

Dr. Harisingh Gour Vishwavidyalaya, Sagar (M.P)
(A Central University)



DEPARTMENT OF BUSINESS MANAGEMENT

SYLLABUS

Of

Master of Business Administration

()

I & II SEM.

2021-22

2023-24


Dr. Sunoet Wale
28/11/23


Prof. D-K. Nema
28/11/23


28/11/23


28/11/2023

MBA CBCS Programme

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

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

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

Credit Distribution Scheme for MBA CBCS Programme

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

Explanation of Course Character Code:

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

Where,

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

Scheme of Examination & Evaluation:

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

The marks for attendance shall be awarded as follow:

- (I) 75 % and below
- (II) >75% and upto 80%

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

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

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: 01 Marks

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

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- 75% Attendance Compulsory to appear in the Final Examination.

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121	Indian Ethos and Business Ethics	100	4	3	1	0	4
2.	BUM-DSM-122	Managerial Economics	100	4	3	1	0	4
3.	BUM-DSM-123	Business Statistics	100	4	3	1	0	4
4.	BUM-DSM-124	Business Environment	100	4	3	1	0	4
5.	BUM-DSM-125	Principles of Management and Managerial skills	100	4	3	1	0	4
6.	BUM-DSM-126	Accounting for Managers	100	4	3	1	0	4
7.	BUM-MDM-127	Computer Applications for Business	100	4	3	1	0	4
8.	BUM-SEC-128	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	Total		800	32	24	8	0	32

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221	Marketing Management	100	4	3	1	0	4
2.	BUM-DSM-222	Human Resource Management	100	4	3	1	0	4
3.	BUM-DSM-223	Financial Management	100	4	3	1	0	4
4.	BUM-DSM-224	Operation Management	100	4	3	1	0	4
5.	BUM-DSM-225	Organizational Behavior	100	4	3	1	0	4
6.	BUM-DSM-226	Marketing Research	100	4	3	1	0	4
7.	BUM-MDM-227	Research Methodology	100	4	3	1	0	4
8.	BUM-SEC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	Total		800	32	24	8	0	32

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121	Indian Ethos and Business Ethics	100	4	3	1	0	4
2.	BUM-DSM-122	Managerial Economics	100	4	3	1	0	4
3.	BUM-DSM-123	Business Statistics	100	4	3	1	0	4
4.	BUM-DSM-124	Business Environment	100	4	3	1	0	4
5.	BUM-DSM-125	Principles of Management and Managerial skills	100	4	3	1	0	4
6.	BUM-DSM-126	Accounting for Managers	100	4	3	1	0	4
7.	BUM-MDM-127	Computer Applications for Business	100	4	3	1	0	4
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MBA First Semester

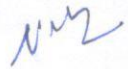
S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121	Indian Ethos & Business Ethics	100	04	3	1	0	04

Course Objective: The objectives of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.	10
UNIT - II	Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.	12
UNIT - III	Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.	10
UNIT - IV	Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism, Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.	14
UNIT - V	Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Work Place Spirituality., Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world.	14

Books Recommended:

1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, NewDelhi
2. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. 2000.



MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits		
					L	T	P
2.	BUM-DSM-122	Managerial Economics	100	4	3	1	0

Course Objective: To understand the role of Managerial economics in business and its various aspects influencing both society and economy.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Nature and Scope of Managerial Economics, Micro Economics, Fundamental principles of Managerial Economics- Incremental principle, Marginal principle, opportunity cost, discounting principles. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision Making.	12 Hours
UNIT - II	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.	12 Hours
UNIT - III	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short Run, Long-Run.	12 Hours
UNIT - IV	Market Structure: Introduction, Characteristics of perfect competition, Price determination under Perfect Competition; Pricing under monopoly, types of monopoly, price discrimination, Pricing under Monopolistic Competition, Pricing under oligopoly, equilibrium price, kinked demand curve; discriminating prices.	12 Hours
UNIT - V	National Income-Meaning, objectives and Measurement, Importance, Inflation-meaning, types, Monetary and Fiscal Policy in Business.	12 Hours

Books Recommended:

- Dr. D.N. Diwevedi.
- R. L. Varshney and K.L. Maheshwari, Managerial economics, Sultan Chand and Sons.
- Yogesh Maheshwari, Managerial Economics, PHI Learning Pvt. Ltd.
- Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press

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S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-DSM-123	Business Statistics	100	4	3	1	0	4

Course Objective: The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Business Statistics: An Overview-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics- especially in Business Management.	12 Hours
UNIT - II	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions - Binomial distribution, Poisson distribution, Normal distribution.	12 Hours
UNIT - III	Correlation Analysis- Introduction, Significance of the study of correlation, Types of correlations, Methods of studying correlation-scatter diagram method, graphic method, Karl Pearson coefficient of correlation, Rank correlation. Coefficient of correlation and probable error, Coefficient of determination. Regression Analysis- Introduction, uses of regression analysis, difference between correlation and regression analysis. Regression equations, methods of simple regression.	12 Hours
UNIT - IV	Analysis of Time Series- Introduction, Definition, Utility of Time Series. Components of a Time Series- Secular Trend, Seasonal Variations, Cyclical Variations, Irregular Variation, Methods of measuring trends- Free hand method or graphic method, semi average method, moving average method, least square method. Business Forecasting: Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Model.	12 Hours
UNIT - V	Index Numbers - Introduction, Definition and uses of Index Numbers, Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Marketing Analytics: Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing.	12 Hours

Books Recommended:

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

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	
4.	BUM-DSM-124	Business Environment	100	4	3	1	0	

Course Objective: The objective of the course is to make the students familiar with environment and evaluate its various components in business.

UNITS	CONTENTS	MAX. HOURS
UNIT I	The Nature of Business Environment-Significance of Business Environment – Types of Environments: Internal Environment – External Environment, Nature of Modern Business, Liberalization, and Privatization & Globalization in India.	12 Hours
UNIT II	Political and Legal Environment of Business: Critical elements of Political Environment – constitutional framework of India – the role of Government in Business –Changing Dimensions of Legal Environment in India – MRTP Act – FEMA Act – Consumer Protection Act – Competition Act.	12 Hours
UNIT III	Economic Environment of Business: Economic growth & National income – Economic System, Fiscal Policy – Monetary Policy, Elements of Social –Cultural Environment .	12 Hours
UNIT IV	Consumerism in India – Corporate Social Responsibility, Technological Environment of Business – Patents and Trademarks.	12 Hours
UNIT V	Govt. & Planning- India's Five Year Plan & Structural Reforms, New Economic Policy, Government's promotional role in Industrial Development, Govt. Policy & Small Scale Industry, Foreign Trade Policy, FDI in India, SEZs: Concept, Role and Impact.	12 Hours

Books Recommended:

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

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S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-125	Principles of Management and Managerial skills	100	4	3	1	0	4

Course Objective: The course is meant to acquaint the student with the Principles of Management and enhancing the managerial skill of the students.

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

Books Recommended:

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

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits		
					L	T	P
6.	BUM-DSM-126	Accounting for Managers	100	4	3	1	0

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

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

Essential & Suggested Readings :

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

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S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-MDM-127	Computer Applications for Business	100	4	3	1	0	4

Course Objective: To provide computer skills and knowledge to students and to enhance the understanding of computer and its applications for business operations.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Basic features of computer systems and their applications in managerial decision making and in business, Generations of computer and overview of computer language. Computer hardware and software.	12 Hours
UNIT - II	MS word: - creation of documents-inserting tables , pictures, page number dates, Header, Footer etc. MS excel:- creation of spread sheet applications, Graphs and Charts, Calculation of various financial functions. MS power point: - Creation of slides, Animation, and templates, Designing Presentations, Slide show controls.	12 Hours
UNIT - III	MS Access:- Creation of database, design a form, import and export data. Database Management System: Definition of database system, purpose of database system, The importance of data models, Business rules, The evolution of data models, Database Models, Main Components of a DBMS.	12 Hours
UNIT - IV	Internet Applications, Clients & Servers, Types of Internet Services, ISP, Address in internet, intranets. E-mail basics, outlook express, Mail Merge, FTP file transfer-protocol introduction and basic procedure, World Wide Web (WWW) -Basic features. Overview of URL, HTTP, HTML, XML.	12 Hours
UNIT - V	Computer Networks: LAN, WAN, MAN, Network Topologies, concepts of E-commerce and E-business, ERP, MIS Overview of Emerging Technologies: Bluetooth, cloud computing, big data, data mining, mobile computing.	12 Hours

Books Recommended:

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






MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits		
					L	T	P
8.	BUM-SEC-128	Seminar & Term Paper / Project Work	100	4	3	1	0

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

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

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MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221	Marketing Management	100	4	3	1	0	4
2.	BUM-DSM-222	Human Resource Management	100	4	3	1	0	4
3.	BUM-DSM-223	Financial Management	100	4	3	1	0	4
4.	BUM-DSM-224	Operation Management	100	4	3	1	0	4
5.	BUM-DSM-225	Organizational Behavior	100	4	3	1	0	4
6.	BUM-DSM-226	Marketing Research	100	4	3	1	0	4
7.	BUM-MDM-227	Research Methodology	100	4	3	1	0	4
8.	BUM-SEC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	Total		800	32	24	8	0	32

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MBA Second Semester

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

Course Objective: To impart basics of Marketing Management, Marketing Environment, Marketing Segmentation, Product Planning and Development, Product pricing, and Channels of Distribution etc. in Notational and International Environment

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

Books Recommended:

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

MBA Second Semester

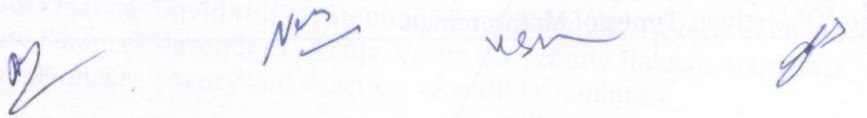
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-DSM-222	Human Resource Management	100	4	3	1	0	4

Course Objective: The objective of this paper is to develop conceptual as well as practical understanding of Human Resource Management.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	HRM-Def, Characteristics, History; Role of HR Practitioner; HRM Policies; HRP; Recruitment & Selection; Competency based HRM; Training Methods.	12 Hours
UNIT - II	Job Analysis; Organisational Culture & Climate; Organisational Commitment; Employee Satisfaction; Quality of Work Life. Job Rotation & Enrichment.	12 Hours
UNIT - III	Performance Appraisal; Compensation Management---- Job Evaluation; Variable Compensation; Economic Wage Theories; Performance linked compensation Executive Compensation; Fringe Benefits & Incentive Planning	12 Hours
UNIT - IV	Conflict Management---Employee Discipline; Grievance Management; Disciplinary Action; Separation Process---Turnover; Retirement; Out Placement, VRS, Golden Handshake.	12 Hours
UNIT - V	Introduction to HR Analytics----- Concept & Def of HR Analytics, HR Decision Making, Benefits of HR Analytics; Green HRM----Concept, Benefits & Importance.	12 Hours

Books Recommended:

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



MBA Second Semester

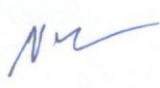
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-DSM-223	Financial Management	100	4	3	1	0	4

Course Objective: To understand the concept, scope and various financial function, and familiarize students with the technique of financial management.

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

Books Recommended:

- Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi Westvile, 1995.
- Corporate Finance- Jonathan Berk and Peter DeMarzo, Pearson Publication
- Corporate Finance- David Hillier, Stephens Ross, Randolph Westerfield, Jelfrey Jaffe and Bradford Jordan
- Corporate Finance- Narender L. Ahuja, Varun Dawar and Rakesh Arrawatia
- Corporate Fianace- Theory and Practice- Aswath Damodaran



MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-DSM-224	Operation Management	100	4	3	1	0	4

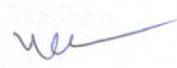
Course Objective: To understand the concept, scope and various operations function and familiarize students with the technique of production planning and control.

UNITS	CONTENTS	MAX. HOURS
UNIT – I	Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, Value Analysis. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.	12 Hours
UNIT – II	Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Material Handling System, Material Handling Principles, Classification of Materials Handling Equipment's Facilities Management, Location of facilities, Productivity, Capacity planning, Layout of facilities, and JIT	12 Hours
UNIT – III	Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing. Operations Scheduling: Introduction, Types of Scheduling Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Aggregate Production Planning; Master Production Schedule and MRP	12 Hours
UNIT – IV	Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory, EOQ-Continuous and Periodic review Inventory models, Project Management, Quality management, Production planning & Control.	12 Hours
UNIT – V	Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance.	12 Hours

Books Recommended:

- Operations Management – Jay Heizer, Barry Render and Chuck Munson
- Production and operation Management- Prof. K.C.Jain, Dr. P.L. Verma and Mr. Prabhat Kartikey
- Operations Management- Nigel Slack, Alistair Brandon Janes and Robert Johnston
- S.N. Chary, Production and Operation, (Tata McGraw Hill).
- Jay Heizer & Barry Render: Operation Management, Prentice Hall International, Inc. 2001, International Edition.






MBA Second Semester

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-225	Organizational Behaviour	100	04	03	1	0	0

Course Objective: Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

UNITS	CONTENTS	MAX. HOUR
UNIT - I	Introduction to organizational behaviour, Foundations of individual behavior, Attitudes and Values, Personality, Perception, learning.	12 Hours
UNIT - II	Transactional analysis and managerial interpersonal styles, Basic concepts and Theories of Motivation; applied motivation practices, work stress	12 Hours
UNIT - III	Group dynamics, team dynamics, power and political behaviour, conflict and negotiation, leadership, communication.	12 Hours
UNIT - IV	Organization, organization culture, creativity and innovation, decision making, case study.	12 Hours
UNIT - V	Organisational change & development, organizational effectiveness, quality of work life, international organizational behaviour.	12 Hours

Books Recommended:

- Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education 13th Ed., 2009.
- Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.,
- Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition, 2008

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-226	Marketing Research	100	4	3	1	0	4

Course Objective: To equip the students with the basic understanding of the research methodology used in marketing and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

UNITS	CONTENTS	MAX. HOURS
UNIT – I	Marketing Research: - Definition of marketing research, The role of marketing research in MkIS and DSS, Marketing research process, Ethics in Marketing research, Internet and computer application.	12 Hours
UNIT – II	Identification of Problem:- Defining the marketing research problem, The process of defining the problem and developing research approach, Components of the research approach, Literature Review:- Identifying, accessing and managing sources of information and scholarly literature, Academic writing and referencing.	12 Hours
UNIT – III	Research Proposal:-Purpose, nature and evaluation, Content and format, Practical considerations, timelines, budgets, supervision management Presentation and defense of proposals.	12 Hours
UNIT – IV	Sampling and Data Collection: - Sampling and sampling methods, Designing and Coding Questionnaires, Data Entry and Screening, Data collection methods- primary and secondary sources.	12 Hours
UNIT – V	Tools and Techniques:- Concept of Hypothesis ,Parametric and non parametric test. Factor Analysis: - Basic Concept, Objectives of factor analysis, Factor analysis models, Application of common factor analysis.	12 Hours

Books Recommended:

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

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-MDM-227	Research Methodology	100	4	3	1	0	4

Course Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Research Methodology: - Concept of business research, Types of business research: - Applied and Basic fundamental research, Ethics and business research, Scientific Investigation, Research Process.	12 Hours
UNIT - II	Sample Design:- Population, elements, sample unit and subjects, parameters, Reason for sampling, representativeness of sample, Normality of distribution, Probability and non-probability sampling. The research design:-Purpose of the study, Types of Investigation, Causal Vs Correlational.	12 Hours
UNIT - III	Questionnaire and Data Collection:-Sources of data, Data Collection method, Review of the advantages and disadvantages of different data, Issues in data collection. Ethics in data collection. Questionnaire: - Concept of Questionnaire, Essentials for questionnaire design :- Content and purpose of questions, Language and wording of the questionnaire, Types and form of question, Sequencing of questions, Personnel data sought from the respondents.	12 Hours
UNIT - IV	Tools of Data Analysis:- Hypothesis Testing, Type I and Type II Errors. Parametric test:- Z test, t-test, F-test; Non Parametric test:-Chi-square test, Kruskal-Wallis Test, Analysis of variance.	12 Hours
UNIT - V	Research Report:-The written report: - Purpose of written report, Audience of written report, Characteristics of a well-written report, Content of the research report, Integral part of the report.	12 Hours

Books Recommended:

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

MBA Second Semester

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

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

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

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

(A Central University)



Department of Business Management

Syllabus

Of

MASTERS OF BUSINESS ADMINISTRATION

III & IV SEM

(As per AICTE/NEP Model)

w.e.f. Session 2023

Dr. Sumeet Wala
28/11/2023

Prof. D.K. Verma
28.11.23

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28/11/23

MBA CBCS Programme

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

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

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

Credit Distribution Scheme for MBA CBCS Programme

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

Explanation of Course Character Code:

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

Where,

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

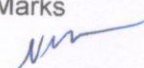
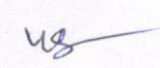
Scheme of Examination & Evaluation:

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

The marks for attendance shall be awarded as follow:

- (I) 75 % and below
- (II) >75% and upto 80%

00 Marks
01 Marks


(III) > 80% and upto 85%
 (IV) > 85% and upto 90%
 (V) > 90% and upto 95%
 (VI) > 95 %

02 Marks
 03 Marks
 04 Marks
 05 Marks

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

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Sl. No.	Course Name	CC	SE	OE	Total	Minimum Duration
1	Business Mathematics	12	0	0	12	02 Years
2	Business Statistics	12	0	0	12	02 Years
3	Business Economics	12	0	0	12	02 Years
4	Business Law	12	0	0	12	02 Years
5	Business English	12	0	0	12	02 Years
6	Business Computer	12	0	0	12	02 Years
7	Business Management	12	0	0	12	02 Years
8	Business Accounting	12	0	0	12	02 Years
9	Business Finance	12	0	0	12	02 Years
10	Business Marketing	12	0	0	12	02 Years
11	Business Information Systems	12	0	0	12	02 Years
12	Business Project	12	0	0	12	02 Years

ALCC : All India Council for Technical Education
 CC : Core Course
 SE : Special Elective
 OE : Open Elective
 Total : Total Marks
 Minimum Duration : Minimum Duration

Regular MBA Course for III & IV Semester

MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-321	Quantitative Techniques	100	4	3	1	0	4
2.	BUM-DSM-322	Entrepreneurship	100	4	3	1	0	4
3.	BUM- DSM-323	Legal Environment for Business	100	4	3	1	0	4
4.	BUM-SEC-324	Soft Skill development & Field Project	100	4	3	1	0	4
		Specialization: Marketing Management						
5.	BUM- SE -325A	Digital and Social Media Marketing	100	3	2	1	0	3
6.	BUM- SE -325B	International Marketing and Service marketing	100	3	2	1	0	3
		Specialization: Financial Management						
4.	BUM- SE -326A	Management of Financial Institutions and Risk Management	100	3	2	1	0	3
5.	BUM- SE -326B	Security Analysis and Portfolio Management	100	3	2	1	0	3
		Specialization: Human Resource Management						
5	BUM- SE -327A	Human resource metrics & Compensation management	100	3	2	1	0	3
6.	BUM- SE -327B	Strategic HRM and Performance Management Systems	100	3	2	1	0	3
			600	22	16	6	0	22

MBA Fourth Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- AECC-421	Project Management	100	4	3	1	0	4
2.	BUM- DSM-422	Corporate Strategy	100	4	3	1	0	4
3.	BUM-SEC-423	Soft Skill Development & Field Project	100	4	3	1	0	4
		Specialization: Marketing Management						
5.	BUM- SE -424A	Retail Management and product Management	100	3	3	0	0	3
6.	BUM- SE -424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3
		Specialization: Financial Management						
4.	BUM- SE -425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3
5.	BUM- SE -425B	International Accounting and Projects Planning Analysis Management	100	3	3	0	0	3
		Specialization: Human Resource Management						
4.	BUM- SE -426A	International HRM and Cross Cultural Management	100	3	3	0	0	3
6.	BUM- SE -426B	Industrial Legislation & Labour Laws	100	3	3	0	0	3
			500	18	15	3	0	18

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Third Semester
Course Code: BUM-DSM-321
Title: Quantitative Techniques

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	
1.	BUM-DSM-321	Quantitative Techniques	100	4	3	1	0	

Course Objective: *The objective of the course is to make the students familiar with some basic statistical and mathematical modelling. Students will learn the skills to build their formulations. The focus, however, is on their applications in business decision-making*

UNIT – I	Quantitative Techniques:- An Overview, Methods, Importance, and Scope of Quantitative Techniques in Business Management.	12 Hours
UNIT –II	Linear Programming- Introduction, Formulation of Linear Programming Problems, Solutions of Linear Programming Problems by Graphical Method, Simplex Method.	12 Hours
UNIT – III	Transportation Problem- Finding Initial Basic Feasible Solutions- Northwest Corner Rule, Least Cost Method, Row Minima Method, Column Minima Method and Vogel's Approximation Methods, Test of Optimality-Modified Distribution Method. Assignment Model- Hungarian Method for the Optimal Solution, Solving the Unbalanced Problem.	12 Hours
UNIT – IV	Decision Theory - Introduction, Payoff Table, Regret Table, Decision Making Under Uncertainty- Maximax, Maximin, and Minimax Regret Criterion, Laplace Criterion, Hurwitz Criterion, Expected Monetary Value Criterion, Expected Opportunity Loss Criterion.	12 Hours
UNIT – V	Network Analysis- Rules and Precautions of Network Construction; CPM and PERT Networks- Obtaining the Critical Path, Probability of Completion of Project. Game Theory- Competitive Games, Rectangular Game, Obtaining the Saddle Point, Value of the Game, Solution of Games with Saddle Points.	12 Hours

Books Recommended:

- Gupta, S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
- Gupta, S.C., Practical Statistics, Sultan Chand & Sons, New Delhi.
- Sharma J.K., Business Statistics, Pearson, New Delhi
- J.C. Pant, Introduction to Optimisation: Operations Research, Jain Brothers, Delhi,
- Pannerselvam, Operations Research, Prentice Hall of India
- Iyer, Operation Research, TMH






Third Semester
Course Code: BUM-DSM-322

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

Course Objective: The Objective is to Introduce the procedures for Start-ups, smooth running of business and understanding the Challenges.

UNIT – I	Entrepreneurship and Intrapreneurship—similarities and variance; India's start up revolution—Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators; Rural entrepreneurship, social entrepreneurship, women entrepreneurs; The entrepreneurial mind-set, Key attributes of an entrepreneur; Desirable and acquirable attitudes and behaviors --- right time, right age, right conditions	12 Hours
UNIT – II	Myths and realities of entrepreneurship; Transition from regular job to start-ups; source of Finance & Entrepreneurial Stress; life stages of entrepreneurship; Conceiving ideas ---Challenges, generating Idea, opportunity and retrospective determinism; Creating and appropriating value- Scarcity, choice and trade offs- Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling.	12 Hours
UNIT – III	Understanding Market:- Market segmentation, Market size; Market plan, pricing Strategy; Heuristics approach and Gut-feeling in business decision making; Business Plan development; economics, scalability, defensibility of business; Venture feasibility, analysis-Pitching; Types of Organizations —partnership, sole proprietorship, LLP; Intellectual property —copyright & trademarks.	12 Hours
UNIT – IV	Legal Provisions: Tax-regulations; contract law- essentials of a Valid Contract; Partnership Act, 1932; LLP Act, 2008; Ethical practices in Business. Service Provider: --hiring the service provider- Digital Haves and Havenots- Digital Economy as a resource; Fund Raise: ---Micro--Apps-Funding and Incubation, Informal capital--Friends & Family. Venture Capital: --Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go-Live	12 Hours
UNIT – V	Provision for Start-up Business: --Minimum viable product Name of product / service- Website / Visiting card /Office space; <i>MSME Development ACT, 2006</i> Addressing Challenges: --Causes of failure----of Product/ market; managerial-Resilience; Valuation: -- Harvesting-Valuation methods; Term sheet-Strategic sale, negotiations; Management succession	12 Hours

Books Recommended:

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

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Third Semester
Course Code: BUM- DSM-323

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-323	Legal Environment for Business	100	4	3	1	0	4

Course Objective:

- Study various & latest Business Laws
- Understand the implementation of Laws in India
- Develop Managerial & Legal competency

UNIT – I	Legal Aspect of Business: Indian Contract Act, 1872 :--Def of Contract & Agreement ;Essentials of Valid Contract; Types of Contract; Performance of Contract; Discharge of Contract; Quasi Contract; Breach of Contract Contract of Indemnity & Guarantee;	12 Hours
UNIT –II	Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; The Competition Act 2002 :-- Competition Commission of India; Duties, Powers & Function of Commission; competition Advocacy; Appellate Tribunal.	12 Hours
UNIT – III	Companies Act 2013 : Nature and types of companies , formation of companies, Memorandum and Articles of Association; Prospectus & Allotment of Security; winding up. The limited Liability Partnership Act 2008 : Salient features of LLP, Designated partners, Incorporation documents, Incorporation by Registration, Extent and Limitation of Liability of LLP and partners.	12 Hours
UNIT – IV	Laws of Agency ; Principal-Agent; Creation of Agency; Types of Agent; Authority of Agent Bailment & Pledge :-- Def, Types of Bailment; Duties & Rights of Bailor/Pledger.Types of Bailment. Sales of Goods - Def Sales; Agreement to Sell; Future Goods; Perishing & Non Perishable Goods; Transfer Of Property in Goods; Conditions & Warranties; Caveat Emptor; Rights of Unpaid Seller.	12 Hours
UNIT – V	Intellectual Property Rights : - Objectives of IPR ; Copyright, Trademark, secret, Geographical Indications; The Design Act; Patents. SEBI Act 1992 :-- establishment & incorporation of Board; Management of Board; Terms of Service of Chairman & members of Board; Powers & Functions of Board; Registration of Stock Brokers, Sub Brokers & Transfer Agents.	12 Hours

Books Recommended:

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

MBA Third Semester
Title: Soft Skill development & Field Project - BUM-SEC-324

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM-SEC-324	Soft Skill development & Field Project	100	4	3	1	0	

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

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

Third Semester
Course Code: BUM- SE-325A

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

Course Objective: Understand the Digital Environment; Benefits of Social Media and web world for marketing.

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

Books Recommended:

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



Third Semester: 3 Course Code: BUM- SE-325B

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

Course Objective: Learn the International Market Environment, Dealing with the Challenges, Learning the Rules of International Marketing.

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

Books Recommended:

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

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

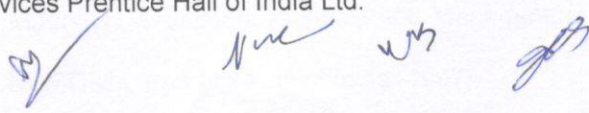
S. No	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326A	Management of Financial Institutions and Risk Management	100	3	3	0	0	3

Course Objective: Study of Indian Financial System; Learn the working of Financial Institutions; strategies for Risk Management.

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

Books Recommended:

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



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

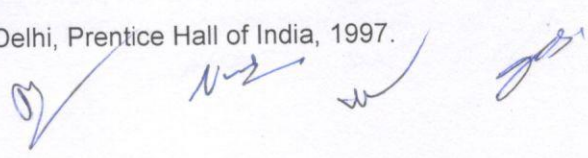
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326B	Security Analysis and Portfolio Management	100	3	3	0	0	3

Course Objective: Understand process of Investments; Portfolio Management System; rules of SEBI.

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

Books Recommended:

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



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

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

Course Objective:

- Understand Metric assessment in HR
- Learn the creation of Compensation package
- Relevance of psychological contract & its creation

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

Books Recommended:

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

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Third Semester
Course Code: BUM- SE-327B

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

Course Objective: Learning and aligning Corporate & HR strategy; learning the models of HR Assessment; Learning the importance of Ethics in HR environment.

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

Books Recommended:

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

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Fourth Semester
Course Code: BUM- AECC-421
Title: Project Management

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

Course Objective: Dealing with the rules & process of Project based working; Risk involved & its Management

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

Books Recommended:

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



Fourth Semester
Course Code: BUM- DSM-422
Title: Corporate Strategy

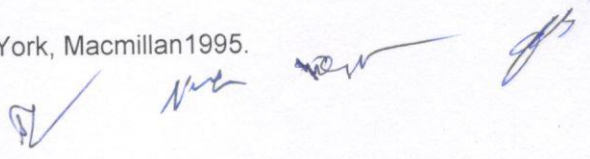
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-422	Corporate Strategy	100	4	3	1	0	4

Course Objective: learning the various strategies for corporate performance; dealing in Models for success of Corporates.

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

Books Recommended:

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

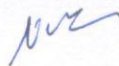


MBA Fourth Semester
Title: Soft Skill development & Field Project - BUM-SEC-423

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	
8.	BUM-SEC-423	Soft Skill development & Field Project	100	4	3	1	0	

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

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



Fourth Semester
Course Code: BUM- SE-424A

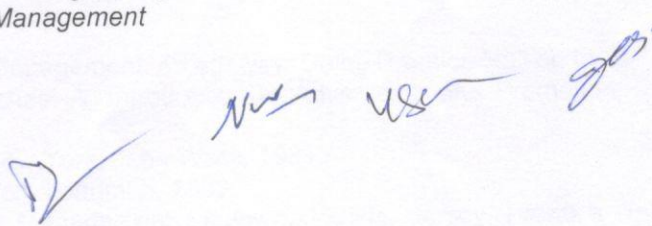
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424A	Retail Management and product Management	100	3	3	0	0	3

Course Objective: Learn about the Retail Sector---Branding; Decision making in Retail marketing; creation of Brand personality.

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

Books Recommended:

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



MBA Fourth Semester
Course Code: BUM- SE-424B

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

Course Objective: Learn about the different concepts of Marketing; Understanding and designing of Market Channels.

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

Books Recommended:

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

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Fourth Semester
Course Code: BUM- SE-425A

Title: International Financial Management and Foreign Exchange Management

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

Course Objective: to learn the global Financial Market; Foreign Exchange processes; International Financial Operations.

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

Books Recommended:

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

Fourth Semester
Course Code: BUM- SE-425B

Title: : International Accounting and Project Planning Analysis Management

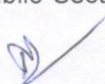
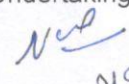
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425B	International Accounting and Project Planning Analysis Management	100	3	3	0	0	3

Course Objective: To learn about Audit, its dimensions, evaluation of Firms Performance.

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

Books Recommended:

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



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

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

Course Objective: To learn the International HR Environment; understand the HR working with Cross-culture Challenges; leadership ; & performance Management system.

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

Books Recommended:

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

Fourth Semester
Course Code: BUM- SE-426B
Title: Industrial Legislation & Labour Laws

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
	BUM- SE-426B	Industrial Legislation & Labour Laws	100	3	3	0	0	3

Course Objective: To Learn Various Business Laws through respective ACTS; Understand the legal Compliances of Corporate; Learn about the rights of workmen and rules to protect them.

UNIT – I	Factories Act, 1948:- Objectives; Def:- Factory, Manufacturing Process, Worker, Occupier; Inspecting Staff; Measures for:- Health, Safety, Welfare, working hours of Adults, Employment of Young Persons; General duties of Manufacturer for articles & Substances.	9 Hours
UNIT –II	Industrial Dispute Act, 1947:- Objectives of Act; Def of Industrial Dispute; Public Utility Services; Unfair Labour Practices; Strike —def, Types, Rules for strike in general & for Public Utility Services; Lockouts —Def, rules for Lockout; Lay-Off —Def, Forms & Methods, Compensation in Lay-Off; Retrenchment —Def, Essentials, Conditions precedent to retrenchment of Workmen.	9 Hours
UNIT – III	Trade Unions Act 1926:- Def, Registration of TU, Rights of a Registered TU, General Fund & Political Fund. Workmen's Compensation Act, 1923: Def:- Workman, Employer, Hazardous Occupation; Dependents; Disablement; Employers Liability for Compensation; Amount Of Compensation.	9 Hours
UNIT – IV	Minimum Wages Act, 1948:- Theory of wages—Deduction theory, Subsistence Theory, Wage Fund Doctrine, theory of Marginal Productivity; Objective of Act; Def- Wages, living wage, Fair Wage; Need Base Minimum Wages; Payment of Wages Act:- Objectives, Provisions of Act:—Time of Payment, Unlawful Deductions, Authorised Deductions, Mode of Payment, Responsibility of payment.	9 Hours
UNIT – V	Maternity Benefit Act, 1961: Objectives; Restrictions on Employment of Women; Right to Payment of Maternity Benefit; Payment in case of death of Women; Leave for Miscarriage; Nursing Breaks. Provisions of Paternity Benefits:— Rules of paternity leaves for father, duration, eligibility; Significance of Paternity leave Payment of Bonus Act, 1965:- Definition Of Bonus, Allocable Surplus, available Surplus, accounting Year; Computation of available Surplus; Eligibility of Bonus; Disqualification for Bonus; Payment of Minimum & maximum Bonus	9 Hours

Recommended Books:

- Labour & Industrial Laws, Dr. V.G. Goswami, Central Law Agencies
- Bare Acts of respective Acts
- Legal Aspects of Business, Albuquerque, Oxford.
- Labour & industrial Laws, S.N. Misra, Central Law Agency
- Taxmann's Labour Laws, Taxmann Publications.

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