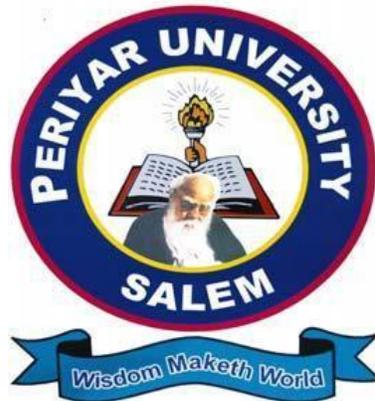


**PERIYAR UNIVERSITY
PERIYAR PALKALAI NAGAR
SALEM – 636 011**



**DEGREE OF MASTER OF MANAGEMENT
CHOICE BASED CREDIT SYSTEM
SYLLABUS FOR
MASTER OF BUSINESS ADMINISTRATION
(M.B.A)
(SEMESTER PATTERN)**

**(For Candidates admitted in the Colleges affiliated to
Periyar University from 2021-2022 onwards)**

Master of Business Administration – M.B.A

CBCS (Affiliated Colleges)

Regulations – (2021-2022) Onwards

1. Eligibility for Admission:

Candidates for admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

2. Duration of the Programme:

The programme shall extend over a period of two academic years consisting of four semesters. Each academic year will be divided into two semesters. The first semester will consist of the period from July to November and the second semester from December to March.

3. Course of the Study:

The candidates shall take 6 core courses (6 theory subjects) in the first semester, 4 core courses, and Practical skill-oriented courses institutional Training in the Second semester. During the vacation between II and III semesters the students have to undertake Institutional Training and Project Research. Apart from this a Course on Human Rights will be taken in the II Semester. There shall be 3 core courses and 3 specialization courses and one EDC in the third semester. Fourth semester consists of 3 specialization courses and a project Study. The completion of SWAYAM courses is mandatory. It is mandatory for a student to qualify in at least one 4 weeks SWAYAM course during the course period.

4. Attendance Requirement:

A candidate will be permitted to appear for the University examination only if he/she secures not less than 75% of attendance in the number of working days during each semester (Minimum number of working days in each semester shall be 90).

5. Examination:

University examinations will be conducted in November/December for odd and April/May for even semester.

A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

6. Passing Minimum:

In the end semester examination, the candidate has to score 50% i.e., 38 out of 75 marks, for a pass. There is no minimum requirement for continuous internal assessment. Putting together (end semester examination and continuous internal assessment), the candidate has to score a minimum of 50 out of 100 marks for a pass in the course.

COURSE OF STUDY AND SCHEME OF EXAMINATION

I Semester

S.NO	Subject Code	Subject Name	IA 25%	EA 75%	Total Marks	Credit
1	Core I	Fundamentals of Management and Communication	25	75	100	04
2	Core II	Economics for Managers	25	75	100	04
3	Core III	Organizational Behaviour	25	75	100	04
4	Core IV	Contemporary Accounting practices	25	75	100	04
5	Core V	Business Law	25	75	100	04
6	Core VI	Business Research Methods	25	75	100	04

II Semester

S.NO	Subject Code	Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Core VII	Operation Management	25	75	100	04
2.	Core VIII	Financial Management	25	75	100	04
3.	Core IX	Human Resource Management	25	75	100	04
4.	Core X	Computer Applications in Management (Practical oriented)	--	--	100	04
5.		Corporate Employability Skills- (Practical oriented)	--	--	100	04
6.		Institutional Training Report	--	--	100	04
7.	Common Paper	Human Rights	25	75	100	---

Mode of Evaluation for Computer application in management:

- Computer application in management (Practical oriented) will be evaluated based on practical examination conducted by Periyar University. The external examiner will be deputed by the University. No Theory Examination will be conducted for this Paper.

Institutional Training:

- The institutional training is the essential requirement and integral part of the curriculum for the successful completion of the MBA programme. It is designed for MBA students to improve their business skills and provide them with practical Experience. The essence of the institutional training is to help the student to develop the ability to apply multi-disciplinary concepts, tools and techniques to solve industrial problems.

Supervision, Dates and Duration:

- Every student has to undergo an institutional training for a minimum period of 2 weeks after completion of the First semester and before the start of second semester.

All the students will have to submit their institutional training report within a period of 2 weeks on the completion of the institutional training in the department. Each student will be attached with the faculty guide and the guide will evaluate the report with viva voce examination for a maximum of 100 marks (**Only Internal Evaluation and No External Evaluation**) and the same will be sent to the controller of examinations.

Mode of Evaluation for Corporate Employability Skills:

- Report should be prepared individually based on the practical assignments listed in the syllabus. This paper will be introduced as a practical paper in second semester and viva voce examination will be conducted by MBA board with internal and external examiners. No theory examination will be conducted for this paper.

Extra Disciplinary Course (EDC) :Extra Disciplinary Course (EDC) offered by the MBA department are Entrepreneurship Development & Stress Management.

III Semester

S. No	Subject Code	Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Core XI	Strategic Management	25	75	100	04
2.	Core XII	Global Business Management	25	75	100	04
3.	Core XIII	Marketing Management	25	75	100	04
4.	Elective I		25	75	100	04
5.	Elective II		25	75	100	04
6.	Elective III		25	75	100	04
7.	EDC	Extra Disciplinary Course	25	75	100	04

In the third semester the student has to select any one of the following specializations and has to undergo all the three subjects of that specialization.

Electives in III Semester

Area: Finance

S.NO	Subject Code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective I	Financial Services	25	75	100	04
2.	Elective II	Security Analysis and Portfolio Management	25	75	100	04
3.	Elective III	Strategic Financial Management	25	75	100	04

**Area: Human
Resource**

S.NO	Subject Code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective I	Strategic Human Resource Management	25	75	100	04
2.	Elective II	Labour Legislation	25	75	100	04
3.	Elective III	Team Building and Conflict Management	25	75	100	04

Area: Operations

S. No	Subject Code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective I	Technology Management	25	75	100	04
2.	Elective II	Total Quality Management	25	75	100	04
3.	Elective III	Supply Chain Management	25	75	100	04

IV Semester

S.NO	Subject Code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective IV		25	75	100	04
2.	Elective V		25	75	100	04
3.	Elective VI		25	75	100	04
4.		Project Work-viva voice	--	--	200	06
5.*		* 4 weeks SWAYAM Course	--	--	---	02
		TOTAL			2500	

In the IV semester, the student has to avail 45 working days for project data collection and analysis in consultation with the faculty guide. The report has to be submitted on the last working day of the IV semester.

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (150 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva voce examination (50 marks) will be conducted by the external and the faculty guide together.

Apart from the project report, the student has to select any one of the following specializations and has to undergo all the three courses of that specialization for period of 45 working days in that semester.

* The completion of SWAYAM courses is mandatory.

It is mandatory for a student to qualify in at least one 4 weeks SWAYAM course, during the course period, to gain 2 credits in the final semester. The 2 credits, thus earned on production of course completion certificate (to be submitted by the end of III semester), will be added to the final semester marks, failing which the course is not deemed to be completed.

Electives in IV Semester

Area: Marketing

S.NO	Subject code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective IV	Retail Management	25	75	100	04
2.	Elective V	Services Marketing	25	75	100	04
3.	Elective VI	Integrated Marketing Communication	25	75	100	04

Area: Systems

S.NO	Subject Code	Elective Subject Name	IA 25%	EA 75%	Total Marks	Credit
1.	Elective IV	System Analysis and Design	25	75	100	04
2.	Elective V	Software Project Management	25	75	100	04
3.	Elective VI	Decision Support Systems	25	75	100	04

Internal Assessment:

Model Examination - 10 Marks

Assignment (Min 2) / Seminar /Case Analysis - 5 Marks

Unit/Class Tests (2 Numbers) - 5 Marks

Attendance & Class Participation - 5 Marks

Total - 25 Marks

QUESTION PAPER PATTERN

Time :3 Hours

Max. Marks: 75

Part – A

All questions are multiple choice questions

All questions carry equal marks (15 X1 =15 Marks)

1. From Unit I
2. From Unit I
3. From Unit I
4. From Unit II
5. From Unit II
6. From Unit II
7. From Unit III
8. From Unit III
9. From Unit III
10. From Unit IV
11. From Unit IV
12. From Unit IV
13. From Unit V
14. From Unit V
15. From Unit V

Part – B

Answer any two questions out of Five

All questions carry equal marks (2 x 5 =10 marks)

1. From Unit I
2. From Unit II
3. From Unit III
4. From Unit IV
5. From Unit V

Part – C

Answer all the questions

Either or type

All questions carry equal marks (5 x 10=50 marks)

1. (a) or (b)-From Unit I
2. (a) or (b) -From Unit II
3. (a) or (b)- From Unit III
4. (a) or (b)- From Unit IV
5. (a) or (b)- From Unit V

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

SEMESTER I

**CORE I - FUNDAMENTALS OF MANAGEMENT AND
COMMUNICATION**

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand the Management Concepts, applications of Concepts in practical aspects of business and development of Managerial Skills.
- To learn the application of the principles in an organization and decision making and also Effective Business writing.
- To provide an overview of Prerequisites to Business and Organizational Communication.

UNIT I:

Management – Definition - Evolution of Management – Function – Importance - Management and Administration, Scope, MBO, MBE, Approaches of Management –Scientific, System and Contingency – Contribution of F.W.Taylor, Henry Fayol, Mary Parker Follet, Likert, Bernard, Peter Drucker,Porter.

UNIT II:

Planning: Steps - Planning Premises – Types - Decision Making – Process – DecisionTrees - Organizing: Types of Organisation Structure - Centralization and Decentralization -Staffing and Directing: Importance and Principles.

UNIT III:

Co-ordination: Process – Principles, Controlling -Process – Principles – Techniques - Knowledge Management - Creativity andInnovation – BPO - Challenges to Management in Globalised Era

UNIT IV:

Communication - Meaning and Significance for Management - Types of Communication– Media - Barriers to Communication, Principles of effective Communication - Correspondence - Norms for Business Letters - Letter for different kinds of Situations - Personalized Stand Letters,

Enquiries, Customers' Complaints and Collection Letters - Sales Promotion Letters.

UNIT V:

Non-Verbal Communication - Personal Appearance, Posture - Dyadic Communication-Face to Face Communication - Telephonic Conversation - Conducting Meetings - Procedure - Preparing Agenda, Minutes and Resolutions - Conducting Seminars and Conferences: -Regulating Speech- Procedure - Drafting Speech.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Managers use problem-solving strategies and critical thinking skills in real life situations.
- Different areas of the business (i.e., Manufacturing/Service,Marketing, Finance and Human Resource Management) support the vision and mission.
- Develop awareness of appropriate communication strategies and integrate sources.

TEXT BOOK:

Management, Robbins and Coulter, Pearson Education.

E-BOOKS: <http://download.nos.org/srsec319new/319EL10.pdf>

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.mooc-list.com/course/principles-management-saylororg>
2. <https://www.classcentral.com/course/independent-principles-of-management-11932>

REFERENCE BOOKS:

1. Management, A Competency-based Approach, Hellriegel, Jackson & Slocum, Thomson South-Western.
2. Management, Stoner, Freeman & Gilbert, Pearson Education.
3. Principles & Practice of Management, L.M.Prasad, Sultan Chand & Sons.
4. Essentials of Management: An International Perspective, Koontz and Weirich, Tata McGraw -Hill.
5. Management, Richard L.Daft, Thomson South-Western.

6. Essentials of Business Communication, Rajendra Pal and J.S.Korlahalli, Sultan Chand & Sons.
7. Business Communication Strategies, MatthukuttyM.Monippally, Tata Mc Graw Hill.
8. Business Communication-concepts, Cases and Applications, P.D.Chaturvedi, Mukesh Chaturvedi, Pearson Education.
9. Management, Michael A.Hitt, J.Stewart Black, Lyman W.Porter, Pearson Education.

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

SEMESTER I

CORE II - ECONOMICS FOR MANAGERS

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand the theoretical frame work of Managerial Economics
- To gain an understanding on Demand Analysis and Production Function
- To make an in-depth knowledge in Pricing different market structures and concepts of National Income

UNIT I:

Managerial Economics: Meaning, Definitions, Functions (Decision Making and Forward Planning), Nature and Scope of Managerial Economics - Roles and responsibilities of Managerial Economist.

UNIT II:

Demand Analysis: Meaning, Definitions, Determinants and types of demand-Demand distinctions - Elasticity of Demand - Demand Forecasting - Methods of Demand Forecasting - Supply Function.

UNIT III:

Production Function: Law of Variable Proportion - Iso-quants - Returns to Scale - Expansion Path - Cost Analysis: Cost Concepts, Classification and Determinants - Cost Output Relationship - Break Even Analysis.

UNIT IV:

Price and Output Decisions under Different Market Structures - Perfect Competition - Monopoly - Monopolistic Competition - Oligopoly - Pricing Policy and Practices: Pricing Objectives - Pricing Methods.

UNIT V:

National Income: Definition - Concepts of National Income - Methods of Calculation of National Income. Business Cycle: Phases of Business Cycle - Causes of Business Cycle - Inflation - Types - Causes - Effects - Balance of Trade and Balance of Payment.

QUESTION PAPER PATTERN:

Proportion of Theory and Problem has to be 80:20

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- The concepts of micro economics and also able to understand the various microeconomic principles to make effective economic decisions under conditions of risk and uncertainty
- Understand the law of demand & supply & their elasticities, evaluate & analyze these concepts and apply them in various changing situations in industry.
- To apply various techniques to forecast demand for better utilization of resources

TEXT BOOK:

Managerial Economics, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons.

E-BOOKS:

[http://164.100.133.129:81/econtent/Uploads/Managerial_Economics%20\(1\).pdf](http://164.100.133.129:81/econtent/Uploads/Managerial_Economics%20(1).pdf)

RELATED ONLINE CONTENTS [MOOC, SWAYAM, NPTEL, WEBSITES ETC.]

1.https://saylordotorg.github.io/text_principles-of-managerial-economics/s01-introduction-tomanagerial-eco.html

2.http://shodhganga.inflibnet.ac.in/jspui/bitstream/10603/132488/9/09_chapter%203.pdf

REFERENCE BOOKS:

1. Managerial Economics Theory and Applications, M.L.Trivedi, Tata McGraw-Hill.
2. Managerial Economics, Craig Peterson, Chris Lewis, Sudhir.K Jain, Pearson Education.
3. Managerial Economics (Analysis Problems and Cases), P.L.Mehta, Sultan Chand & Sons.
4. Managerial Economics and Financial Analysis, S.A. Siddiqui & A.S. Siddiqui, New Age International Publishers.
5. Managerial Economics, Atmanand, Excel Books.

6. Managerial Economics, Paul G. Keat & Philip K. Y. Young, Fourth Edition, Pearson Education.

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

SEMESTER I

CORE III - ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To provide a strong conceptual framework for the study, understanding, and application of organization behavior and to apply behavioral techniques to manage human resources in a better manner.
- To impart to the students, the values of individual and group behaviour in Management.
- To enable the students to learn the different styles of leadership and learn how to influence the human behaviour in organizations.

UNIT I:

Meaning and Definition of Organisational Behaviour (OB) - Scope and Importance of OB - OB and other similar fields of studies – Disciplines Contributing to OB - Models of OB - Historical Evolution of OB – Hawthorne’s Experiments and its Implications

UNIT II:

Learning - Meaning and Definition – Principles – Theories – Perception – Process - Factors Influencing Perception – Attitude – Nature - Functions – Formation – Changing Attitude.

UNIT III:

Personality – Nature – Types – Theories, Motivation – Nature – Theories, Job Satisfaction – Causes - Measuring of Job Satisfaction.

UNIT IV:

Group Dynamics – Nature - Process of Group Formation - Types – Group Decision Making - Power-sources-effective use of power. Leadership-importance-styles-theories. Conflict-nature-process-levels. Stress - meaning-models-sources.

UNIT V:

Organisational Change and Development – Importance - Types - Integration of TQM and Re-engineering - Effectiveness of OD

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Describe and explain the basic organizational behavior theories and principles, and analyse their influences in the workplace.
- Describe the factors that influence individual and group behavior such as group cohesiveness, communication, conflict, leadership, power and politics.
- Portray how Organizational Culture, Climate, Change & Development can have influence on organizational effectiveness.

TEXT BOOK:

Organizational Behaviour (Text, Cases and Games), K.Aswhathappa, 8th Revised Edition, Himalaya Publishing.

E-BOOKS: <http://www.himpub.com/documents/Chapter1031.pdf>

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.mooc-list.com/tags/organizational-behavior>
2. <https://www.my-mooc.com/en/mooc/international-leadership-and-organizational-behavior/>

REFERENCE BOOKS:

1. Organizational Behaviour, Stephen P.Robbins, Pearson Education.
2. Organizational Behaviour, Uma Sekaran, TATA McGraw Hill Company.
3. Organizational Theory and Behaviour, B.P. Singh, T.N. Chhabra,
4. Organizational Behaviour, Ian Brooks, Third Edition, Pearson Education.
5. Organizational Behaviour, Fred Luthans, Mc Graw Hill Book Company.

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

SEMESTER I

CORE IV - CONTEMPORARY ACCOUNTING PRACTICES

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To learn the various aspects of Accounting.
- To Gain an understanding on Cost and Management Accounting.
- To Acquaint students on standard costing and contemporary accounting techniques.

UNIT I:

Financial Accounting – Definition – Concepts – Convention and Classification of Accounting – Distinction between Capital and Revenue items – Basic records – Construction of Financial Statements, GAAP & S (Generally Accepted Accounting Principles & Standards).

UNIT II:

Cost Accounting – Utility of Costing – Elements of Cost – Preparation of Cost Sheet – Methods of Costing – Job, Contract & Process Costing (Simple Problems only) – Marginal Costing – Cost Volume Profit Analysis- Application of Marginal Costing.

UNIT III:

Management Accounting – Definition - Distinction between Management and Cost Accounting, Management and Financial Accounting – Comparative and Common size Statement – Trend Percentage Analysis – Accounting Ratios and Limitations – Fund Flow Analysis - Cash Flow Analysis.

UNIT IV:

Standard Costing – Meaning - Differences between Standard Costing and Budgeting – Variance Analysis - Calculation of Material, Labour, Overhead, Sales & Profit Variance.

UNIT V:

Contemporary Accounting Techniques: Activity Based costing – Target Costing – Life Cycle Costing - Economic Value Added (EVA) – Responsibility Accounting.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- A thorough grounding of financial accounting concepts
- Gain knowledge on Cost and Management Accounting
- Get the description of standard costing and contemporary accounting techniques.

QUESTION PAPER PATTERN:

Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:

1. Management Accounting, M.Y Khan & P.K. Jain, Tata McGraw-Hill.

2. Contemporary Accounting Practices –Dr. V.R. Palanivelu Himalaya Publishing House –Mumbai.

E-BOOKS: <http://www.ddegjust.ac.in/studymaterial/bba/bba-104.pdf>

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.mooc-list.com/tags/financial-management>

2. https://swayam.gov.in/nd1_noc19_mg36/preview

REFERENCE BOOKS:

1. Management Accounting, R.S.N. Pillai And Bagavathi, S.Chand & Company. New Delhi.
2. Accounting for Management, Dr. V.R. Palanivelu, University Science Press, New Delhi.
3. Management Accounting, Dr. S.N. Maheswari, Sultan Chand & Sons.
4. Accounting for Management, Bhattachaya S.K, Vikas Publishing House.
5. Management Accounting, Don Rickettes, Jackgaray Houghton Mifflin Company, Boston.
6. Management Accounting - Principles & Practice, M.A. Sahaf, Vikas Publishing House.

7. Financial Accounting – A Managerial Perspective, R.Narayanaswamy, Prentice Hall India.
8. Introduction to Management Accounting, Charles T.Horngren, Prentice Hall India.

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

SEMESTER I

CORE V - BUSINESS LAW

COURSE OBJECTIVES:

The Main Objectives of this course are to:

1. To familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
2. To providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way .
3. To give an exposure to important commercial laws, the knowledge, that is essential for an understanding of the legal implications of the general activities of a modern business organisation.

UNIT I:

The Contract Act, 1871 Nature and Classification of Contracts - Essential Elements of a Valid Contract, Offer and Acceptance - Consideration - Valid Consideration - Capacities of Parties - Provisions Relating to Free Consent, Valid Agreements - Performance of Contract – Discharge of Contract – Various Modes of Discharge of Contract - Remedies for Breach of Contract.

UNIT II:

Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Sale of Goods and Agreement to Sell – Essentials of a Contract of Sale - Formalities of a Contract of sale - Sale and Hire Purchase Agreements - 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 - Remedial Measures - Provisions Relating to Auction Sale, GST.

UNIT III:

The Companies Act, 1956 Indian Companies Act 1956 – Definitions – Kinds of companies – Formation – Memorandum of Association – Articles of Association – Prospectus – Statement in Lieu of Prospectus – Misstatements in Prospectus – Shares – Debentures – Shareholder's

Rights – Company Management – Meetings and Resolutions – Winding-up - Modes of Winding-up.

UNIT IV:

Intellectual Property Legislations: Meaning and Scope of Intellectual Properties –Patent Act of 1970 : Objectives – Definitions – Inventions – Patentee – True and FirstInventor – Procedure for Grant of Process and Product Patents, WTO Rules toPatents, Rights of Patentee, Infringement and Remedies.

UNIT V:

The Information Technology Act, 2000 Digital Signature - Electronic Governance - Electronic Records – Certifying Authorities, Cyber Crime & Remedies, Laws on Competition ,Consumer Production Act, Environmental Law.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- A basic understanding of what can be done and what cannot be done within the legalFrame work.
- Outline the various facets of basic case laws of each act from a legal andmanagerial perspective.
- The students will be able to recognize the impact of Indian legal environment on business and Familiarity with the laws that have an influence on business

TEXT BOOK:

Business Law, Kapoor N.D., Sultan Chand and Sons.

E-BOOKS: <http://www.himpub.com/documents/Chapter1663.pdf>

REFERENCE BOOKS:

1. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw-Hill.
2. Government and Business, Amarchand D., Tata McGraw-Hill.
3. Consumer Protection Law : Provisions and Procedure, R.N.P. Chaudhary, Deep and Deep Publications.
4. The Law of Intellectual Property Rights, Shiv Sahai Singh, Deep and Deep Publications.
5. Business Law, Aswathappa. K and Ramachandra, Himalaya Publishing House.
6. Business Law, Nabhi, Indian Law House.

7. Business Law, P.C. Tulsian, Tata McGraw-Hill.
8. Corporate Laws, Bare Acts, Taxman Publications.
9. Business Law, P.S. Saravanel and S. Sumathi, Himalaya Publishing House.
10. Business Law Including Company Law, Gulshan S.S. and Kapoor G.K., New Age International.

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

SEMESTER I

CORE VI - BUSINESS RESEARCH METHODS

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To develop understanding of the basic framework of research process and understanding of various research designs and techniques.
- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.
- To identify various sources of information for literature review and data collection and understand some basic concepts of research and its methodologies
- To organize and conduct research in a more appropriate manner and write a research proposal

UNIT I:

Research – Meaning and Objectives – Types of Research – Research Process – Research Problem – Selecting the Problem – Research Design – Need and Features of a Good Design – Different Research Designs.

UNIT II:

Sampling Design – Steps in Sampling Design – Types of Sample Designs – Measurement Scales – Tests of Sound Measurement – Important Scaling Techniques – Methods of Data Collection.

UNIT III:

Data Processing – Coding – Editing – Univariate Analysis – Correlation and Regression Analysis - Multivariate Analysis (Theory Only) – Factor Analysis – Cluster Analysis – Discriminate Analysis

UNIT IV:

Testing of Hypothesis – Concepts – Procedure for Hypothesis Testing – Parametric Tests– Z Test – T-Test – Chi-Square Test – F-Test – ANOVA Technique - Non-Parametric Tests – Sign Tests – Kruskal-Wallis Test – Wilcoxon-Mann Whitney Test – Application of SPSS Package.

UNIT V:

Report Writing – Steps in Writing Report – Layout of the Research Report – Types of Reports – Mechanics and Precautions while writing a Research Report – Oral Presentations.

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Apply a range of quantitative and qualitative research techniques to business and management problems / issue
- Understand and apply research approaches, techniques and measurement techniques in the appropriate manner for managerial decision
- Demonstrate knowledge and understanding of data analysis and interpretation in relation to the apply the different statistical tools
- Students would be able to analyze data, find solutions to the problems and identify the overall process of designing a research study from its inception to its report

TEXT BOOK:

Business Research Methods, Donald R.Cooper and Pamela S.Schindler, Tata Mc GrawHill.

E-BOOKS:

https://iaear.weebly.com/uploads/2/6/2/5/26257106/research_methods_entire_book_umasekaram-pdf-130527124352-phpapp02.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

- 1.<https://research-methodology.net/research-methodology/research-types/>
- 2.<https://www.intechopen.com/books/cyberspace/research-design-andmethodolog>

REFERENCE BOOKS:

1. Research Methodology, Methods and Techniques, C.R.Kothari, New Age International Publishes.
2. Research Methods for Business, Umasekaran, John Wiley & Sons.

3. Research Methods, Anthony M.Graziano and Michael L.Raulin, Addison Wesley Longman.
4. Research Methods, Donald H.Burney, Thomson Asia.

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

SEMESTER II

CORE VII - OPERATIONS MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
- To understand the Materials Management function starting from Demand Management through Inventory Management.

UNIT I:

Meaning and Definition of Operations Management – Brief history of operation management –impact of information technology and globalization on operation management – operation strategy and competitiveness – developing business strategy – competitive priorities – World class manufacturing.

UNIT II:

Product Design: New Product Development – Steps, Process of a Product design -Production design for organizational competitiveness– Process selection-Location-factors affecting Plant location-Locational Analysis. Layout – Principles of a good layout – Types of production vs types of layout

UNIT III:

Definition and purpose of inventory – inventory costs – independent and dependent demand – inventory systems – economic order quantity – fixed order quantity models and fixed period time models – ABC analysis-VED analysis –FSN analysis.

Material handling-Material Requirement planning – master production schedule – MRP system structure.

UNIT IV:

Work Study: foundation of work study –Method study and time study procedure –time standards — work sampling – maintenance management – objectives of maintenance management –types of maintenance – work study for maintenance – total productive maintenance (TPM) – Value Analysis.

Project Management: elements – project formulation .

UNIT V:

Quality Control Techniques: process capability, X and R chart, C chart, P chart – acceptance sampling – operating characteristics curve – Six Sigma methodology – Leanproduction – KANBAN - KAIZEN – Just in time manufacturing - ethics in operation management.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- Plan and implement suitable materials handling principles and practices in the operations and get a clear idea about Inventory management, its role
- An overall idea about Operations and its relationship between other management functions.

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK:

Production and Operation Management, R.Panner Selvam, PHI learning.

E-BOOKS:

http://ebooks.lpude.in/management/mba/term_3/DMGT501_OPERATIONS_MANAGEMENT.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://nptel.ac.in/courses/110/106/110106146/>
2. <https://www.edx.org/course/product-management-fundamentals>

REFERENCE BOOKS:

1. Production and Operation Management, S.N.Chary, TATA McGraw Hill.
2. Operations Management, Lee J.Krajewski, PHI.
3. Production and Operational Management, KanishhkaBedi, Oxford University Press.
4. Operation Management, Robert Johnston, FT Prentice Hall.
5. Production and Operations Management, R.B.Khanna, PHI.

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

SEMESTER II

CORE VIII - FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions.
- To acquaint the students regarding financial management tools and techniques in financial decision making.

UNIT I:

Meaning and importance of Finance – Objectives, Functions and Scope of Finance – Role of Finance Manager – Organisation of Finance Functions – Time value of Money - sources of finance.

UNIT II:

Capital Expenditure Evaluations – Methods of Appraisals – Payback period, Net Present Value, Internal Rate of Return, Accounting Rate of Return, Profitability Index – Capital rationing

UNIT III:

Capital Structure Theories: NI, NOI, MM Approaches – Determining Capital Structure. Cost of Capital: Components – Cost of Equity, Cost of Debt, Cost of Preference, Cost of Retained Earnings & Weighted Average Cost of Capital – Dividend Policy: Relevant Theory – Walter's Model, Gordon's Model – Irrelevant Theory – MM Hypothesis - Leverages – Operating leverage – Financial leverage and Combined leverage - EBIT – EPS Analysis

UNIT IV:

Budgetary control – Budget Manual – Classification and Preparation of various budgets – Functional budgets – Fixed and Flexible budgets – Cash budget – Sales Budget- Production Budget & Zero Base Budgeting and Performance Budgeting – Ethic in finance.

UNIT V:

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital — Methods of forecasting working capital – Management of Cash, Receivables and Inventories – Cash Planning – Credit policies – Regulations of Bank Finance

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Learn the capital budgeting and cost of capital techniques and Assess the short-term and long-term sources of finance
- Understand how to prepare different types of budgets and capital structure and distribution of dividend
- Able to assess working capital needs and effective management of current assets and financing decisions

TEXT BOOKS:

Financial Management –Dr. V.R. Palanivelu-S.Chand Company Ltd-New Delhi

Financial Management, Pandey.I.M., Vikas Publishing House

E-BOOKS:

http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf

RELATED ONLINE CONTENTS [MOOC, SWAYAM, NPTEL, WEBSITES ETC.]

1. <https://www.mooc-list.com/tags/financial-management>

2. https://swayam.gov.in/nd1_noc19_mg36/preview

REFERENCE BOOKS:

1. Financial Management: Principles and Practice, Khan.M and Jain.P, Tata McGraw Hill.

2. Fundamentals of Financial Management, Prasanna Chandra, Tata McGraw Hill.

3. Financial Management: Principles and Practice, Maheswari S.N., Sultan Chand & Sons.

4. Financial Management and Policy, James and Van Horne, Prentice Hall
5. Financial Management, Kuchchal S.C.
6. Financial Management: Principles and Practice, Khan.M and Jain.P, Tata McGraw Hill.
7. Fundamentals of Financial Management, Prasanna Chandra, Tata McGraw Hill.
8. Financial Management: Principles and Practice, Maheswari S.N., Sultan Chand & Sons.
9. Financial Management and Policy, James and Van Horne, Prentice Hall

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

SEMESTER II

CORE IX - HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.
- To make the students understand the key terms, theories/concepts and practices within the field of human resource management.
- To Identify and analyze the problems in the field of HRM and be able to provide innovative solutions
- To recognize and appreciate the significance of ethical issues in HR practices and the management of people in the workplace

UNIT I:

Human Resource Management- objectives, scope, importance- Evolution of HRM- Role of HR Manager- Challenges faced by HRM- Trends in HRM- Indian scenario and HRM-Strategic Human resource management.

UNIT II:

Human Resource Planning - Process, Factors affecting HRP - Job Analysis - components, process, Job design - Recruitment- sources, techniques, Internet recruitment- Employee testing and selection- Types, effective interview - Placement - Induction.

UNIT III:

Employee Training and Executive Development - objectives, importance, types and methods of Career management - basics of career management - Knowledge management Performance appraisal - objectives, process, methods - Job evaluation. Promotion - Demotion - Transfer - separation and implication of job change.

UNIT IV:

Compensation - Factors determining pay rate, current trends in compensation planning - Incentives - Incentive plan, effective incentive plan - Employee benefits and services - and its present scenario- Employee Welfare, Safety and Health.

UNIT V:

Industrial Relations - Collective bargaining - process, Trade unions - Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Students will gain knowledge and skills needed for success as a human resources professional Know about the theory and application of human resource management, the broad range of influences acting on human resource management
- To cognize the methods of recruitment, selection process Knowledge and application of performance assessment methods, improvements and resultant in terms of employee service condition reviews Analyze various compensation plans and benefits and services
- To get familiar with industrial relations and employees welfare and security and create apt plans for employee benefits

TEXT BOOK:

Human Resource Management 11th edition, Gary Dessler, PHI learning.

E-BOOKS: <http://www.himpub.com/documents/Chapter2146.pdf>

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/240
2. <https://www.my-mooc.com/en/categorie/human-resources>

REFERENCE BOOKS:

1. Human Resource Management, V.S.P.Roa
2. Human Resource Management, C.B.Gupta
3. Human Resource Management and Personnel Management, K.Aswhappa
4. Human Resource Management, BiswajeetPattanayak

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

SEMESTER II

CORE X - COMPUTER APPLICATIONS IN MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- Gain familiarity with the concepts and terminology used in the development, implementation and operation of business application systems.
- Explore various methods that MS office can be used to support existing businesses and strategies.
- Achieve hands-on experience with productivity/application software to enhance business activities in MS office, in Tally
- Work with simple design and development tasks for the main types of business information systems in Tally

UNIT I

MS OFFICE - Introduction to WORD, POWERPOINT and EXCEL

. UNIT II

WORD - Creating a new document with templates & Wizard - Creating own document - Opening/modifying a saved document - converting files to and from other document formats - Using keyboard short-cuts & mouse - Adding symbols & pictures to documents - headers and footers - Finding and replacing text - spell check and Grammar check - Formatting text - paragraph formats - adjusting margins, line space - character space - Changing font type, size - Bullets and numbering - Tables - Adding, editing, deleting tables - Working within tables - Adding, deleting, modifying rows and columns - merging & splitting cells.

UNIT III

EXCEL - Working with worksheets - cells - Entering, editing, moving, copying, cutting, pasting, transforming data - Inserting and deleting of cells, rows & columns - Working with multiple worksheets - switching between worksheets - moving, copying, inserting & deleting worksheets - Using formulas for quick Calculations - Working & entering a Formula - Formatting a worksheet - Creating and editing charts - elements of an

EXCEL chart - Selecting data to a chart - Types of chart - chart wizard - Formatting chart elements - Editing a chart - Printing charts

UNIT IV

POWERPOINT - Creating new presentations - Auto content wizard - Using template - Blank presentation - Opening existing presentations - Adding, editing, deleting, copying, hiding slides - Presentations - Applying new design - Adding graphics - Using headers and footers - Animating text - Special effects to create transition slides - Controlling the transition speed - Adding sounds to slides - Using action buttons.

UNIT V

Fundamentals of Tally - Introduction - Getting Functional with Tally- Creation / Setting up of Company in Tally- Company Features - Configurations Creating Accounting Masters in Tally- Chart of Accounts - Groups - Ledgers - Walkthrough for creating Chart of Accounts - day book summaries – Trial Balance – Final Accounts – processing of year ending and closing the books, adjusting and closing entries and balance sheet using computers. Creating Inventory Masters in Tally- Stock Group - Stock Categories - Units of Measure.

Practical's: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above-mentioned topics.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Describe the fundamentals of information technology concepts – hardware, software, security, and privacy.
- Use “goal seeking” and “what-if analysis” to solve problems and make adjustments/recommendations in a business environment
- Create business documents and analyze data with spreadsheet software using tables, sorting, filtering, charts and graphics, pivot tables, macros; statistical, financial, logical and look-up functions and formulas; and add-ins
- To understand account terms in Tally and to handle account transaction using tally in Practical

TEXT BOOK:

1. David Beskeen: Microsoft® Office 2013: Illustrated Introductory, First Course, 1st Edition; ISBN-10: 128508845X | ISBN-13: 9781285088457
2. Microsoft Word 2013: Comprehensive, Enhanced Edition, Vermaat, Cengage Learning, 2016, ISBN: 9781305507210

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.youtube.com/watch?v=Ux6QDTWokDQ>
2. <https://in.linkedin.com/in/swayam-prakash-tiwari-38187916>
3. <https://www.mooc-list.com/university-entity/sa>

REFERENCES BOOK:

1. OFFICE 2000 complete - BPB Windows 98 complete – BPB Windows 98 6in1 by Jane Calabria and Dorothy Burke - PHI using Microsoft OFFICE 2000 by ED, BOTT – PH
2. Misty E. Vermaat Purdue University Calumet; Microsoft® Office 2013: Introductory, 1st Edition ; ISBN-10: 1285166027 | ISBN-13: 9781285166025
3. Accounting with Tally : K.K. Nadhani, BPB Publication

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

SEMESTER II

CORPORATE EMPLOYABILITY SKILLS

(Practical Oriented)

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To gain initial employment, maintain employment, move between roles within the same organization, obtain new employment if required and (ideally) secure suitable and sufficiently fulfilling worktime.
- To make them more polished in their behavior, so that they are more adaptable in corporate companies with the corporate culture
- To train the students in the preparation of various reports, business presentations and resume and job applications and attending employment interviews.

Unit I

Communication –Meaning and Significance for Managers –Public Speaking –Speaking in Meeting-Workplace Communication-One to one Communication –Different Styles of Communication – Interpersonal and Intrapersonal Skills– Reading ability - Importance of listening in Communication

Unit –II

Presentation Skills- writing oral presentations-using visual aids in oral Communication-communicating across cultures -7 Cs of communication –Body Language- Tips on how to create a Power Point and other Presentations

Unit –III

Goal Setting – creating individual action Plans - Article Writing- SWOT analysis -Event Management – (Training Students to Organize Events and present a report on Event organized)

Unit –IV

Case Study – Case analysis – Discussion and Presentation-Team Building and team work– Innovation and Creativity - Emotional intelligence – Self Management.

Unit –V

Business and corporate Etiquettes --Overview of Interview –Self introduction at various forums and during Interview -Mock Interview – CV Preparation-Group Discussion

List of Practical Assignments for Record and Viva voce

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews(Activity)
- Self Introduction
- CV Preparation

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Develop good managerial communication skills and in depth understanding of Communication skills under different circumstances
- The students would acquire Article Writing skills and self-analysis for their individual development
- Ability to prepare Business report speak efficiently, develop good presentation skills, interview skills and cv

TEXT BOOKS

1. Bovee, Thill, Schatzman, (2005), *Business communication Today*, Pearson Education

2. Meenakshi Raman Prakash Singh, *Businesscommunication*, Oxford University Press.

REFERENCE BOOKS:

1. E.H.McGrath, S.J ,Basic Managerial Skills, PHI Pvt .Limited Chaturvedi&Chaturvedi, (2006),
2. Business communication, Pearson Education NamartaPalta ,
3. The art of Effective communication, LotusPress, New Delhi, 2007. S.K.Mandal,
4. Effective Communication and Public Speaking, JaicoPublisingPriyadarshini Patnaik,
5. Group Discussion and Interview Skills, Cambridge University Press Pvt.Ltd.PujaWaliamann,
6. Case Studies in Management, MJP Publishers.

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

SEMESTER III

CORE XI - STRATEGIC MANAGEMENT

COURSE OBJECTIVE:

The Main Objectives of this course are to:

- To enable students to recognize the importance of strategy in the business.
- To demonstrate the knowledge to differentiate the various types of strategy.
- To equip students to use tools to analyze the internal and external environment of the business.
- To enable students to evaluate various strategy and make a choice of the strategy.
- To choose frameworks to measure the effectiveness of the strategy implementation.

UNIT I:

Strategic planning and strategic management: Strategic planning: strategic, operational and tactical planning - Evolution and levels of strategic planning-dimension of strategic decisions-challenges- Strategic management process.

UNIT II:

Environmental analysis: external and internal environment, components of external and internal environment, environmental scanning.

Industry analysis-Competitive analysis-Internal analysis: Resource Based view, SWOT analysis, Value Analysis, concept of synergy.

UNIT III:

Strategy formulation/alternatives: Corporate strategies: grand strategies - stability, expansion, retrenchment and combination Business level strategies: Porter's competitive strategies-acquiring core competencies-low cost strategies-differentiation strategies-focus strategies. Global strategies: expansion strategies-market entry strategies -Red Ocean and Blue ocean Strategies.

UNIT IV:

Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix, International Portfolio Analysis; Corporate Parenting.

Strategic implementation: Steps-structural issues- behavioral issues- strategic leadership

UNIT V:

Strategic evaluation and control: Strategic evaluation- importance, barriers, evaluation criteria, Strategic control-operational control-process –techniques- effective control system.

Strategic management in Public sector corporate entrepreneurship, non-profit organizations –Business ethics and corporate social responsibility.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Ability to understand the Strategic management process and social responsibility of business organizations
- In-depth understanding about the need for developing competitive advantage for organizations
- Provides insights into various corporate and business level strategies
- Facilitates to identify the various control systems required for organizational strategy implementation process
- Enhances the cognitive knowledge about various strategic issues and development of new business models

TEXT BOOK:

1. Business Policy and Strategic Management, Azhar Kazmi , Tata Mc Graw Hill, N.Delhi.

E-BOOKS:[https://studentzone-ngasce.nmims.edu/content/Strategic %20Management /Strategic_Management_1BdA3TJvQg.pdf](https://studentzone-ngasce.nmims.edu/content/Strategic%20Management/Strategic_Management_1BdA3TJvQg.pdf)

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1.<https://www.coursera.org/learn/strategic-management>

2. https://onlinecourses.swayam2.ac.in/imb20_mg33/preview

REFERENCE BOOKS:

- 1 Strategic Management and Business Policy, Thomas L Wheelen and J David Hunger, Pearson Education, N.Delhi.
- 2 Strategic Management, R.Srinivasan , PHI.N.Delhi.
- 3 Business Policy and Strategic Management, Vipin Gupta,KamalaGollakotaand Srinivasan, PHI,N.Delhi
- 4 Strategic Management, V.S.P.Rao and V.Harikrishna, Excel Books, N.Delhi.
- 5 Strategic Planning-Formulation of corporate strategy, V.S.Ramasamy and S.Namakumari, Macmillan India Ltd.,N.Delhi.
- 6 Strategic Management, U.C.Mathur, Mac Millan India Ltd.

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

SEMESTER III

CORE XII - GLOBAL BUSINESS MANNAGEMENT

COURSE OUTCOMES:

The Main Objectives of this course are to:

- To provide an overview of Global Business and Environment.
- To provide exposure to the students on various issues with Foreign Exchange Markets.
- To enable students to know the trends in Global Business.

UNIT I:

Global Business – Meaning and Scope – Reasons for Globalization – International Orientations – Drivers and Restrainers of Globalization – Market Entry Strategies – Barriers of Global Business.

UNIT II:

Global Business Environment – Economic – Socio-Cultural – Demographic – Political – Technological – Free Trade v/s Protection – Trading Blocs – Regional Integration Agreements – World Trade Organization – GATS – TRIMs – TRIPs.

UNIT III:

Foreign Exchange Market – Functions – Transactions in Foreign Exchange Market – Exchange Rate Systems – Fixed and Flexible – Currency Exchange Risks and their Management – FEMA 1999.

UNIT IV:

International Investment and Finance – Types of Foreign Private Investment – Limitations of Foreign Capital – Payment Terms in International Trade Financing – Institutional Finance for Export – EXIM Bank – ECGC – INCOTERMS. Industrial Relations - Collective bargaining - process, Trade unions – Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM.

UNIT V:

Export Promotion Councils and Export Promotion Incentives – Export Procedure and Documentation – Import Procedure – International Pricing – Transfer Pricing - Dumping – Retrograde Pricing.

COURSE OUTCOMES:

- Get an overview of Global Business and Environments.
- Get an exposure to the students on various issues with Foreign Exchange Markets.
- Ability to identify trends in Global Business.

TEXT BOOK:

International Business (Text and Cases) - Francis Cherunilam – Prentice Hall of India, 2008, Fourth Edition.

E-BOOKS:

https://www.tutorialspoint.com/international_business_management/international_business_management_tutorial.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

- 1.. <https://josephsononbusinessethics.com/resources/links/>
2. <https://managementhelp.org/businessethics/index.htm>

REFERENCE BOOKS:

1. International Management - Richard M.Hodgetts and Fred Luthans - McGraw Hill.
2. International Business, Justin Paul, 4th Edition, PHI.
3. International business environment-Anant K.Sundaram&Stewans Black-PHI.
4. Export Management – TAS Balagopal – Himalaya Publishing.
5. International Marketing – Varshney and Battacharya – Sultan Chand & Sons.

CORE XIII - MARKETING MANAGEMENT

COURSE OBJECTIVE:

The Main Objectives of this course are to:

- To familiarize with the various concepts of marketing
- To understand consumer behaviour
- To know emerging trends in marketing

UNIT I:

Marketing -Introduction- Core concept of Marketing- Marketing and Markets – Meta market-Scope of Marketing –Concepts in Marketing- Production concept – Product concept – Selling concept – Marketing concept – Societal Concept- Marketing Environment – Micro factors and Macro factors.

UNIT II:

Market Segmentations – Basis for segmenting consumer market and Industrial market – Targeting – Positioning –Product Strategies– Product Mix Decisions and line decisions– Brand–Definition, Naming decisions and Strategy decisions – Brand Equity- Recent developments in Packaging and Labelling — New Product Development – Product Life Cycle – Marketing Strategies in various stages of PLC – Pricing – Objectives and methods.

UNIT III:

Channel strategies – Nature of Marketing Channels – function – channel design and management design. Promotion – Developing and Managing on advertising program – Deciding on Media and Measuring Effectiveness - Advertisement Budget – Sales Promotion – Importance– Tools and Techniques of Sales Promotion – Personal selling – Direct Marketing and Interactive marketing – Publicity – Relationship Marketing

UNIT IV:

Consumer Behaviour-Influencing factors-Process of Buying Behaviour-Customer Relationship Marketing -Building Customer Value, Satisfaction and Loyalty – Maximizing Customer Life time value - Mental Accounting and Mind Share

UNIT V:

Marketing Research Process –Marketing of Services – Retail Marketing – Rural Marketing –Global Marketing – Internet Marketing – Green Marketing -Ethics in marketing.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Analyse the innovative marketing information
- Able to explore the marketing avenues.
- Implement tools of green marketing & internet marketing

TEXT BOOKS:

Marketing Management, Philip Kotler, PHI Learning.

E-BOOKS: https://studentzone-ngasce.nmims.edu/content/Marketing%20Management/Marketing_Management_ZOSMLuTCjy.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. https://swayam.gov.in/nd1_noc20_mg04/preview
2. https://www.youtube.com/watch?v=1GjQkqgN95w&list=PLbMVogVj5nJRLj4IAD-qinMIQ_SiMUWfn
3. <https://www.my-mooc.com/en/categorie/marketing>

REFERENCE BOOKS:

1. Marketing Management, V.S.Ramasamy and S.Namakumari, Macmillan, India.
2. Marketing Management, C.B.Mamoria, R.K.Suri, Satish Mamoria, Kitab Mahal.
3. Marketing Management, Dr.C.B.Gupta, Dr.N.Rajan Nair, Sultan Chand & Sons.
4. Fundamentals of Marketing, Etzel, Stanton and Walker, Mc Graw Hill.
5. Marketing Management, Govindarajan, II Edition PHI Learning.

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

SEMESTER III

AREA - FINANCE

ELECTIVE I - FINANCIAL SERVICES

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand the theoretical frame work of financial service in India.
- To make an in depth knowledge in Merchant banking and Retail financial service.
- To make student learn principal of insurance and insurance industry in India.

UNIT I:

Financial Services – overview – Growth of financial services in India – Financial Services sector problems – Regulatory frame work: Reserve Bank of India – SEBI. Characteristics of Financial Services - Classification of Financial Services – Financial Intermediation and Disintermediation - Financial Exclusion and Inclusion – Financial Products and Services.

UNIT II:

Asset-Based Corporate Financial Services - Leasing and Hire-purchase – Mortgage Loans - Working Capital Finance – Factoring – Forfeiting - Commercial Paper - Certification of Deposit - Bank Deposit Schemes - Bonds and Debentures. Fee-Based Corporate Financial Services - Guarantees (Financial and Performance) - Letter of Credit - Bills Co-acceptance Facility (BCF) - Credit Insurance - Credit Syndication - Corporate Restructuring - Credit Rating - Electronic Fund Transfer - Venture Capital Finance.

UNIT III:

Merchant Banking – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking – Legal and Regulatory Frameworks. Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting

Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers. – Offer for Sale – Book – Building – Green Shoe Option – EIPO Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. off - Shore Issues.

UNIT IV:

Asset-Based Retail Financial Services - Personal, Consumer, Housing Finance, Residential Mortgage Backed Securities - Reverse Mortgage. Mutual Funds -- Types of Mutual Funds - its Organization and management - Micro Finance. Retail Financial Services - Credit Card, Debit Card and Smart Card – Bank assurance.

UNIT V:

Insurance - Principles of Insurance - Insurance Industry in India - Types of Insurance - Organizational Structure - Policy Issuing Process - Insurance Claims Handling Process - IRDA Regulations - Insurance Ombudsman Scheme – Corporate Governance in Financial Services Industry

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- A thorough grounding of financial service concepts.
- Gain an understanding of Merchant banking and Retail financial service.
- Gain knowledge about insurance and insurance industry in India

TEXT BOOK:

Financial Services and system K.Sasidharan and Alex K Mathews, , Tata McGraw-Hill.

E-BOOKS:

http://164.100.133.129:81/econtent/Uploads/Management_Financial_Services.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1., <https://www.mooc-list.com/tags/financial-management>

2 . https://swayam.gov.in/nd1_noc19_mg36/preview

REFERENCE BOOKS:

1. Financial Services, M.Y.Khan, Tata McGraw-Hill.
2. A Manual of Merchant Banking, J.C. Verma, Bharath Publishing House.
3. Lease Financing and Hire Purchase including Consumer Credits, Vinod Kothari, Wadhara& Company.
4. Indian Financial System, Machiraju, Vikas Publication House.
5. AMFI & SEBI Guidelines.

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

SEMESTER - III

AREA - FINANCE

ELECTIVE II - SECURITY ANALYSIS AND PORTFOLIO

MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To teach the fundamentals of investments along with the analysis and strategies to become successful investor.
- To equip the students with the theoretical and practical knowledge of Capital market. It will start from the investment introduction to the performance Evaluation of securities and portfolio.
- To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return tradeoff of an individual investor; it also persists how investment in securities market is evaluated based on Fundamental and Technical analysis.

UNIT I:

Introduction to Securities – Investment Vs Speculation, Gambling and Investment, Investment Objectives, the Investment Process. Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Listing of Securities - Stock Market Indices -The Securities and Exchange Board Of India: Objectives of SEBI, Functions of SEBI, Organization of SEBI, SEBI's Role in the Primary Market, Secondary Market.

UNIT II

Security Analysis - Meaning, Nature and Scope - Security Risk and Return – Systematic Risk – Unsystematic Risk – Significance of and alpha, Beta and coefficient of determination. Valuation of Securities – Bond – risk, Return and Valuation, Yield to maturity (YTM), Bond Value Theorems. Stock Return and Valuation: Zero Growth Model, Constant Growth Model, Two Stage Growth Model, The Three-Phase Model.

Unit III:

Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis-intrinsic value of shares. Technical Analysis : Technical Analysis,

Assumptions, History of Technical Analysis, Technical Tools, Dow Theory, Primary Trend, The Secondary Trend, Minor Trends, Support and Resistance Level, Indicators, Odd Lot Trading, Moving Average, Rate of Change, Charts. Technical Analysis vs. Fundamental Analysis. The Random-Walk Theory, Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form

UNIT IV:

Portfolio Analysis – Meaning and its need – Elements of Portfolio Management – Stages in Portfolio construction – Portfolio Risk and Return- Effects of combining Securities. The Markowitz Model, Risk and Return with Different correlation, Markowitz efficient frontier, Single index model, Corner Portfolio, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio. Capital Asset Pricing Theory –Capital Market Line, Securities Market line - Arbitrage Pricing Theory

UNIT V:

Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index Portfolio Revision: Passive Management, Active Management, The Formula Plans, Assumptions of the Formula Plan, Variable Ratio Plan.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Understand the various alternatives available for investment and Learn to measure risk and return.
- Value the equities and bonds and also gain knowledge of the various strategies followed by investment practitioner.
- Analyze and evaluate portfolio performance and knowledgeable on the different markets and instruments.

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:

Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing.

E-BOOKS:

http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. https://swayam.gov.in/nd2_imb19_mg09/preview
2. <https://www.coursera.org/learn/portfolio-management>
3. <https://www.axa-im.com/mooc-investment-management>

REFERENCE BOOKS:

1. Security Analysis and Portfolio Management, Donald E.Fischer and Ronald J.Jordan, Prentice Hall India / Pearson.
2. Investment Analysis and Portfolio Management, Ranaganathan and Madhumathi, Pearson Education.
3. Investment and Securities Market in India,V.A.Avadhani, Himalaya Publishing House
4. Security Analysis and Portfolio Management,S.Kevin,PHI Publications Pvt.ltd.

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

SEMESTER - III

AREA - FINANCE

ELECTIVE III - STRATEGIC FINANCIAL MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To provide knowledge about Strategic Financial Management.
- To help students to understand both corporate restructuring and corporate expansion.
- Acquire a reasonable knowledge in strategic cost management and corporate sickness.

UNIT I: INTRODUCTION

Financial Planning – Analysing Financial Performance – Approaches to Financial Planning – Short & long term Financial planning, as model for SFM. Health care models – medical health prevention and promotion model, integrative model and developmental model; holistic approach to health; alternative system of health – yoga naturopathy.

UNIT II CORPORATE RESTRUCTURING

Strategic Alliances – Divestiture – Ownership Restructuring – Leveraged Buyouts – Sell Offs – Leveraged Recapitalizations – Distress Restructuring.

UNIT III CORPORATE EXPANSION

Mergers & Amalgamations – Financial Frame Work – Merger as a Capital Budgeting Decision – Legal and Tax Aspects – post Merger Integration Issue. Acquisition / Take

over – Codes and Procedures – Techniques – Defensive Strategies – Cross Border Deals.

UNIT IV STRATEGIC COST MANAGEMENT

Strategy and Cost Management – Strategy Formulation and Cost Management System Design – Alternate Strategies – Objectives of Cost Management Systems – Causes and Symptoms of Broken Cost System –

Remedies – Cost of Quality and Long – Term Profitability – Activity Based Costing Principles – Activity Based Management – Target Costing.

UNIT V CORPORATE SICKNESS

Corporate Sickness – The Magnitude – Different Interpretation of Sickness – Causes of Sickness – Turnaround – Types of Turnaround – Basic Approaches – Surgical vs. Humane – Phases in Turnaround Management.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Identify the concepts of Strategic Financial Management
- Ability to understand the corporate restructuring and corporate expansion.
- Facilitates to identify both strategic cost management and corporate sickness.

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK:

1. Mergers, Restructuring & Corporate Control, FRED WESTON/KWANG CHUNG.
2. Financial Management, Ravi M Kishore, Taxmanns Publications.

E-BOOKS: <https://sfmclassnotes.files.wordpress.com/2014/10/financial-management-and-policy.pdf>

REFERENCE BOOKS:

1. Managerial Finance, Weston J.Fred&E.F.Brigham, Drydon Press
2. Financial Management and Policy, James. C. Van Horne, Prentice Hall of India (P) Ltd.,
3. Financial Services, M.Y.Khan, Tata McGraw Hill – 3rd Edition.
4. Principles of Corporate Finance, Richard A.Brealey and StewartC.Myers, Tata McGraw Hill.

5. Innovative Corporate Turnarounds, Pradip M.Khandwalla, Saga Publications, New Delhi.
6. The fourth Eye, Pradip M.Khandwalla, Saga Publications, New Delhi.
7. Company Resource: How to Manage a Business Turnaround, Kharbaunder O.P. and Stallworthy E.A, (Heinemann, London).
8. Strategic Management, Sharplin, McGraw Hill.

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

SEMESTER III

AREA - HUMAN RESOURCE ELECTIVE

I – STRATEGIC HUMAN RESOURCE MANAGEMENT

COURSEOBJECTIVES:

The Main Objectives of this course are to:

- To provide knowledge about Strategic Human Resource Management
- To help students understand the transformation in the role of HR functions from being a support function to strategic function.
- To highlights the Managing Strategic organizational renewal and restructuring SHRM

UNIT I

Strategic Human Resource Management in a changing Environment – Trends enhancing the importance of Human Resource Management – Globalization of the Economy – Technological changes, Challenging and Opportunities – Need to be flexible in response to changing Business environment – Increase in limitation related to HRM – Changing characteristics of the work force - Importance of HRM measurement in strategic thinking.

UNIT II

Role of globalization in HR policy and practice – International business strategies – Domestic and International HR Strategies - Global leadership and Global mindsets – Legal environment of HRM – Equal employment opportunity law – Age discrimination in Employment Act.

UNIT III

Strategic responses of organizations to change environment – Portfolio related strategic responses – Process related strategic responses – Structural Related strategic responses - A Strategic perspective: Human Resource for competitive advantage – Business Strategies and HRD – HRD and life cycle of organizations – HRD and organization performance.

UNIT IV

Managing Strategic organizational renewal – Managing change and OD – Institution TQM Programmes – Creating team based organizations – HR & BPR – Flexible work arrangements – Change models – Strategies for developing the employment relationship. Strategic HRD Systems practices and facilitators – Strategic HRD practices – Strategic HRD facilitators.

UNIT V

Change and restructuring SHRM – Performance Management – Scope of performance management strategy – Process of performance management – Evaluating the effectiveness of SHRM.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Students would have gained knowledge on the various aspects of SHRM
- Students will look at SHRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.
- Students would be aware of the emerging concepts in the field of SHRM

TEXT BOOK:

Strategic Human Resource Development, Kandula, PHI Learning.

E-BOOKS:

http://www.coris.uniroma1.it/sites/default/files/14.18.44_Armostrong%20M.pdf

REFERENCE BOOKS:

1. Strategic Human Resource Management, Michael Armstrong, Kogan Page 2nd Edition 2005.
2. Human Resource Management, H.John Bernardin, TATA McGraw Hill.
3. Human Resource Management, S.S.Khanka, S.Chand.
4. Human Resource Development, Silvera.D.M, The New India Publications.
5. Effective Human Resource Training and Development Strategy, Rathan Reddy B, Himalaya Publishing House.

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

SEMESTER - III

AREA - HUMAN RESOURCE

ELECTIVE II - LABOUR LEGISLATIONS

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To familiarize the students to the practical problems inherent in the implementation of labour statutes
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

UNIT I:

Industrial Disputes Act, 1947: -Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure

UNIT II:

Factories Act, 1948:-Meaning, objectives and applicability- Health, Safety and Welfare measures- Working hours, Holidays and annual leave- Special provisions regarding Employment of Women, Young persons and Dangerous operations. Employee state Insurance Act, 1948.

UNIT III:

Workmen's Compensation Act, 1923 and its objectives- Disablement under the Act-Accidents out of employment and course of employment- quantum of compensation.

UNIT IV:

Payment of Gratuity Act, 1972- Scope , applicability, minimum gratuity, nomination, rights of Employer and duties of Employee.

Payment of Bonus Act, 1965

Minimum Wages Act, 1948

Payment of Wages Act, 1936

UNIT-V

Trade Union Act, 1926- Functions, Registration, Applicability - International Labour Organization - Modern trend and Industrial Legislation.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- To appreciate the application of labour laws. Legal Provision relating to
a) Wages b) Working Conditions and Labour Welfare c) Industrial Relations d) Social Security
- Industrial relations system and Trade unions Industrial Disputes and labour welfare measures
- Labour legislation introduction and legal provisions for factory workers, wages and Bonus
- Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship

TEXT BOOK:

Industrial Relations and Labour Legislation M.R. Sreenivasan, Margam Publications

E-BOOKS:

https://www.icsi.edu/media/webmodules/Labour_Laws&_Practice.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.youtube.com/watch?v=rpllj8kbPBQ>
2. <https://nptel.ac.in/courses/122/105/122105020/>

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor, Sultan Chand & Sons, New Delhi.
2. Industrial Law, P.L. Malik, Eastern Book Company Lucknow.
3. Labour Laws for Managers, B D Singh.
4. Industrial & Labour Laws, S P Jain, Relevant Bare Acts.

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

SEMESTER - III

AREA - HUMAN RESOURCE

ELECTIVE III - TEAM BUILDING AND CONFLICT

MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand individual and group behaviour at work place so as to improve the effectiveness of organization.
- To understand conflict and strategies to resolve the conflict.
- Provide knowledge about industrial conflict and the ways to settle employee grievances

UNIT I:

Group dynamics – Importance - Functions of groups - Group Decision Making.

UNIT II:

Team working - team roles - types of teams - team building - stages of team development - team effectiveness - Dynamics of power and politics.

UNIT III:

Interpersonal communication - Communication process - Communication effectiveness - using feedback - Transactional Analysis

UNIT IV:

Conflict Management - Role of conflict - Sources of conflict - Consequences -classification of conflicts-approaches to conflict management

UNIT V:

Collaboration –Functions -Bases- Intervention for collaboration
Case studies related to Team building and Conflict management

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- The fundamentals of Negotiation, Types, process and techniques
- Develop the skillset to have manage group behavior in Organizations
- The basics of Conflict management, models, approaches and process
- Managing interpersonal, group and organizational conflict
- Conflict resolution models and cost of workplace conflict

TEXT BOOK:

Organisational Behavior, L.M.Prasad, Sultan Chand and sons.

E-BOOKS: <http://www.ajhepworth.yolasite.com/resources/9822-a5.pdf>

REFERENCE BOOKS:

1. Organisational Behavior, Stephen P.Robins, Prentice Hall of India, N.Delhi.
2. Human Relations and Organisational Behaviour, Dwivedi R.S, Macmillan N. Delhi.

Understanding Organisational Behaviour, UdaiPareek, Oxford University
3. Press,N.Delhi.
4. Organizational Behaviour, Lan Brooks, Pearson Education.

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

SEMESTER - III

AREA - OPERATIONS

ELECTIVE I - TECHNOLOGY MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- The focus of the course is on the key concepts, models, and methods that enable manager to effectively manage the development and utilization of technologies.
- The goal is to develop an awareness of the description, scope, and complexity of the phenomena, issues, and problems related to economics and management of technology and technological innovations.
- The course will mainly focus on the Tools for analyzing organizational impact and Learning organization
- In short, students will develop a better understanding of the complex issues surrounding the managerial tasks with respect to technology.

UNIT I:

Management of Technology: Description, scope and implications – Business architecture for technology management – Technology cycle approach to technology management – Technological base of the company and the need for technology analysis – Technology intelligence – Mapping technology environment.

Unit II:

Tools for analyzing organizational impact: New technology forecasting and planning – Knowledge mapping – Process of developing an R&D project – Managing technology for global competitiveness – Value Chain – Modes of value chain configuration.

UNIT III:

Learning organization – Knowledge imperative and learning process in technology management – Technical literacy and the knowledge imperative – Developing technology managers – Collaborative arrangements in domains of technology strategy – Risks of collaborative activity.

Unit IV:

The new product development process – Framework for product model and family competition – Process of managing products – Definitions in software – Product platform renewal; Concept to commercialization – Innovation – definition and components – innovation dynamics – Organizational mechanism for innovation – Characteristics of continuously innovative organizations.

UNIT V:

Management of technology process – Managing interfaces – Factors influencing effective integration in technical organizations – Barriers to implementation of structure for managing technology – Need for interdisciplinary approach and improved functional relationships – Measuring the benefits from managing technology – Dynamics of diffusion – Factors driving diffusion – Environmental trends and diffusion.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- To assess the description, scope, and complexity of the phenomena, issues, and problems related to technology management;
- To discuss various problems where particular managerial decisions need to be taken such as technology acquisition and transfer;
- To describe the primary tasks and decisions that are required to turn a technological innovation into a sound business opportunity;
- To assess how to integrate engineering and business knowledge in running business successfully.

TEXT BOOK:

Technology Management, Norma Harrison & Danny Samson, Tata McGraw Hill.

REFERENCE BOOKS:

1. Managing Technology and Innovation for Competitive Advantage, V.K.Narayanan, Pearson Education.
2. Hand Book of Technology Management, Gerard H Gaynor, McGraw-Hill.
3. Strategic Technology Management, Frederic Betzm, McGraw-Hill.
4. Technology Management, Robert Szakonyi, Viva Books Pvt.Ltd.

5. Technological Forecasting, Rohatgi P.K et al, Tata McGraw- Hill.
6. Management of Technology and Operations, Ray Gehani, John Wiley & Sons.

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

SEMESTER - III

AREA - OPERATIONS

ELECTIVE II - TOTAL QUALITY MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To learn the basic concepts of quality, various principles and practices of Quality Management
- To learn the concept of total quality management with quality audit
- To learn Scope of Human Resource Management in TQM environment.
- To learn Motivation the internal politics, Quality circles, Self-managed teams and Implementing Employee Involvement programs.

UNIT I:

Introduction to Quality Control, Principles and Concepts of Quality - Basics of Quality Management - Development of Quality Management Systems - Quality Planning - Quality Policies and Objectives - Functional planning deployment from Strategic plans - Measurements and Benchmarking

UNIT-II:

Quality Audits - Product, Process and System, Supplier Evaluation and Performance evaluation - Planning Quality Audits - QA plans - Quality Costs Prevention, Appraisal and Failure Costs - Quality Improvements - Corrective and Preventive actions - Role of Quality Control - Calibration.

UNIT III:

Concepts of TQM, Business Excellence models (EFQM, Deming, Malcolm Baldrige), TQM tools: Simple SQC tools to FMECA, New 7 tools, Business Process Reengineering, Cost/Time diagram, Quality Function Deployment - Business Excellence Awards and Case Studies - Six Sigma concepts - Recent Technique for Quality Improvement - Zero Defect - Quality Motivation Techniques

UNIT IV:

Scope of Human Resource Management - Human Resource Management in TQM environment Motivation – Leadership - Systems Approach to Human Resource Management.

Selection of ISO and Model - Implementation of ISO 9000 - Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

UNIT V:

Importance of employee participation - Historical foundation of employee involvement programs classical and industrial engineering approaches, SQC, Behavioral management innovations, Quality circles - Self managed teams - Implementing Employee Involvement programs.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Understanding the evolution of Quality management
- Understanding of quality Audits, Quality Improvements, philosophies and practices
- Ability to apply statistical process control to enhance quality Concepts of TQM, Business Excellence models.
- Ability to apply quality tools to enhance organization's quality performance
- Awareness of quality circles and Implementing Employee Involvement programs.

TEXT BOOK:

The Management and Control of Quality, Evans R. J and Lindsay M. W, 2nd Ed, 1994, Jaico Publishing house.

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. https://swayam.gov.in/nd2_imb20_mg46/preview
2. https://swayam.gov.in/nd2_imb20_mg28/preview
3. https://swayam.gov.in/nd1_noc20_mg57/preview
4. https://swayam.gov.in/nd2_imb20_mg35/preview

REFERENCE BOOKS :

1. Quality Control Hand Book', Juran, J.M. and Gryna, 2nd Ed., 1993.

2. Total Quality Management, Juran, Joseph M., Mc Graw-Hill Pub.
3. Quality Control and Total Quality Management, Jain, Tata McGraw Hill, 2002.
4. Total Quality Management, L. Suganthi, Anand A. Samuel, , PHI, New Delhi.

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

SEMESTER - III

AREA - OPERATIONS

ELECTIVE III - SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE:

The Main Objectives of this course are to:

- Understand the importance of and major decisions in supply chain management for gaining competitive advantage
- Develop a sound understanding of the important role of supply chain management in today's business environment
- Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations

UNIT I:

Introduction to Supply Chain Management (SCM) – Conceptual model of SCM –Evaluation of SCM – Supply Chain Process Cycles– Supply Chain Strategy Framework –Drivers of Supply Chain Performance.

UNIT II:

Operations and Procurement Management in Supply Chain – Lean Manufacturing and SCM – SCM for Mass Customization – Material Requirements Planning (MRP) – Just in Time Manufacturing – Vendor managed Inventory.

UNIT III:

Logistics – Meaning – Elements of Logistics Management – Distribution Transportation Management – Intermodal Transport – Warehousing – Types of Warehouse Automation – Packaging for Logistics – Third- Party Logistics – Logistics.

UNIT IV:

Information Technology for SCM – Advanced Planning and Scheduling (APS) – Different APS Tools – Data Warehouse concepts – Data Mining – Elements and its Techniques.

UNIT V:

Performance Measurement and Controls in SCM – Forms of Benchmarking – Key in Benchmarking – Supply Chain Operations Reference (SCOR) Modeling – Balanced for SCM.

COURSE OUTCOMES:

- Understanding of supply chain fundamentals
- Ability to design supply chain networks to enhance supply chain performance
- Ability to plan demand based on inventory and supply
- Understanding the role of logistics in supply chain performance
- Awareness of innovations for sustainable supply chains

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Apply foundational business skills needed in SCM settings.
- Distinguish cross-functional business processes in supply chains.
- Practice analytical business skills to address SCM challenges.
- Make decisions affecting supply chain's "plan," "deliver," and "customer management" functions.

TEXT BOOK:

Supply Chain Management (Concepts and Cases) – Rahul V. Altekar – Prentice Hall of India, 2006.

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. https://swayam.gov.in/nd2_cec20_mg31/preview
2. <https://www.edx.org/course/supply-chain-analytics>
3. https://swayam.gov.in/nd2_imb20_mg42/preview

REFERENCE BOOKS:

1. Christopher, Logistics and Supply Chain Management – Richard Irwin, 1994.
2. B.S.Sahay, Supply Chain Management for Global Competitiveness – Mac Millar, 1999.
3. Donald J.Bowersox and David J.Closs- Logistical Management- Tata Mc Graw Hill.
4. David Taylor and David Brunt-Manufacturing operations and Supply Chain Management-Vikas Thomson.
5. Philippe and Bornier – Global Operations and logistics-John Wiley & Sons, New York, 2002.
6. Supply Chain Management (Strategy, Planning and Operation) – Sunil Chopra and Peter Meindl, Pearson Education, 2nd Edition.

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

SEMESTER - IV

AREA - MARKETING

ELECTIVE I - RETAIL MANAGEMENT

COURSEOBJECTIVES:

The Main Objectives of this course are to:

- To familiarize with the various concept of Retail marketing.
- To understand Retail location.
- To know emerging trends in Global Retailing.

UNIT I:

Retailing – Meaning – Characteristics and Functions – Retail Management – Marketing concepts applied to Retailing – Retailing as career –Trends in retailing.

UNIT II:

Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Life cycle and phase in growth of retail markets – Methods of customer interaction.

UNIT III:

Retail location strategy – Retail location theories Importance of location decision – Types of location decision and its determining factors – Site selection analysis – Selection of shopping centre or market — Location assessment procedures.

UNIT IV:

Retail in India – Evaluation and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – Challenges to retail developments in India- Recent Trends in Retailing in India- On line Retailing

UNIT V:

Global retail market: Strategic planning process for global retailing – Challenges facing global retailers – Challenges and threats in global retailing – Factors affecting the success of a global retailing strategy.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Analyse the innovative Retail Marketing information.
- Able to explore the Retail avenues.
- Implement tool of customer interaction.

TEXT BOOK:

1. Retail Management-Chetan bajaj, Rahnish Tuli and Nidhi V.Srivastava, Oxford University Press, New Delhi.

E-BOOKS:

[http://debsoc.in/ebooks/BBA/BBA%205005%20RETAIL%20MANAGEMENT/R.%20-%20Retail%20management%20_%20a%20strategic%20approach%20\(2013,%20Pearson\).pdf](http://debsoc.in/ebooks/BBA/BBA%205005%20RETAIL%20MANAGEMENT/R.%20-%20Retail%20management%20_%20a%20strategic%20approach%20(2013,%20Pearson).pdf)

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. https://swayam.gov.in/nd2_cec20_mg01/preview
2. <https://www.my-mooc.com/en/mooc/introduction-to-retail-management/>

REFERENCE BOOKS:

1. Modern Retail Management – Principles and Techniques, J.N.Jain and P.P.Singh, Regal Publications, New Delhi-27.
2. Retailing Management – Text and Cases, Swapna Pradhan, Tata McGraw Hill, 2nd Edition 2004.
3. Retail Management, S.L.Gupta, Wisdom Publications, Delhi.
4. Retail Management – Barry Berman & Joel R.Evans, Prentice Hall of India, New Delhi.

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

SEMESTER - IV

AREA - MARKETING

ELECTIVE II - SERVICE MARKETING

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To familiarize with the various concepts of service marketing
- To understand the various market segmentation and issue in service marketing
- To know emerging trends in marketing strategies of service marketing

UNIT I:

Services Marketing – Need, Nature, Characteristics, Classification - Service Marketing in Indian Scenario – Level of Tangibility – Emergence of E-Service – Factors influencing growth of services – Service Revolution.

UNIT II:

Services Market Segmentation – Identifying Bases – Appropriate Bases for Market Segmentation – Selecting – Target Segment – Positioning in Service Market – Competitive Differentiation of Services – Process of positioning and importance of positioning

UNIT III:

Issues of marketing of services – Introduction – Service Product - Package – Pricing – Place – Promotion – People – Physical Evidence – Process Management – Inadequacy of marketing mix in service marketing.

UNIT IV:

Marketing Strategies in Service Marketing – Marketing Strategy in Services, Managing Service Quality, Managing Services Competition - Managing Productivity.

UNIT V:

Service Marketing Practices – Marketing of Health Services – Marketing of Financial Services - Marketing of Hospitality, Travels and Tourism

Products –Marketing of Educational Service – Marketing of Entertainment Services – Internationalization of Services.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

1. Analyse the innovative practice in service marketing.
2. Able to explore the market segmentation in service marketing.
3. Implement tools of marketing strategies of service marketing.

TEXT BOOK:

1.Services Marketing, The Indian Context, R.Srinivasan, PHI.

E-BOOKS:

https://gurukpo.com/Content/BBA/Service_Marketing.pdf

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1. <https://www.mooc-list.com/course/services-marketing-next-level-openlearning>
2. https://swayam.gov.in/nd1_noc20_mg12/preview

REFERENCE BOOKS:

1. Services Marketing, Vasanthu Venugopal, Himalaya Publishing House.
2. Services Marketing, Dr.S.Shajahan, Himalaya Publishing House, 2nd Edition.
3. Services Marketing, S.M.Jha, Himalaya Publishing House.
4. Services Marketing, Christopher.H.Love Lock, Prentice Hall of India.
5. Marketing of Services, Valarie ZeithmalEe Mary Jo Bitner, Tata McGraw Hill.
6. Services Marketing, K.Rama Mohana Rao, Pearson Education.

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

SEMESTER - IV

AREA - MARKETING

ELECTIVE III - INTEGRATED MARKETING COMMUNICATION

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- Develop a better understanding of marketing communications, its role and value as marketing tool
- Understand and appreciate integrated marketing communications and its channels
- Develop the skills needed in creating IMC programs
- Be able to effectively evaluate communications program

UNIT I:

Integrated Marketing Communication (IMC) – An integrated marketing communication plan – Value of IMC plan – Globally integrated marketing communication.

Promotion opportunity Analysis – Communication market analysis – Establishing a Communication budget – Types of budget.

UNIT II:

Advertising management – Advertising and the IMC process – Choosing an agency – Advertising planning and research – Advertising goals.

Advertising design – Advertising theory – Types of advertising appeals – Structures of an advertisement agency.

UNIT III:

Advertising media selection - Media Strategy – Media planning - Media buyers and Media selection – Television – Radio – Internet – Magazine – News papers – Direct Mail.

Marketing functions on the internet E-Commerce – E-Commerce Component security issues – Purchasing habits – Business-to-Business E-Commerce – International E-Commerce.

UNIT IV:

Message Strategies and Execution – Message Strategies – Cognitive strategies – Affective strategies – Conative strategies – Executional frameworks – Animation – Slice-of-life

– Dramatization – Testimonials – Authoritative – Demonstration – Fantasy – Informative – Creative advertisement – Advertising effectiveness – Beating Ad Clutter.

UNIT V:

Promotional Tools: Trade promotions – Nature of trade promotions – Types of trade promotions – Trade allowances – Trade contests – Trade incentives – Training programme – Trade shows – Point-of-purchase advertising.

Consumer Promotions: Coupons – Premiums – Refunds and Rebates – Sampling – Bonus pack – Price – offs-planning for consumer promotions – Business-to-Business programs – International consumer promotions.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Know how IMC fits into the marketing mix.
- Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.
- Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix.

TEXT BOOKS:

Integrated Advertising, Promotion and Marketing Communication,
Clow Baack, PHI Learning

E-BOOKS:

<https://repository.up.ac.za/bitstream/handle/2263/24225/02chapter2.pdf?sequence=3&isAllowed=y>

REFERENCE BOOKS:

1. Contemporary Advertising, William F.Arens, McGraw Hill.
2. Advertising Management, Rajeev Batra et al, Pearson Education.
3. Advertising Procedure, Kleppner's McGraw Hill.

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

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE I - SYSTEM ANALYSIS AND DESIGN

COURSE OBJECTIVES: .

The Main Objectives of this course are to:

- To know about the recent information systems and technologies.
- To understand the importance of information in business with Systems Analysis, Interface Structure Design, Object-Oriented Analysis and Design, and Testing.
- To know the technologies and methods used for effective decision making in an organization.

UNIT I:

Systems Development Life Cycle: Planning, Analysis, Design, Implementation. Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping.

Project Team Roles and Skills. Project Initiation: Identifying Business Value, Feasibility Analysis. Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

UNIT II:

Systems Analysis: Developing an Analysis Plan. - Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams. Data Modeling:

Entity Relationship Diagrams. System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams. Architecture Design: Computing Architectures, Infrastructure Design, Global and Security Issues.

UNIT III:

User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components. Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access. Program Design: Structure Chart, Program Specification.

UNIT IV:

Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation. Installation: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities.

UNIT V:

Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Learn the basics of Systems Development Life Cycle.
- Understand the system development methodologies.
- Understand User Interface Structure Design , Object-Oriented Analysis and Design, and Testing.
- Learn the various technologies in information system and its security.
- Gains knowledge on effective applications of information systems in business.

TEXT BOOKS:

1. Systems Analysis and Design: An Applied Approach, Alan Dennis and Barbara H. Wixom (2002), John Wiley & Sons.
2. Software Engineering: A Practitioner's Approach, Roger, S. Pressman (2001), McGraw-Hill.

E-BOOKS:

REFERENCE BOOKS:

1. System Analysis and Design and the Transition to Objects, Sandra, D. Dewitz (2002), McGraw-Hill.
2. System and Design Methods, Jeffrey, L. Whitten and Lonnie D. Bentley (2000), Irwin McGraw-Hill.

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

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE II - SOFTWARE PROJECT MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

UNIT I:

Introduction to Competencies - Product Development Techniques - Management Skills-Product Development Life Cycle - Software Development Process and models - The SEI CMM - International Organization for Standardization.

UNIT II:

DOMAIN PROCESSES:Managing Domain Processes - Project Selection Models - Project Portfolio Management - Financial Processes - Selecting a Project Team - Goal and Scope of the Software Project - Project Planning - Creating the Work Breakdown Structure - Approaches to Building a WBS - Project Milestones - Work Packages - Building a WBS for Software.

UNIT III:

SOFTWARE DEVELOPMENT:Tasks and Activities - Software Size and Reuse Estimating - The SEI CMM - Problems and Risks - Cost Estimation - Effort Measures - COCOMO: A Regression Model - COCOMO II - SLIM: A Mathematical Model - Organizational Planning - Project Roles and Skills Needed.

UNIT IV:

SCHEDULING ACTIVITIES:Project Management Resource Activities - Organizational Form and Structure - Software Development Dependencies - Brainstorming - Scheduling Fundamentals - PERT and

CPM - Leveling Resource Assignments - Map the Schedule to a Real Calendar - Critical Chain Scheduling.

UNIT V:

QUALITY ASSURANCE:Quality: Requirements – The SEI CMM - Guidelines - Challenges - Quality Function Deployment - Building the Software Quality Assurance - Plan - Software Configuration Management: Principles - Requirements - Planning and Organizing - Tools - Benefits - Legal Issues in Software.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- Manage different phases of Software Project Management
- Identify Risk and create risk mitigation plan
- Apply software quality assurance for better quality software delivery

TEXT BOOK:

Quality SoftwareProject Management, Robert T. Futrell, Donald F. Shafer, Linda I. Safer, Pearson Education, Asia, 2002.

E-BOOKS:

REFERENCE BOOKS:

1. Software Project Management in Practice, Pankaj Jalote, Addison Wesley, 2002.
2. Software Project Management –A concise study, SA Kelkar – PHI.
3. Software Project Management, 3/E, Hughes, Tata McGraw-Hill, 2004.

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

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE III - DECISION SUPPORT SYSTEMS

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To understand the importance of information in Managerial decision making.
- To know about the recent Decision support systems and Group Decision Support Systems
- To understand the Intelligent Decision support systems with advanced Techniques

UNIT I:

Managerial decision making and information systems - Requirement for decision support for decision making and other executive work - Human decision making heuristics and bounded rationality - Types of Decision Support Systems

UNIT II:

Decision support systems - Introduction and overview - From human decision making to DSS - DSS architecture - Decision modeling and analysis - Decision Support Developments - Executive Information Systems - Data warehousing, access, analysis, mining and visualization.

UNIT III:

Group Decision Support Systems - Goals of Group Decision Support Systems - Group versus individual activities - Types of Group DSS - Negotiation Support Systems.

UNIT IV:

Intelligent Decision support systems - Knowledge-based decision support systems Knowledge acquisition and validation - Knowledge representation - Inference techniques.

Decision Making Under Uncertainty - Introduction and overview - Understanding risk in making decisions - Managerial risk taking and organizational decision making - Modeling uncertainty

UNIT V:

Advanced Techniques - Neural Network fundamentals - Neural Network Architecture Simple Neural Network applications - Genetic Algorithm - Fuzzy Logic - Fuzzy Sets in decision making - Intelligent software agents and creativity - System integration and future of DSS.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Decision Support Systems are tools decision makers use to gain a better understanding of their business
- DSS focuses how models, data, and other analytical tools, decision makers might use in the reasoned consideration of the options available to them.
- Understand the Group Decision Support Systems in the current business environment and the Intelligent Decision support systems.
- Gains knowledge on effective applications of information systems and advanced Techniques in business.

TEXT BOOKS

Decision Support Systems and Intelligent Systems, Efraim turban and Jay E Aronson, PHI, 1998.

E-BOOKS:

REFERENCE BOOKS:

1. Decision Support Systems, Janakiraman V.S. and Sarukesi. K. Prentice Hall of India 1999.
2. Decision Support Systems and Data Warehousing, Macllah, Tata McGraw-Hill , 2003.
3. Decision Support System and Management, Lofti, McGraw Hill Inc., International Edition, New Delhi, 1996.

4. Decision Support System, Marakas, Prentice Hall
International Paper back Edition, Delhi, 1998.

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

EXTRA DISCIPLINARY COURSE

EDC I - ENTREPRENEURSHIP DEVELOPMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- To make successful entrepreneurs
- To equip and develop the learner's entrepreneurial skills and qualities essential to undertake business.
- To explain development of entrepreneurs in sources of business and Institutional Finance.
- To enable him to relate his product and industry to the total environment, to find what is significant in it and to take it into account in his decisions and actions.

UNIT I:

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur – Types of Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT II:

Entrepreneurial Environment – Economic and Non-Economic Factors – Entrepreneurial Motivation – Need for EDPS.

UNIT III:

Sources of Business / Product ideas – Market Research – Pre-feasibility study - Criteria for selection of a project – Project Report Preparation and Evaluation Criteria.

UNIT IV:

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – Small Industries Development Bank of India (SIDBI) – Small Industries Service Institute (SISI) – District Industries Centre (DIC) – SIDCO – SIPCOT and ITCOT – Microfinance and Self Help Groups.

UNIT V:

Launching and Development of Small Business – Institutional Support to Small Business– Growth Strategies – Product Launching – Monitoring and Evaluation of Small Business – Industrial Sickness – Causes and Consequences – Preventing Sickness.

COURSE OUTCOMES:

On the successful completion of the course, student will be able to:

- The learners will gain entrepreneurial competence to run the business efficiently.
- The learners are able to undertake businesses in the entrepreneurial environment and Institutional Finance
- The learners are capable of preparing business plans, feasible Projects and develop their business ventures successfully
- The learners shall monitor the business effectively towards growth and development by Launching and Development of Small Business

E-BOOKS:

REFERENCE BOOKS:

1. Entrepreneurial Development - S.S.Khanka - S.Chand and Company.
2. Projects, Planning, Analysis, Selection Implication & Review – Prasanna Chandra– Tata McGraw Publications.
3. Hand Book for Entrepreneur – P.C.Jain – Oxford University Press.
4. Entrepreneurship – Hisrich – Tata McGraw Hill.
5. Entrepreneurship Development – Gupta & Srinivasan – S.Chand

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

EXTRA DISCIPLINARY COURSE

EDC II - STRESS MANAGEMENT

COURSE OBJECTIVES:

The Main Objectives of this course are to:

- Learn to apply stress management principles in order to achieve high levels of performance
- Practice a wide range of stress management techniques and evaluate their effectiveness in dealing with their own personal challenges
- Develop various coping strategies to handle stress
- Maintain a stress awareness log. Include identification of causes, symptoms, and analysis of effects.
- Gather information on current stress management techniques and evaluate personal relevance.

UNIT I:

Understanding Stress: Meaning – Symptoms – Work Related Stress – Individual Stress– Reducing Stress – Burnout.

UNIT II:

Common Stress Factors Time and Career Plateauing: Time Management –Techniques – Importance of Planning the day – Time Management Schedule – Developing Concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

Career Plateauing – Identify career plateaus – Structural and content plateauing –Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing –Sustaining a marketable career.

UNIT III:

Crisis Management: Implications – Peoples issues – Structure issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV:

Work Place Humour: Developing a sense of humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V:

Self - Development: Improving Personality – Leading with Integrity – Enhancing Creativity – Effective Decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for Peace – Yoga for Life.

COURSE OUTCOME:

On the successful completion of the course, student will be able to:

- Understand and explain the concept of Stress and types of stress
- Evaluate the cultural differences causing stress
- Assess and analyze the symptoms, causes and effects of personal and academic stressors in order to implement appropriate stress management techniques.
- The learners Monitor effectiveness of stress management techniques and revise to meet current needs and crisis management.
- The learners shall manage self and self-development by practicing yoga for life

E-BOOKS:

REFERENCE BOOKS:

1. The Executive Track: An Action Plan for Self Development – Bhatia R.L. – Wheeler Publishing, New Delhi, 1996.
2. Human Values for Managers – Chakravathy S.K. - Wheeler Publishing, New Delhi, 1996.
3. Total Career Management – Frances A Clark – McGraw-Hill/Henley Management Series, 1995.
4. Managing Stress – Jeff Davidson – Prentice Hall of India – New Delhi, 1998.
5. Eternal Values for a Changing Society – Swamy Ranganathananda – Bharatiya Vidya Bhavan, 1995.