credit	No.of hours
MBA 2429 POM	Operations Strategy	4	45
Objectives			

To be able to develop an understanding of how to design a company's operations model so as to meet the competitive strategy of the company while employing the resources in the most efficient way.

To provide knowledge to formulate the strategy in terms of the capacity, supply networks, process technology, New product and service development

Unit 1: Operations Strategy- Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-Strategic alliances and production sharing, Fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges.

Unit 2: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration –Order Winners, Order Qualifiers.

Unit 3 Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant-based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various trade-offs alternatives – Focused manufacturing – Product or process focus –value chain approach.

Unit 4 Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy, goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Unit 5 Sustainable alignment- sustaining alignment over time, Formulation of strategy, Formulation models for alignment, Operations strategy formulation challenge, New approaches to Operations strategy- TQM, Lean, Business process re-engineering, ERP Six sigma, Purpose of Implementation- Strategic context, Point of entry, The process of operations strategy deployment. The methodological context, Project – delivery context, participation – Operational context.

Suggested Readings:

- Operations Strategy, Nigel Slack, Pearson Education limited
- Operations strategy, David Walters. Palgrave Macmillan.
- Operations Management by Terry Hill, Palgrave, 2nd Edition.

Course Code	Course Title	No. of credit	No. of hours
MBA 2430 POM	Advanced Project Management	4	45
Objectives			

To develop an understanding of the inventory control models under uncertainty
To empower the students to Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management

Unit 1: Projects- Defining Projects, Characteristics of projects, Projects vs Operations, Types of Projects, Project life cycle, Determinants of Project Success. Project stakeholders. Project Management. Defining Project Management, Project Manager- Project managements Skills& Leadership traits, Understanding terms Program Management and Portfolio management.

Unit 2: Generation and screening of project idea, Project Selection- Theoretical knowledge in the Non-Financial techniques of Project Selection- Check list method, Simplified Scoring model, Analytical Hierarchy Process, Profile Model. Project Planning –Elements of Project Plan, Project Organization Structure- Project organization and matrix organization advantages and limitations. Planning for Project Risks – Analysis of project risk, Firm risk and Market risk, Cost benefit analysis, Steps in Risk management, Methods of Mitigating risks.

Unit 3: Project implementation. Monitoring and information systems. Project Termination

Unit 4: Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques-Quadratic Programming;

Unit 5: Portfolio Management Problem; Replacement Models and Policies. Dynamic Programming; Reliability Models.

Suggested Reading:

- A Guide to the Project Management Body of Knowledge: PMBOK® Guide (Fifth Edition)
- Project Management – Achieving Competitive Advantage, Jeffrey Pinto
- Advanced Project Management- A Structured approach , Frederick Harrison and Denis lock
- Project Management – A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner.
- Ahuja AK. Etc. Network Flows. Englewood Cliffs New Jersey, Prentice Hall Inc., 1993.
- Gould, FJ. Etc. Introduction to Management Science. Englewood Cliffs New Jersey, Prentice Hall Inc., 1993.
- Gupta, MP and Sharma JK. Operations Research for Management. New Delhi, National, 1997.
- Taha Harndy A. Operations Research : An Introductions, Macmillian, New York, 1992.
- Mathur, K and Solow D. Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- Sharma, S. JK. Operations Research : Theory and Applications. New Delhi, Macmillian India, 2001.
- Srinath, LS. Operations Research for Executive. New Delhi, Affiliated East West Press, 1994.

Course Code	Course Title	No. of credit	No. of hours
MBA 2431 POM	Global Operations & Logistics Management	4	45
Objectives			
Have a very good understanding of the terminologies, concepts and tools needed to analyse global operations. Be able to analyse the risks associated with operations and logistics in global context and effectively manage it.			

Unit 1 Global Operations & Logistics Evolution and design – Forces of globalization, integrative approach to managing flows in Global operations, Globalization of Operations Strategies – Introduction, Global operation strategies, a conceptual framework-four driving forces of globalization process, Global markets, Technological forces, Global cost forces, Political and macroeconomic forces, current and future challenges, Global Marketing strategies- Geographical Integration- Global versus Local market.

Unit 2 Supplier Network Development- Evolving concept of Outsourcing, A framework of Analysis, Physical distribution –Architecture of a physical distribution Network in a global operations approach, Logistics Service firms and 3PL, Global operations Strategy – Basic concepts, Difference between International Operations management and International operations strategy, Basic principles of Global operations Strategy- Integration, Coordination, trade off and focus, Globalization of Operations of a firm, Globalization of manufacturing, service, why globalize Theories and frameworks of globalization, Benefits of globalization.

Unit 3 Domestic to Global Supply chains- complexities and uncertainties, Vertical Integration Issues in Global Supply chain, Managing productivity & quality, Materials & Sourcing, Technology, HR in global operations, the Cultural impact on global Operations, Global network configuration, Orienting International Facilities- Trade Offs.

Unit 4 Operations Exposure to exchange rate: Risk and its management, Managing Operations exposure, Pricing strategies for exporting firms, Global sourcing strategies under exchange rate risks.

Unit 5 Information Management for global operations – Characteristics of Logistics information and Telecommunication system(LITS), Logistics organization and its relationship to LITS, Developing sectoral LITS: Role of information systems, Performance Measurement and Evaluation in global Logistics- Performance information, Measuring performance in functional and sectoral integration, Organization structure for Global Logistics Excellence – New organizations related to manufacturing and logistics Operations, sectoral logistics cooperation, International factors in Global organizations, Socially responsible global operations and sustainable global operations.

Suggested Readings:

- Global Operations Texts and Cases – Phillippe-Pierre Dornier, Richardo Ernst, Michel Fender, John Wiley and Sons(p) ltd.

- Managing Global Operations – Cultural and Technical success factors, Scott T Young, and Winter Nie. Quorum books UK.
- Operations Strategy, Fundamentals and Practice, Yeming Gong, Springer

Course Code	Course Title	No. of credit	No.of hours
MBA 2431 POM	Industrial Safety and Occupational Health	4	45
Objectives			
To provide the students a basic understanding of Industrial safety, Hygiene and Occupational Health. To provide conceptual knowledge to the various aspects of Industrial Hygiene and Occupational health that would enable them to appreciate and motivate them to make the work place a better place for all employees.			

Unit 1: Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis Emergency Response-Hazards and their control in different manufacturing and processing industries.

Unit 2: Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, management and society- Organization’s Role and Responsibility in the Prevention of Accidents- Different models.

Unit 3 Standard of Safety Norms-Indian scenario Safety Protection, Safety Policy, Personal safety, Responsibilities of management in health and safety, Functions of National Safety Council, Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels of prevention, History of occupational health, Characteristics of occupational diseases, Essentials of occupational health service, personal protective equipment (respiratory and nonrespiratory)

Unit 4 Concept of workplace and its design, Improving safety and productivity through work place design control measures, Technical and engineering control measures. Control measures against human error, Preventive maintenance. Role of Preventive maintenance in safety and health, Safety and good housekeeping, Typical accidents due to poor housekeeping, Clean-up campaigns, Inspections and check-list. Result of good housekeeping, Plant safety observation, Plant Safety Inspections, Safety sampling, Safety Surveys, Safety Inventory System, Product Safety, Permit to work systems, Safety tag systems.

Unit 5 Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording, Injuries - First aids- Health problems in different types of industries – construction, textile, steel, food processing and pharmaceutical, Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

Suggested Readings:

- Dr.NaseerElahi, Industrial Safety Management, Gyan Publication, New Delhi.
- L.M. Deshmukh, Industrial Safety Management, Tata McGraw Hill.
- R.K.Trivedi, Pollution Management in Industries, S Chand Publishing, New Delhi.