


# SCHEME OF EXAMINATION AND DETAILED SYLLABUS

Faculty of Management  
**Master of Business  
Administration (MBA)**  
(Duration-2 Years)  
(For 2019 Batch)



Contact us:

 8252299990

 8404884433



**AISECT University, Hazaribag**

Matwari Chowk, in front of Gandhi Maidan, Hazaribag (JHARKHAND)-825301

# MASTER OF BUSINESS ADMINISTRATION

Duration: 24 Months (2 Years) Eligibility: Graduate in Management

## COURSE STRUCTURE OF MBA Ist SEMESTER

Course Details				External Assessment		Internal Assessment				Credit Distribution			Allotted Credits
Course Code	Course Type	Course Title	Total Marks	Major		Minor		Sessional		L	T	P	Subject wise Distribution
				Max Marks	Min Marks	Max Marks	Min Marks	Max Marks	Min Marks				
<b>Theory Group</b>													
6MMBA 101	<b>Core Course</b>	Management Process and Organizational Behavior	100	50	17	20	08	30	12	3	1	-	4
6MMBA 102	<b>Core Course</b>	Quantitative Method	100	50	17	20	08	30	12	3	1	-	4
6MMBA 103	<b>Core Course</b>	Managerial Economics	100	50	17	20	08	30	12	3	1	-	4
6MMBA 104	<b>Core Course</b>	Environment Analysis and Management	100	50	17	20	08	30	12	3	1	-	4
6MMBA 105	<b>Core Course</b>	Managerial Skill Development	100	50	17	20	08	30	12	3	1	-	4
6MMBA 106	<b>Core Course</b>	Accounting for Managers	100	50	17	20	08	30	12	3	1	-	4
6MMBA 107	<b>Core Course</b>	Computer Application for Managers	100	50	17	20	08	30	12	3	1	-	4
6MMBA 108	<b>Core Course</b>	Business ethics & CSR	100	50	17	20	08	30	12	3	1	-	4
<b>Practical Group</b>				<b>Term End Practical Exam</b>				<b>Sectional</b>					
6MMBA 107	<b>Practical</b>	Computer Application for Managers	50	25	8	-	-	25	8	-	-	2	2
<b>Grand Total</b>			<b>850</b>							<b>24</b>	<b>8</b>	<b>2</b>	<b>34</b>

Minimum Passing Marks are equivalent to Grade D

L- Lectures T- Tutorials P- Practical

Major- Term End Theory Exam

Minor- Pre University Test

Sessional weightage – Attendance 50%, Three Class Tests/Assignments 50%

# MASTER OF BUSINESS ADMINISTRATION

Duration: 24 Months (2 Years) Eligibility: Graduate in Management

## COURSE STRUCTURE OF MBA IInd SEMESTER

Course Details				External Assessment		Internal Assessment				Credit Distribution			Allotted Credits
Course Code	Course Type	Course Title	Total Marks	Major		Minor		Sessional		L	T	P	Subject wise Distribution
				Max Marks	Min Marks	Max Marks	Min Marks	Max Marks	Min Marks				
<b>Theory Group</b>													
6MMBA 201	<b>Core Course</b>	Business policy and Strategic analysis	100	50	17	20	08	30	12	3	1	-	4
6MMBA 202	<b>Core Course</b>	Management science	100	50	17	20	08	30	12	3	1	-	4
6MMBA 203	<b>Core Course</b>	Human Resource Management	100	50	17	20	08	30	12	3	1	-	4
6MMBA 204	<b>Core Course</b>	Financial Management	100	50	17	20	08	30	12	3	1	-	4
6MMBA 205	<b>Core Course</b>	Marketing Management	100	50	17	20	08	30	12	3	1	-	4
6MMBA 206	<b>Core Course</b>	Production & operation Management	100	50	17	20	08	30	12	3	1	-	4
6MMBA 207	<b>Core Course</b>	Research Methodology	100	50	17	20	08	30	12	3	1	-	4
6MMBA 208	<b>Core Course</b>	International Business	100	50	17	20	08	30	12	3	1	-	4
<b>Skill Course</b>								<b>Sectional</b>					
*	<b>Skill Enhancement</b>	Skill Enhancement Elective Course-1	50	-	-	-	-	50	20	1	-	1	2
<b>Grand Total</b>			<b>850</b>							<b>25</b>	<b>8</b>	<b>1</b>	<b>34</b>

Minimum Passing Marks are equivalent to Grade D

Major- Term End Theory Exam/ Practical Exam

Minor- Pre University Test

Sessional weightage – Attendance 50%, Three Class Tests/Assignments 50%

Skill Elective I – Any other course being offered in this semester as per the list given at the end of course structure.

L- Lectures T- Tutorials P- Practical

# MASTER OF BUSINESS ADMINISTRATION

Duration: 24 Months (2 Years) Eligibility: Graduate in Management

## COURSE STRUCTURE OF MBA IIIrd SEMESTER

Course Details				External Assessment		Internal Assessment				Credit Distribution			Allotted Credits
Course Code	Course Type	Course Title	Total Marks	Major		Minor		Sessional		L	T	P	Subject wise Distribution
				Max Marks	Min Marks	Max Marks	Min Marks	Max Marks	Min Marks				
<b>Theory Group</b>													
6MMBA 301	<b>Core Course</b>	Business legislation	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper I	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper II	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper III	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper I	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper II	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper III	100	50	17	20	08	30	12	3	1	-	4
<b>Practical Group</b>				<b>Term End Practical Exam</b>				<b>Sectional</b>					
6MMBA 342	<b>Project/Dissertation/Internships &amp; Viva Voce</b>	Summer Training Project & Viva	100	50	17	-	-	50	20	-	-	4	4
<b>Skill Course</b>								<b>Sectional</b>					
*	<b>Skill Enhancement</b>	Skill Enhancement Elective Course-II	50	-	-	-	-	50	20	1	-	1	2
<b>Grand Total</b>			<b>850</b>							<b>22</b>	<b>07</b>	<b>5</b>	<b>34</b>

**Minimum Passing Marks are equivalent to Grade D**

**L- Lectures T- Tutorials P- Practical**

**Major- Term End Theory Exam/ Practical Exam**

**Minor- Pre University Test**

**Sessional weightage – Attendance 50%, Three Class Tests/Assignments 50%**

**Skill Elective II – Any other course being offered in this semester as per the list given at the end of course structure.**

# MASTER OF BUSINESS ADMINISTRATION

Duration: 24 Months (2 Years) Eligibility: Graduate in Management

## COURSE STRUCTURE OF MBA IVth SEMESTER

Course Details				External Assessment		Internal Assessment				Credit Distribution			Allotted Credits
Course Code	Course Type	Course Title	Total Marks	Major		Minor		Sessional		L	T	P	Subject wise Distribution
				Max Marks	Min Marks	Max Marks	Min Marks	Max Marks	Min Marks				
<b>Theory Group</b>													
6MMBA 401	<b>Core Course</b>	MIS & Decision Support System	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper IV	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper V	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 1 - Paper VI	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper IV	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper V	100	50	17	20	08	30	12	3	1	-	4
#	<b>Core Course</b>	Group 2 - Paper VI	100	50	17	20	08	30	12	3	1	-	4
<b>Practical Group</b>				<b>Term End Practical Exam</b>				<b>Sectional</b>					
6MMBA 442	<b>Project/Dissertation/Internships &amp; Viva Voce</b>	Final Project & Viva Voce	100	50	17	-	-	50	20	-	-	4	4
	<b>Grand Total</b>		<b>800</b>							<b>21</b>	<b>07</b>	<b>4</b>	<b>32</b>

Minimum Passing Marks are equivalent to Grade D

L- Lectures T- Tutorials P- Practical

Major- Term End Theory Exam/ Practical Exam

Minor- Pre University Test

Sessional weightage – Attendance 50%, Three Class Tests/Assignments 50%

Compulsory Project/Dissertation & Viva Voce in Disciplinary specific elective. Compulsory one paper presentation certificate in related discipline.

# 3rd Semester Specialization - Choose any two group from the following

<b>(Marketing Group)</b>	
6MMBA302	Consumer Behaviour
6MMBA303	Advertisement & Sales Promotion
6MMBA304	Marketing of Non-Profit Organization
6MMBA305	Industrial Marketing
6MMBA306	Product and Brand Management
<b>(HR Group)</b>	
6MMBA307	Management Training and Development
6MMBA308	Human Resource Planning and Development
6MMBA309	Legal Framework governing Human Relations
6MMBA310	Compensation Management
6MMBA311	Performance Management
<b>(Finance Group)</b>	
6MMBA312	Security Analysis and portfolio Management
6MMBA313	Tax Management & Planning
6MMBA314	Financial Institution & Services
6MMBA315	Management Control System
6MMBA316	Behavioural Finance
<b>(IT Group)</b>	
6MMBA317	Enterprise Resource Planning
6MMBA318	System Analysis and Design
6MMBA319	Technology Assessment & Forecasting
6MMBA320	Technology Commercialization & Transfer
6MMBA321	Research & Development Management
<b>(Agri Business Group)</b>	
6MMBA322	Seed Production Technology
6MMBA323	Technology & Management of Livestock Products
6MMBA324	Technology & Management of Agro Chemicals
6MMBA325	Problematic soils and Their Management
6MMBA326	Fundamentals of Agronomy
<b>(Retail Group)</b>	
6MMBA327	Retail Practices
6MMBA328	Retail Marketing
6MMBA329	Stores Management
6MMBA330	Brand Management
6MMBA331	Retail Techniques & Skill
<b>(Production Group)</b>	
6MMBA332	Operation Planning and Control
6MMBA333	Supply Chain Management
6MMBA334	Quality Management
6MMBA335	Logistics Management
6MMBA336	Maintenance Management
<b>(Travel &amp; Tourism Group)</b>	
6MMBA337	Tourism Principles & Practices
6MMBA338	Tourism Product of India
6MMBA339	Destination Planning & Development
6MMBA340	Travel Agency & Tour Operations Management
6MMBA341	Event Management

# 4th Semester Specialization – Choose any two group from the following

<b>(Marketing Group)</b>	
6MMBA402	Service Marketing
6MMBA403	International Marketing
6MMBA404	Digital marketing
6MMBA405	Retail Management
6MMBA406	Agriculture and Rural Marketing
<b>(HR Group)</b>	
6MMBA407	Management of Industrial Relations
6MMBA408	Organizational Change And Intervention Strategies
6MMBA409	International Human Resource Management
6MMBA410	Stress Management
6MMBA411	Indian philosophy and Leadership Excellence
<b>(Finance Group)</b>	
6MMBA412	Working Capital Management
6MMBA413	Financial Derivatives
6MMBA414	Banking & Finance
6MMBA415	Risk Management
6MMBA416	Entrepreneurial Finance
<b>(IT Group)</b>	
6MMBA417	Intellectual Property Rights
6MMBA418	Managing Technological Innovation
6MMBA419	E-Business Management
6MMBA420	Software Project & Quality Management
6MMBA421	Data Mining & Business Intelligence
<b>(Agri Business Group)</b>	
6MMBA422	Management of Floriculture & Landscaping
6MMBA423	Fundamentals of Soil Science
6MMBA424	Rainfed Agriculture & Watershed Management
6MMBA425	Farming System and Sustainable Agriculture
6MMBA426	Crop Production Tech. ( kharif Crop)
<b>(Retail Group)</b>	
6MMBA427	Retail Strategies
6MMBA428	Retail Information Technology
6MMBA429	Global Retailing
6MMBA430	Mall & Risk Management
6MMBA431	Customer Relationship Management
<b>(Production Group)</b>	
6MMBA432	Manufacturing Strategy
6MMBA433	Product Design & Development
6MMBA434	Materials Management
6MMBA435	World Class Manufacturing
6MMBA436	Project Management
<b>(Travel &amp; Tourism Group)</b>	
6MMBA437	Room Division Management
6MMBA438	Food & Beverage Management
6MMBA439	Facility & Security Management
6MMBA440	Food Safety & Quality
6MMBA441	E-Tourism Management

## SKILL ENHANCEMENT ELECTIVE COURSES

<b>Non-Technical</b>			
<b>Elective No.</b>	<b>Department/ Faculty Name</b>		
	<b>Faculty of Information Technology</b>		
I	SCIT 201	Data Entry Operation	2(1+0+1)
II	SCIT 301	Multimedia	2(1+0+1)
III	SCIT 501	Web Designing with HTML	2(1+0+1)
IV	SCMIT 201	Web Development	2(1+0+1)
V	SCMIT 301	LINUX	2(1+0+1)
	<b>Faculty of Management</b>		
I	SMGT 201	Briefing and Presentation Skills	2(1+0+1)
II	SMGT 301	Resolving Conflicts and Negotiation Skills	2(1+0+1)
III	SMGT 802	Entrepreneurship Development	2(1+0+1)
	<b>Faculty of Commerce</b>		
I	SCOM 201	Tally ERP 9	2(1+0+1)
II	SCOM 302	Multimedia	2(1+0+1)
III	SCOM 803	Data Analyst	2(1+0+1)
	<b>Faculty of Humanities</b>		
I	SHBA 301	Pursuing Happiness	2(1+0+1)
II	SHBA302	Communication Skill and Personality Development	2(1+0+1)
III	SHMA301	Tourism in M.P	2(1+0+1)
	<b>Faculty of Science</b>		
I	SSBI 301	Mushroom Cultivation	2(1+0+1)
II	SSPH 301	House Hold Wiring	2(1+0+1)
III	SSPH 301	Basic Instrumentation	2(1+0+1)
IV	SSPH 301	DTP Operator	2(1+0+1)
V	SSCH 301	Graphic Designing	2(1+0+1)
	<b>Faculty of Education</b>		
I	SCBE 403	Understanding of ICTC (Information Communication Technology)	2(1+0+1)
II	SCPE 201	Yoga Education	2(1+0+1)



## **Objectives of Programme**

- The MBA program seeks to develop students into leaders ready to tackle the challenges of today's global business environment.
- It focuses to develop skill to generate novel and value – creating products, processes or organizational forms and to identify problems, define objectives collect and analyze information, evaluate risks and alternatives and leverage technology to enable qualitative methods to solve problems.
- It offers to apply appropriate frameworks for evaluating and creating effective organizational response to diversity.
- It supports in understanding, analyzing and applying ethics frameworks to corporate social responsibility and ethical decision making.

## **PROGRAMME OUTCOME**

MBA Programme formulates an integrative business project through the application of multidisciplinary knowledge comprising of accounting, finance, operations, management, information system, retail, marketing, human resources and agribusiness management.

After completing MBA Program students should be able to:

- Inculcate a global mindset,
- Analyse socio-political-economic environment of business organizations,
- Communicate effectively in different contexts,
- Develop functional and general management skills,
- Build and Demonstrate leadership, teamwork, and social skills,
- Evaluate different business problems using analytical ,creative and integrative abilities,
- Develop ethical thinking.

MBA pass outs should become HR Manager, Finance Manager, Marketing Executive, Production Manager, Floor Manager, agribusiness manager and Data analyst depending upon the specialization they have chosen. They enjoy excellent job opportunities and placement in corporates, industries, investment banking, food & agribusiness and academic areas.

## **SPECIFIC PROGRAMME OUTCOME OF MBA**

After earning the degree Students will have the deep knowledge and skills required for managing a business and in-depth understanding of an area of specialization such as accounting, economics, entrepreneurship, finance, human resources management, information system, agri business, retail and marketing.

Post Graduates having specialization in Human Resource Management can handle administrative work in corporate, industries, offices and teaching in educational institutions.

Post Graduates having specialization in Financial Management can handle work in financial Institution, banks, stock exchanges, finance department of corporate, industries and educational institutions.

Post Graduates having specialization in Marketing Management can handle work in Insurance, FMCG, Dealers and Banks.

Post Graduates having specialization in production can handle work at industrial sector, AKVN, Nav- ratan industries and production units.

Post Graduates having specialization in IT Management can handle work in corporate, industries, offices, financial Institution, banks, stock exchanges, Insurance, FMCG, Dealers, industrial sector, AKVN, Nav- ratan industries and production units and teaching in educational institutions.

Post Graduates having specialization in Retail Management can handle work in malls.

Post Graduates having specialization in agribusiness Management can handle work in mandis and food industries.

# MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Code: 6MMBA 101

## COURSE OBJECTIVE:-

The objective of this subject is to develop a basic understanding about the management concepts as well as of behavior of employees/human in various managerial processes in organization.

## Syllabus:

- UNIT- I**     **Management Systems and Process**, Introduction, Definition, & Nature of Management, Management – A science and an Art, Management vs Administration, Functions of Management, Significance of Management. **Evolution of Management Thoughts**, Introduction, Approaches to Management, Classical Theory, Scientific Management Approach, Leading Management Thinkers. **Managerial Skills**, Introduction, Levels of Management, Managerial Skills, Job of a Manager, Managerial Roles. **Social Responsibility of Management**, Social Objectives and Obligations, Social Responsibilities of Management in India.
- UNIT- II**     **Understanding and Managing Individual Behaviour**, Introduction, Models of Organizational Behaviour, McGregor's XY Theory, Immaturity-Maturity Theory, Mayo's Social Man, Schein's Rational and Complex Man, Theory Z : A Hybrid Model. **Personality**: Personality, Trait Theories.
- UNIT- III**     **Perception – Perceptual Process and Managerial Implications of Perception**, The Role of Perception, Characteristics of the Person, Situational Processes, Managerial Implications of Perception. **Values and Attitudes**, Introduction, Types & Sources, Values and Corporate Culture, Attitudes, Measurement of Attitude, Job Satisfaction. **Learning**, Introduction, Nature & Theories of Learning, **Individual Decision Making and Problem Solving**: Importance, Types & Models of decision-making, Dynamics of Decision-making.
- UNIT- IV**     **Understanding and Managing Group Processes**, Introduction, Formal & Informal Organization, Group Dynamics, Work Teams: Definition, Types, and Effectiveness, Quality Circle, Team building. **Interpersonal and Group Behavior**, Interpersonal Skills, Transactional Analysis, Johari Window, Nature of Groups, Reasons for Group Formation.
- UNIT- V**     **Meaning and Determinants of Organizational Behaviour**: Definition, Historical Roots of Organizational Behaviour, The Emergence of Organizational Behaviour, **Organizing and Organizational Structure Line and Staff Conflicts**, Introduction, Organization Structure, Principles of Organization, Span of Management, Organization Charts, Authority Relationships: Line, Staff and Functional, Forms of Organization Structure. **Work Stress and Stress Management**, Introduction, Defining Stress, Factors that produce stress, Coping Strategies Stress-management Techniques. **Organizational Conflicts and its Dimensions**, Introduction, The Conflict Process, Sources of Conflict, Types, Symptoms & Causes of Conflict.

**COURSE OUTCOME:-**

After learning this subject student will get familiarize with the fundamentals of management concepts and Problem –Solving and Decision Making skills Working Leadership Skills.

**Text Books:**

- Gupta, Sashi K (2015) Organizational Behaviour, Kalyani publishers
- Organization and Management by R.D. Agarwal New Delhi Tata Mc Graw Hill Education
- Management and Organizational Behaviour by Jayantee Saha
- Management Process & Organizational Behaviour by Agarwal New Delhi Vrinda Publication
- Organization and Management by R.D. Agarwal New Delhi Tata Mc Graw Hill Publishing
- Management Concept and Organisational Behaviour (H) by P.K. Shah & B.D. Tated Agra Sahitya Bhawan
- Management Process & Organisational Behaviour by P.K. Agarwal New Delhi Vrinda Publication
- Management : Principle & Practices by M.U. Quresh New Delhi : Anmol ,
- Management Concepts & Practices by M. Prasad Mumbai: Himalaya Publishing House,
- Management Concepts & Strategies by J.S. Chandan Noida : Vikas ,
- Management Principles & Practice by P. Diwan
- Management Principles and analysis by Hemant Rawat New Delhi Lakshay Publication
- Management Thoery & Practice by J.S. Chandan Noida : Vikas ,
- Management: Theory and Practice Text and Cases by P. Subba Rao & Venkatram Tej Kumar Mumbai Himalaya Publishing House

**Reference Books:**

- Fundamentals of Management: Stephen P. Robbins, Pearson
- Luthans, Fred. (2017), Organizational Behaviour, McGraw Hill Publications
- Robbins, S.P., Judge, T.A., and Sanghi, S. (2017), Organizational Behaviour. Pearson
- Hill, Charles W.L. and McShane, Steven. (2016), Principles of Management. McGraw Hill Publications
- Essentials of Management : An International Perspection by H. Koonts New Delhi Tata Mc Graw Hill Education
- Management by Stephen P. Robbins & Mary Coulter & Neharika Vohra New Delhi Pearson Education
- Management by James AF , Stoner New Delhi : Pearson ,
- Govindrajan, M., Natarajan, S. (2007). Principles of Management. Prentice Hall of India Pvt. Ltd. 4<sup>th</sup> Ed.

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

## QUANTITATIVE METHOD

Course Code: 6MMBA 102

### COURSE OBJECTIVE:-

The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

### Syllabus:

**UNIT- I** Overview of Mathematical basis of Managerial Decision: The Manager and Statistician: Functions of A.P. & G.P., Matrices and their Managerial Applications, Problems & Case.

**UNIT- II** Scope Importance and limitation of statistics, Uses of Data in Decision Making, Data Collection Methods, Data Presentation Methods, and Summary Measures for Data Description, Populations and Samples. Frequency Distributions and their Analysis

**UNIT- III** Measures of Central Tendency - Meaning, definition, mean, weighted mean, median, mode, geometric mean, Harmonic mean, relationship formulas. Problems & Case, Measures of Dispersion - Meaning, Definition, Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of Variation. Problems & Case

**UNIT- IV** Correlation and Regression Analysis (Linear), Index Numbers, Time Series Analysis and Problems & Case.

**UNIT- V** Basic Probability Concepts: Theory and Distribution-Binomial, poisson, normal and Exponential, Problems & Case

### COURSE OUTCOME:-

After learning this subject student will gain the knowledge and develop the analytical skill with respect to the usage of statistical methods in management decisions

### Text Books:

- Linear Programming and Decision Making/Narag, AS/1995 Sultan Chand, New Delhi
- Gupta, S. P. and Gupta, M.P, (1997), Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
- Shukla, S.M. and Sahai, S.P. – Business Statistics. SahityaBhavan Publication.
- Bhardwaj, R.S, Mathematics for Economics and Business.
- Quantitative Methods for Management & Economics by P. Chakraborty Mumbai: Himalaya Publishing House,
- Quantitative Methods by D.R. Agarwal New Delhi Vrinda Publication
- Quantitative Techniques by C.R. Kothari Noida : Vikas ,
- Quantitative Techniques by C. Satyadevi New Delhi S. Chand Group
- Quantitative Techniques for Management by N.P. Agarwal & Sonia Agarwal New Delhi: R.B.D. Publications ,

**Reference Books:**

- Fundamentals of Operations Research/Sharma JK/2001 Macmillian, New Delhi
- Quantitative techniques in Management/Vohra, N.D., Tata McGrawHill, New Delhi
- Mathematics for Management/ Ragavachari, M. Tata McGrawHill, New Delhi
- Terry, Sineich, Business Statistics by Examples, Collier McMillan Publisher.
- Levin Richard I. & Rubin, David S, Statistics for Management, Prentice Hall Of India, New Delhi.
- Beri, G. (2015), Business Statistics, McGraw Hill Publications, 3<sup>rd</sup> Edition
- Vohra, N.D. (2016), Business Statistics, McGraw Hill Publications,

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# MANAGERIAL ECONOMICS

Course Code: 6MMBA 103

## COURSE OBJECTIVE:-

The basic objective of this subject is to provide knowledge about the concepts and tools of Managerial Economics as applicable to decisions making in contemporary business environment

## Syllabus:

**UNIT- I**      **Managerial Economics: An Overview** - Nature of Managerial Economics, Scope of Managerial Economics, Concepts of Managerial Economics, Fundamental Nature of Managerial Economics, Appropriate Definitions, Basic Characteristics, Theoretical Concepts of Managerial Economics, Role of the Managerial Economist.

**UNIT- II**      **Demand Analysis** - Concept of Demand, Elasticity: Meaning, Elasticities in Managerial Decision-making, Demand Forecasting.  
**Production Analysis** - Production Process, Change in Input Prices, Empirical Production Functions.  
**Cost Analysis** - Cost Concepts, Cost-output Functions, Economies of Scale.  
**Application of Cost Analysis** - Break-even Analysis: Cost-Volume-Profit, Cost Functions: Empirical Determination.

**UNIT- III**      **Price-output and Market Structure** - Theory of Pricing, Various Forms of Market Structures, Equilibrium of a Firm, Price Determination, Equilibrium between Demand and Supply, Pricing and Output Decisions under Perfect Competition and Monopoly .  
**Pricing Strategies** - Multi Product Pricing, Price Discrimination.

**UNIT- IV**      **Investment Decisions** - Meaning of Investment, Investment Alternatives available for a Household, Desirable Attributes of Investments, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation.

**UNIT- V**      Macroeconomics meaning and nature, Trade cycle, economic forecasting for business, Concept of GNP, GDP, Gross Domestic Savings, Inflation-Unemployment, money, foreign exchange market, Balance of payments, Concept of National Income, Introduction to monetary policy and fiscal policy, Case Study,

## COURSE OUTCOME:-

After learning this subject, student become familiar with the concepts and tools of Economics as applicable to decisions making in the business organization, and support societal growth by origination of different entrepreneurship and job opportunities.

## Text Books:

- Managerial Economics (H) by M.L. Sharma & B.K. Kejriwal & Anupam Agrawal Agra Sahitya Bhawan
- Managerial Economics by Manoj Kumar Mishra New Delhi: Vayu Education of India ,
- Managerial Economics by M.L. Jhingan
- Ahuja, H. L. (2015), Managerial Economics, S. Chand Publications, 8<sup>th</sup> Revised Edition



**Reference Books:**

- Hirschey, Mark (2016), Managerial Economics, Cenage Publication, 12<sup>th</sup> Edition.
- Geetika, Ghosh, Piyali and Choudhury, Purba Roy. (2017), Managerial Economics, McGraw Hill Publications, 3<sup>rd</sup> Edition.
- Baumol W.J. Economic Theory and Operation Analysis, New Delhi, Prentice Hall Inc.
- Chopra O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.



**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## ENVIRONMENT ANALYSIS AND MANAGEMENT

Course Code: 6MMBA 104

### COURSE OBJECTIVE:-

The subject aims to educate the student with the different environmental factors which effect business. This subject aims to develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.

### Syllabus:

**UNIT- I** Business Environment: nature, significance and scope, and its relevance in Management decision making, The Interaction Matrix of different Environmental Factors, The process of Environmental Scanning, Basic philosophies of capitalism and socialism with their variants.

**UNIT- II** The Politico- Legal Environment: The relationship between business and government in India, the constitutional provisions affecting business, an introduction to some important business laws like MRTP, Industrial (development and regulation) Act 1951, FEMA, Consumer Protection Act, changing dimension of these laws and their impact on business. Case Study.

**UNIT- III** International Business- Overview, International Trade Theories, Barriers of Trade; MNC in India, Foreign collaboration, joint venture; Case Study

**UNIT- IV** International Business Policy- EXIM Policy, Globalization, Liberalization, FDI, Foreign Exchange Rate Mechanism, WTO and its implication on Indian Business, Case Study.

**UNIT- V** Industrial Ecology and Recycling Industry, Environmental Management System: EMS Standards, ISO 14000, Environmental Accounting and Auditing, Clearance/Permissions for establishing industry, Industrial pollution: Green funding, Deforestation and its impact, Soil and Water conservation, Solid waste management, Case Study

### COURSE OUTCOME:-

After learning this subject student will get the knowledge about all the environmental factors effecting business process and develop so that they could able to take business decisions accordingly

### Text Books:

- K.Chidambram : Vikas Publication
- K. Ashwathappa : Himalya Publication House
- Jain. Jinendrakumar : Hindi Grath academy
- V. Neelumegran : S.Chand
- Cherumilam, F. (2010), Business Environment Text & Cases, Himalaya Publishing House, 2010.
- Ghosh, B. N. (2017), Business Environment, S. Chand Publications, 1<sup>st</sup> edition
- Dhar , Durga Nath Environmental Science & Ethics by Durga Nath Dhar
- Suresh Gouri Environmental Studies and Ethics by Gouri Suresh
- Tripathy S.N. , Fundamentals of Environmental Studies by S.N. Tripathy & Sunakar Panda
- Sharma Chandar K. Introduction to Environmental Studies by Chandar K. Sharma

- Pandey G N Environmental Management by G N Pandey
- Bal Anand S. An Introduction to Environmental Management by Anand S. Bal
- Mittal, V. (2011), Business Environment. Excel Books, 2<sup>nd</sup> Edition, 2011.
- Neelamegam , V. Business Environment (W/CD) by V. Neelamegam
- Chidambaram , K. Business Environment by K. Chidambaram

**Reference Books:**

- Fernando, A.C. (2011), Business Environment, Pearson Publications,
- Paul, Justin, (2018), Business Environment. McGraw Hill Publications, 4<sup>th</sup> Edition

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## MANAGERIAL SKILL DEVELOPMENT

Course Code: 6MMBA 105

### COURSE OBJECTIVE:-

The objective of the subject is to provide the knowledge of Business Communication to the students so as to enhance their overall communication skill for effective business communications.

### Syllabus:

**UNIT- I** Business communication: nature and importance, channels and media of communication, effectiveness of communication; process of communication, barriers

**UNIT- II** Written communication: Introduction to communication and writing business reports; business letters; memorandum and minutes; Job application and C.V. writing.

**UNIT- III** Presentation skills: preparing an outline, , using visual aids, sizing up the audience, delivery, body language, handling the audience, Presenting seminars, mock presentation followed by discussion, Team presentations: basics, coordination, strategies,

**UNIT- IV** Group discussions: mock group discussions, followed by evaluation and Comments, Meetings and conferences: planning, leading, strategic issues, minutes, web conferencing, practice in meetings, Interviews: principles, preparation, success factors, types of questions, on-site interview, mock interviews,

**UNIT- V** Corporate communication: strategies, cross-cultural communication, press releases, language of advertisements, writing proposals, crisis communication, Ethics in business communication: values, ethics and communication, ethical dilemmas facing managers, internet and advertising ethics,

### COURSE OUTCOME:-

After learning this subject student will come to know about the insights of communication and acquired with right communication skills for effective business communications

#### Text Books:

- Business Communication : K.K Sinha (Galgotia Publishing Company New Delhi.)
- Communication : C.S Rayudu (Himalaya Publishing House Mumbai)
- Madhukar, R. K. (2010), Business Communication. Vikas Publishing House Pvt Ltd, 2<sup>nd</sup> Edition, 2010

#### Reference Books:

- Inch, Edward S. (2017), Critical Thinking and Communication. Pearson Publication
- Raman, Meenakshi and Singh, Prakash (2012), Business Communication. S. Chand Publishing House, 2<sup>nd</sup> Edition
- Murphy, A. Herta., Hildebrandt, Herbert. W. (2017), Effective Business Communication, McGraw Hill Publications, 7<sup>th</sup> Edition

# ACCOUNTING FOR MANAGERS

Course Code: 6MMBA 106

## COURSE OBJECTIVE:-

The objectives of the subject is to give exposure to the students, about accounting principles, techniques and their application in the business decision making process.

## Syllabus:

- UNIT- I**      **Basics of Accounting**, Meaning, Process of Accounting, System of Accounting. **Basic Accounting Principles, Classification of Accounts**, Personal Account, Real Account, Nominal Accounts. **Accounting Process**, Transactions in between the Real A/c, Journal Entries in between the Accounts of two different Categories, Accounting Equation. **Basics of Cost Accounting**, Meaning of Cost Accounting, Cost Classification, Costing Concepts. **Cost Sheet**, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.
- UNIT- II**      **Corporate Financial Statements**, Types & Nature of Financial Statements, Attributes & Uses of Financial Statements, Limitations of Financial Statements. **Classification of Expenditure/Receipts**, Capital and Revenue Expenditures, Capital and Revenue Receipts, Cost of Goods Sold. **Tools of Financial Statement Analysis**, Concepts, Objectives, Tools for Analysis and Interpretation, **Comparative Financial Statements**, Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis.
- UNIT- III**      **Ratio Analysis**, Definition, Classification, Purposes & Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Short-term Solvency Ratios, Capital Structure Ratios, Profitability Ratios, Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, **Fund Flow Statement**, Meaning & Objectives of Fund Flow Statement, Analysis, Steps, **Methods of Fund Flow Statement**, Methods of Preparing Fund from Operations, Advantages & Limitations of Fund Flow Statement, **Cash Flow Statement**, Meaning & Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement,
- UNIT- IV**      **Cost Control Techniques, Standard Costing and Variance Analysis**, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, **Responsibility Accounting**, Responsibility Centers, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting.
- UNIT- V**      **Management Applications**, Definition & Importance of Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Break-even Analysis, Application of Cost Volume Profit Analysis.

**COURSE OUTCOME:-**

After learning this subject student will understand the fundamental principles and techniques of financial accounting so as to use these concepts for effective utilization and maintenance of funds for the betterment of society.

**Text Books:**

- Cost and Mgmt. Accounting by Jain and Khandelwal : Ramesh book depo
- Fundamental of Accounting Sharma & Jain
- A Text Book of Accounting for Management: S.N. Maheshwar, Vikas Publishing
- Accounting for Managers by Anand K. Sharma, New Delhi: Anmol Publication.
- Accounting for Management by N.P. Srinivasan, New Delhi S. Chand Group.
- Accounting for Managers by Mohmmed Arif Pasha, New Delhi Vrinda Publication.
- Accounting for Managers by J. Medegowda, Mumbai Himalaya Publishing House.
- Accounting for Management by N.P. Srinivasan & M. Sakthivel Murugan, New Delhi S. Chand Group
- Agrawal, M.L and Gupta, K.L. Cost Accounting. Sahitya Bhawan Publication.
- Gupta, K.L. Management Accounting. Sahitya Bhawan Publication.
- Accounting for Management by Jawahar Lal Mumbai Himalaya Publishing House
- Accounting for Management Text & Cases by S.K. Bhattacharyya Noida : Vikas ,
- Accounting for Managers by B.K. Mehta Agra SBPB

**Reference Books:**

- Accounting Text and Cases: Robert N, Tata McGraw Hill Publication
- Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, , TataMcGraw Hill Publishers, 15th edition, 2011.
- Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 16th edition, 2013.
- Ramchandran, N. and Kakani, Ram Kumar (2016), Financial Accounting for Management. McGraw Hill Publication. 4<sup>th</sup> Ed.
- Bapat, V. and Raithatha, Mehul (2015), Financial Accounting – A Managerial Perspective. McGraw Hill Publication.
- M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill, 5th edition, 2009.
- R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 4<sup>th</sup>edition, 2011.
- Accounting Text and Cases by R.N. Anthony New Delhi  
Tata Mc Graw Hill Education

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# COMPUTER APPLICATION FOR MANAGERS

Course Code: 6MMBA 107

## COURSE OBJECTIVE:-

The objective of this subject is to provide an understanding about Computers, operating system and application of relevant software's in managerial decisions making.

## Syllabus:

**UNIT- I** Computer organization: Introduction, components, classification, capabilities characteristics & limitations, Operating systems; Windows, Unix/Linux, storage devices; application of computer in Business, Computer Languages

**UNIT- II** Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

**UNIT -III** Computer hardware & Software, Main Memory & Secondary Memory, Internet – Features, Advantages & Disadvantages, Use.

**UNIT- IV** Introduction to database: Concept, characteristics, objectives, Advantage & limitations, entity, attribute, schema, subschema, SQL and MS-Access Database: Select, insert, create, update and delete commands.

**UNIT- V** Application of Computers in Business: E-Commerce (for example e-ticketing, e-billing, e-payments etc.), Accounting and finance, and M-Commerce etc.

## COURSE OUTCOME:-

After learning this subject student will become familiar with the fundamentals and working of Computers and Software's so as to use them in Problem solving and decisions making

## Text Books:

- Computer Applications in Management by Niranjana Shrivastava publication dreamtech
- Computer Fundamentals by B.Ram, New Age Int.
- Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition
- Windows XP Complete Reference. BPB Publications
- MS Office XP complete BPB publication
- MS Windows XP Home edition complete, BPB Publications
- MS-Office completes Reference TMH Publication.
- Computers Today: Suresh K. Basandra
- Operating System: Achyut S. Godbole
- Computer Fundamentals and Architecture by B.Ram.
- System Analysis and Design by Elias M Awad.
- P C Software for Windows for by R K Taxali.
- Computer Applications In Management Paperback – 2008 by A. K. Saini (Author), Pradeep Kumar (Author)

- Computer Fundamentals (English, Paperback, Goel Anita) **Handbook of Computer Science & IT Paperback – 2013** by Surbhi Mitra
- Computer Application in management by Abhishek Yadava New Delhi: Global Vision Publication ,
- Computer Applications in Management by Anubha Jain & Deepshikha Bhargava & Divya Arora New Delhi: R.B.D. Publications ,
- Computer Applications in Management by Sanjay Saxena Noida : Vikas,
- Computer Fundamentals (w/cd) : Concepts Systems & Applications by P.K. Sinha New Delhi : BPB Publications ,

**Reference Books:**

- Balagurusamy, E. (2015), Fundamentals of Computers. McGraw Hill Publishing
- Goel, Anita (2016), Computer Fundamentals. Pearson Education Publishers
- Rajaraman, V. and Adabala, Neeharika (2014), Fundamentals of Computers. PHI Learning

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## **BUSINESS ETHICS & CSR**

Course Code: 6MMBA 108

### **COURSE OBJECTIVE:-**

The objective of this subject is to provide an understanding about providing corporate related ethical values, creating awareness about good and bad practices in corporate and corporate social responsibilities.

### **Syllabus:**

- UNIT- I BUSINESS ETHICS**, Introduction, Concept of Business Ethics, Overview of Business Ethics, Factors affecting Business Ethics, Objectives of Business Ethics, Source of Business Ethics, Morality and Etiquette, Morality and Religion, Morality and Law, Moral Duty, Right and Obligation, Theory of Distributive Justice, Business Ethics in Practice, Attitude of Indian Managers towards Business Ethics.
- UNIT- II PHILOSOPHICAL FOUNDATION OF ETHICS**, Introduction, Customary Morality and Reflective Morality, Ethical Relativism, Normative Ethical System, Ethics Issues in Different Spheres, Egoism, Utilitarianism, Ethical Formalization, Theoretical Normative Ethics, **BUSINESS AND SOCIETY** , Introduction, Social Orientation of Business, Social Responsibility of Business, Social Responsibility and Social Responsiveness,
- UNIT- III VALUES AND WORK**, Introduction, Characteristics of Values, Types of Values, Importance of Values, Difference between Values and Skills, Managing Leadership Values, Corporate Values, Business Culture and Values, Human Values for TQM, Indian Ethos for Management, Work Ethics, Work Culture, Corporate Culture.
- UNIT- IV ETHICS AT WORK PLACE**, Introduction, Ethics at Work Place, Personal Values and Organizational Goals, Organizational Norms and Conformity, Ethics and Decision Making, Ethical Dilemma, Ethics and Human Resource Management, Ethics and Marketing, Consumerism, Ethics and Advertising, Marketing Research, Price Fixation, Marketing Strategies, Ethics and Corporate Governance, Corporate Disclosure, Ethics, Technology and Computers, Intellectual Property Rights, Ethics and Environment, Sexual Harassment
- UNIT- V ETHICS AND CORPORATE CULTURE**, Introduction, Measures to Encourage Ethical Conduct and Institutionalize Ethics Training, Code of Conduct, Formal Committees, Ethics Audit, Professional Values and Professional Codes, Managing Ethical Conduct in Modern Times, **SOCIAL AND ECONOMIC ISSUES**, Introduction, Adaptation to Changing Environment, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors, Management Practices and Cultural Issues, Global Political Situation, Global Competitive Environment, Internal Scene in India,

### **COURSE OUTCOME:-**

After learning this subject students will be able to develop ethical abilities when they enter into corporate and refrain from doing any bad practices

**Text Books:**

- Business Ethics and Ethos by Mehta: Ramesh book depo
- Murthy C.S.V. (2014), Business Ethics- Text & Cases, Himalya Publishing House
- Business Ethics by R.V. Badi & N.V. Badi New Delhi : Vrinda ,
- Business Ethics & Ethos by Anil Mehta & P. Dayal & Preeti Sharma New Delhi: R.B.D. Publication ,
- Business Ethics & Management Values by S.K. Bhatia
- Business Ethics and Indian Value System ( Text & Cases ) by Anand Singh Mumbai Himalaya Publishing House
- Business Ethics and Managerial Values by S.K. Bhatia New Delhi : Deep & Deep Publications ,
- Business Ethiscs by A.K. Gavai Mumbai Himalaya Publishing House

**Reference Books:**

- Kumar, Niraj and Tripathi, Paras (2016), Business Ethics, Himalya Publishing House
- Makkar, Urvashi and Pahuja, Anurag (2016), Corporate Social Responsibility, Bharti Publications.
- Vohra, J.C. (2010), Business Ethics. SBS Publishers & Distributors

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## BUSINESS POLICY & STRATEGIC ANALYSIS

Course Code: 6MMBA 201

### COURSE OBJECTIVE:-

This subject deals with corporate level policy & strategy formulation areas. This subject aims to developing conceptual skills in this area as well as their application in the corporate.

### Syllabus:

**UNIT- I** Military origins of strategy – Evolution - Concept and Characteristics of strategic management –Defining strategy – Mintzerbg’s 5Ps of strategy – Strategic Management Process, Strategy Formulation: Vision, mission, purpose, objectives and goals.

**UNIT- II** Strategic analysis: Analyzing Company’s Resources and Competitive Position: Core Competence –Distinctive competitiveness, Analyzing Company’s External Environment: Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS), Industry Analysis - Porter’s Five Forces Model of competition

**UNIT- III** Corporate Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit, Generic Competitive Strategies: Low cost, Differentiation, Focus, Grand Strategies: Stability, Growth, Retrenchment, Outsourcing Strategies

**UNIT- IV** Tailoring strategy to fit specific industry – Life Cycle Analysis, New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain Analysis

**UNIT- V** Strategy implementation - Project implementation – Procedural implementation – Resource Allocation, Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework, Functional issues – Functional plans and policies, Strategy Evaluation – Operations Control and Strategic Control– Balanced Scorecard.

### COURSE OUTCOME:-

After learning this subject students will be able to understand all the aspects of effective strategy and strategic framework and will able to develop strategy for the organizations.

### Text Books:

- Business Policy by Azahar Kazmi: Sahitya Bhavan
- Strategic Management by Griesh Panalal : Vikas Publication
- Business Policy & Strategic Management by Aurnob Roy New Delhi Vrinda Publication
- Business Policy and Strategic Management by Sukul Lomash & P K Mishra Noida Vikas Publication House

**Reference Books:**

- Rao, V.S.P & Krishna, V. H. (2009), Strategic Management, Excel Books, 5<sup>th</sup> Edition, 2009.
- Kim Warren, “Strategic Management Dynamics’ John Wiley Publication, 2007
- Wheelen L. Thomos and Hunger J. David (2010), Concepts in Strategic Management and Business Policy, PHI publications, New Delhi.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## MANAGEMENT SCIENCE

Course Code: 6MMBA 202

### COURSE OBJECTIVE:-

The basic aim of this course is to impart knowledge of basic statistical tools & techniques and operations research with emphasis on their application in Business decision process and Management.

### Syllabus:

**UNIT- I** The Nature of Management Science, Meaning and scope, Decision Making, Linear Programming Problem: Meaning of Linear programming, General Mathematical formulation of LPP, feasible and optimal solutions, Graphical Analysis, Simplex Method, Advantage and limitations of LPP, Case Study

**UNIT- II** Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization using Modified Distribution Method, Assignment Problem: Assignment Model as a particular case of transportation model, formulation of assignment problems, Solution of assignment problems using Hungarian Method, Traveling Salesman Problem. Case Study

**UNIT- III** Waiting Line Models: Introduction, Basic queuing process, basic structure of queuing models, Scope in Management Decisions, Sequencing Model:- Introduction, Concept & methodology, Processing n-jobs two machines, processing jobs through three machines, Case Study

**UNIT- IV** Network analysis : Shortest route problem, network & time estimation, project planning & control using Critical Path Method (CPM) and Programme Evolution & Review technique (PERT). Case Study

**UNIT- V** Game Theory:-Zero sum game, pure and mix strategies, Inventory Management: Techniques and Models Case Study.

### COURSE OUTCOME:-

After learning this subject students will get the knowledge about various statistical And operations tools used for decision making in business.

### Text Books:

- Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand .
- S.D.Sharma, An Introduction – Fundamentals of Operations Research
- Operational Research by Prem Kumar Gupta
- Operational Research by H.S. Heera
- Management Science by Ramraj Shastri: Himalaya Publications
- Gupta, R.K. (2008), Operation Research. Krishna Prakashan Media (P) Ltd. 23<sup>rd</sup> Edition, 2008
- KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi.
- Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd.
- Management Science by P.G. Ramanujam & B.V.R. Naidu & P.V. Rama SastryMumbai Himalaya Publishing House

**Reference Books:**

- Tata, H A Operations Research- An Introduction, New york, Mc-Miillan.
- Rajagopal, K. (2012), Operations Research. PHI Learning.
- A Handbook of Management Techniques by Michael Arsmtrong New Delhi Kogan Page India Private Limited
- Taha, Hamdy A. (2014), Operations Research – An Introduction. Pearson Education, 9<sup>th</sup> Edition



**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

**COURSE CODE: 6MMBA 203**

## **HUMAN RESOURCE MANAGEMENT**

**Course Code: 6MMBA 203**

### **COURSE OBJECTIVE:-**

After completion of this course, the student shall be able to understand basics of human resource management.

### **Syllabus:**

**UNIT- I Human Resource Management-** Concepts and Perspectives, Nature, Scope , Objectives, Importance of HRM, Systems Approach to HRM, HRM and Competitive Advantage, Evolution of the Concept of HRM, Human Resource Management in Changing Environment, Technological Changes, Workforce Diversity, Diversity Issues in India, Managing Diversity, Corporate Objective and Human Resources Planning.

**UNIT- II Job Analysis and Job Description-** Uses and Process of Job Analysis, Job Description, Job Specification, Methods of Manpower Search, Methods of Recruitment, Induction and Socialization, Placement, Induction/Orientation, Induction Training in India.

**UNIT- III Manpower Training and Development-** Need for Training, Training vs Development, Training vs Education, Learning Principles: The Philosophy of Training, Applicability of Training, Environment, Areas of Training, Types of Training, A Systematic Approach to Training, Training Methods, Evaluation of a Training Programme, Methods of Evaluation.

**UNIT- IV Job Evaluation and Wage Determination-** Concept, Job Evaluation vs. Performance Appraisal, Essentials for the Success of a Job Evaluation Programme, Job Evaluation Methods and, Limitations, Objectives of Compensation Planning, Components of Pay Structure in India, Wage and Salary Administration, Objectives, Principles of Wage and Salary Administration, The Elements of Wage and Salary System, Factors Influencing Compensation Levels, Wage policy, Wage Policy in India, State Regulation of Wages, Bonus, Wage Differentials.

**UNIT- V Performance Appraisal and Potential Evaluation:** Process and Methods of Performance Appraisal, Problems with Performance Appraisal, Essential Characteristics, System, Potential Appraisal, Performance Appraisal Practices in India. **Industrial Relations and Trade Unions:** Industrial Relations, Objectives of Industrial Relations, Approaches to Industrial Relations, Essential Conditions for Sound Industrial Relations, Significance of Industrial Relations, Industrial Conflict.

### **COURSE OUTCOME:-**

This subject aims at preparing students for various aspects of HRM including HRD, HRP, and Performance Appraisal etc

### **Text Books:**

- Text Book - Human Resource Management, Agrawal & Foujdar,( Sahitya Bhawan Publication)
- C.B Manorial ( Himalaya Publication House)
- R. C Agarwal (Sahitya Bhawan Publication)

- A.A Ansari ( Quality Publication)
- Rao, V.S.P. (2012), Human Resource Management, Exel Books, 2012
- Human Resource Management by G.S. Sudha New Delhi : R.B.D. Publications ,
- Human Resource Management by R.C. Agarwal Agra SBPB
- Human Resource Management: P. Subba Rao, Himalaya Publication
- Human Resource Management by Iain Henderson Hyderabad University Press
- Human Resource Management by R.V. Badi New Delhi : Vrinda ,
- Human Resource Management by S.S. Khanka New Delhi S. Chand Group
- Human Resource Management by Vikas Arora
- Human Resource Management Pri. & Practice by P. G. Aquians Noida : Vikas ,
- Human Resource Management by Seema Sanghi Noida Vikas Publication House
- Human Resource Management by P. Jyothi & D.N. Venkatesh New Delhi Oxford University
- Human Resource Management by K.K. Choudhuri Mumbai Himalaya Publishing House
- Mehta, Jogendra (2010), Human Resource management. Aadi Publications

**Reference Books:**

- Aswathappa, K. (2015), Human Resource Management, Tata McGraw Hill Publication, 2015
- Decenzo, David A., and Robbins, Stephen P. (2011), Human Resource Management. Wiley India Pvt. Ltd, 10<sup>th</sup> Edition
- Human Resource Management by Biswajeet Pattanay New Delhi : Phi Learning ,
- Human Resource Management by Gary Dessler & Biju Varkkey New Delhi Pearson Education

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## **FINANCIAL MANAGEMENT**

### **Course Code: 6MMBA 204**

#### **COURSE OBJECTIVE:-**

The objective of this subject is to develop an understanding about the various laws and legal framework in the business world.

#### **Syllabus:**

**UNIT- I INTRODUCTION TO FINANCIAL MANAGEMENT :** Meaning and Definition of Financial Management, Importance of Financial Management Financial Decisions, Objective of Financial Management, FINANCIAL PLANNING, Meaning and Definition, Need for Financial Planning, Steps in Financial Planning, Objectives of the Financial Plan, CAPITALIZATION Over-capitalization, Under-Capitalization,

**UNIT- II CAPITAL STRUCTURE :** Meaning of Capital Structure, Features of an Appropriate Capital Structure, Determinants of Capital Structure, Leverages, CAPITAL BUDGETING, Meaning and Definition, Capital Budgeting Process, COST OF CAPITAL, Concept, Importance, Cost of Equity, Cost of Debt Capital, Weighted Average Cost of Capital (WACC),

**UNIT- III WORKING CAPITAL MANAGEMENT :**Meaning and Definition of Working Capital,, Kinds of Working Capital, Distinction Between Permanent and Temporary Working Capital, Objectives of Working Capital Management, Factors Influencing Working Capital, Determination of Required Working Capital,

**UNIT- IV CASH MANAGEMENT:** Objectives of Cash Management, Factors Determining Cash Needs, Cash Budget, Managing Cash Flows, Computation of Optimum Cash Balance, Money Market Instruments or Marketable Securities, RECEIVABLES MANAGEMENT, Meaning and Characteristics, Receivables Management, INVENTORY MANAGEMENT, Components of Inventory Management, Objectives, Tools and Techniques of Inventory Management.

**UNIT- V MANAGEMENT OF PROFITS/DIVIDEND POLICY :** Meaning and Definition, Dividend Policy, Management of Profits/, Dividend Policy, Types of Dividend Policies, Factors Influencing Dividend Policy, Practical Aspects of Dividend Policy.

#### **COURSE OUTCOME:-**

After studying this subject student will able to understand the various laws and entire legal framework in which binds today's business world so as to take decision legally.

#### **Text Books:**

- Financial Management ((W/CD) by I.M. Pandey, Noida :Vikas Publication.
- Financial Management by G. Sudarsana Reddy, Mumbai Himalay Publishing House.
- Financial Management by N.D. Srinivasan, New Delhi Vrinda Publication.
- Financial Management : Theory and Practice by Shashi K. Gupta & R.K. Sharma New Delhi: Kalyani Publishers.
- Financial Management (H) by R.S. Kulshrestha, Agra SBPB Publication.
- Financial Management by P.C. Tulsian, New Delhi S. Chand Group.
- Financial Management : (Management & Policy) by R.M. Srivastava, Mumbai Himalaya Publishing House.

**COURSE CODE: 6MMBA 204**

- Pandey , I.M., Essentials of Financial Management by I.M. Pandey, 3rd., Noida : Vikas ,2011.
- Reddy , P.N.,. BBM Financial Management by P.N. Reddy, 7th, Mumbai Himalaya, 2012.
- Srinivasan , N.P. , Financial Management by N.P. Srinivasan,
- Gupta, S.P. (2015). Financial Management, Sahitya Bhawan Publication, 2015
- Srivastava, R.M. (2013), Financial Decision Making, Himaylaya Publishing House, Mumbai

**Reference Books:**

- Khan M.Y. & Jain P.K. - Financial Management, Tata McGraw Hill, New Delhi
- Financial Management Theory & Practice (w/cd) by Prasanna Chandra, 8th, New Delhi Tata Mc, 2011.
- Financial Management : Texts, Problems and Cases by M Y Khan & P K Jain, New York MC Graw.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# MARKETING MANAGEMENT

## Course Code: 6MMBA 205

### COURSE OBJECTIVE:-

To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

### Syllabus:

- UNIT- I**     **Introduction to Marketing**, Introduction, Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Evolution of Marketing Concept, **Measuring Market Demand**, Introduction, Forecasting Methods, **Marketing Implementation and Control**, Introduction, Marketing Implementation, Organising Marketing Department, Role of Marketing in Structuring, Alternatives, Implementation of Marketing Programmes, Mechanisms to Control, Performance Evaluation Methods, **Marketing Environment Analysis**, Introduction, Scanning and Analyzing Environment, Information System and Marketing Research.
- UNIT- II**     **Market Segmentation, Targeting and Positioning**, Introduction, Market Segmentation, Requirements for Effective Segmentation, Bases for Segmentation, Types of Segmentation, **Consumer Behaviour - Personal and Organisational**, Social Factors, Psychological Factors, Personal Factors, Demographic Factors, Situational Factors, Involvement Level, Consumer Decision-making Process, Organizational, An Introduction to Consumer Behavior
- UNIT- III**     **Product Concepts**, Introduction, Concept of Product, Product Classification, Product Line and Product Mix, **Branding, Packaging and Labeling**, Introduction, Concepts of Branding, Brand Identity, Brand Equity, Brand Image, Types of Brand, Brand Name Selection, Branding Strategies, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Brand Building, Packaging, Labeling, **New Product Development and Adoption Process**, Product Life Cycle and New Product Development.
- UNIT- IV**     **Developing Pricing Strategies and Pricing Methods**, Introduction, Pricing Concept, Pricing Objectives, Factors Affecting Pricing Decisions, Price Setting Procedure, **Managing Marketing Channel and Physical Distribution**, Introduction, Marketing Channels, Factors Affecting Selection of Marketing Channel System, Intensity of Distribution, Channel, Channel Conflicts and Cooperation, Physical Distribution, Transportation, Sales Promotion, Sales Promotion Planning Guidelines,
- UNIT- V**     **Managing Marketing Communication**, Introduction, Marketing Communications, Communications Objectives (Marketing Communication Models), Communications Media, Budget Allocation, Marketing Communications Mix, Selection of Promotional Mix, Integrated Marketing Communications, **Changing Trends in Marketing Mix**, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, Developing an Internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, **Cases**.

**COURSE OUTCOME:-**

After completion of this subject students will be able to understand the conceptual framework of marketing and able to manage their job task by understanding their consumer and analytical decision making according to various environmental constraints.

**Text Books:**

- Marketing Management : Concepts and Cases by S. Sherlekar & R. Krishnamoorthy Mumbai Himalaya Publishing House
- Marketing Management in The Indian Background by C.N. Sontakki New Delhi: Kalyani Publisher ,
- Marketing Management (H) by R.C. Agarwal Agra : SBPD,
- Marketing Management by R.S.N. Pillai & Bagavathi & S. Kala New Delhi S. Chand Group
- Marketing Management by Pankaj Madan New Delhi : Global Vision Publishing House ,
- Marketing Management by Debraj Datta & Mahua Datta New Delhi Vrinda Publication
- Marketing Management by Biplab S. Bose Mumbai Himalaya Publishing House
- Marketing Management by Arun Kumar & N Meenakshi Noida Vikas Publication House
- Marketing in India Case and Readings by S. Neelamegham Noida : Vikas ,

**Reference Books:**

- Marketing Management : Indian Context, Global Perspective by V S Ramaswamy & S Namakumari New York. MC Graw Hill Co.
- Marketing Management by Philip Kotler & Kevin Lane Keller & Abraham Koshy & Mithileshwar Jha New Delhi Pearson Education
- Verma, Harsh V. and Duggal, Ekta (2015), Marketing. Oxford Press
- Lal, Rajiv, Quelch, John A. and Rangan, V. Kasturi (2016), Marketing Management – Text & Cases, McGraw Hill Publications
- Marketing by Michael J. Etzel & Bruce J. Walker & William J. Stanton & Ajay Pandit New Delhi Tata Mc Graw Hill Publishing
- Marketing (w/cd) by Michael , J. Etzel New Delhi Tata Mc Graw Hill Education

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# PRODUCTION & OPERATION MANAGEMENT

Course Code: 6MMBA 206

## COURSE OBJECTIVE:-

To facilitate understanding of the various aspects and process of production and operations within a manufacturing unit and its applications in effective decision making for the production unit.

## Syllabus:

**UNIT- I      Production & Operation Management** :Introduction, Production Management Function, Objectives of Production Management, Scope of Production Management, Decision-making in Production Management, Production Organization, Historical Evolution of Production/Operations Management,

**UNIT- II      Design and Control of Production Systems**, Introduction, Technology Life Cycle (TLC) and Product Design, Categories of Process Technologies, Impact of Design on Technology, Impact of Computers on Process Innovation, **Production Life Cycle and Design**, Introduction, Product Design, Product Specification, Modular Design and Standardization, Definitions, Product Life Cycle.

**UNIT- III      Plant Location**, Introduction, Facilities Location Defined, Significance of Plant Location, Objective of Location Strategy, Types of Facilities, Site Selection – Site Evaluation Processes, Critical Factors in Location Analysis, Location Analysis Techniques, **Plant Layout**, Introduction, Objectives of Plant Layout, Effects of Layout on Cost, Advantages of Good Plant Layout, Factors Influencing Plant Layout.

**UNIT- IV      Materials Handling**, Introduction, Definition, Functions of Materials Handling, Importance/Significance of Materials Handling, Types of Materials Handling Equipment, Relation between Plant Layout and Materials Handling, **Materials Management**, Introduction, Management of Material Resources, Functions of Materials Management, “Planning and Control” Function, **Inventory Control**, Introduction, Inventory Defined, Perpetual Inventory System, Economic Order Quantity,

**UNIT- V      Demand Forecasting**, Introduction, Need for Forecasting, Forecasts and Predictions, Levels of Forecasting, Selecting the Appropriate Method of Forecasting, **Production Planning**, Introduction, Characteristics of Production Planning, Objectives of Production Planning, Planning and Manufacturing Systems, Factors Determining an Efficient Production Planning System, **Production Control and Scheduling**, Introduction, Production Control, Objectives of Production Control, Advantages of Production Control.

## COURSE OUTCOME:-

After completion of this subject students will be able to understand various processes and aspects associated with production and operations in a production unit and will be able to take effective decisions for smoothening the entire process.

## **Text Books:**

- Production and Operations Management by S.A. Chunawalla & D.R. Patel Mumbai Himalaya Publishing House
- Production and Operations Management by K. Aswathappa & K. Shridhara Bhat Mumbai Himalaya Publishing House
- Production and Operations Management by S P Singh Noida Vikas Publication House
- Production Operation Management by B.S. Goel New Delhi Prabhat Prakashan
- Production & Operations Management : Text & Cases by R.V. Badi & N.V. Badi New Delhi Vrinda Publication
- Production and Operations Management by Ashish Bhatnagar & Richa Agrawal New Delhi Vrinda Publication
- Production and Operations Management by Pankaj Madan New Delhi: Global Vision Publishing ,

## **Reference Books:**

- Production and Operation Management : Everette E. Adam, Jr Ronald J. Ebert (Prentice Hall Of India
- Production & Operation Management : N.G Nair (Tata Mc. Graw Hills)
- Chary, S.N. (2015), Production and Operations Management, Tata McGraw Hill Education, 5<sup>th</sup> Edition, 2015.
- Pannerselvam R, Production and Operations Management, Prentice Hall India, 3rd Edition, 2013.
- Production and Operations Management by Alan Muhlemann & John Oakland & Keith Lockyer & Bodduluri & Sudhir & Jasti Katyayani New Delhi Pearson Education
- Production and Operations Management by S N Chary New Delhi Tata Mc Graw Hill Publishing
- Production and Operations Management : Concepts, Models, and Behaviour by Everette E. Adam & Ronald J. Ebert New Delhi PHI Learning
- Modern Production / Operations Management by E.S. Buffa New Delhi : Wiley ,
- Production & Operations Management Concepts , Models and Behaviour by J.E. Adam New Delhi :Phi Learning ,

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## RESEARCH METHODOLOGY

Course Code: 6MMBA 207

### COURSE OBJECTIVE:-

This subject gives a brief understanding about the research concepts and process. This subject aims to developing research skills in the field of management as well as their application in the business decision making.

### Syllabus:

- UNIT- I**      **Fundamentals of Research**, Introduction, Scope and Significance of Research, Types of Research, **Research Process**, Introduction, Research Process, Research Process/Plan, Steps involved in Preparing Market Research Plan or Designing a Research, What are the Criteria or Characteristics of a Good Research?, **Scientific Method in Research**, Introduction, Process and Logic in Scientific Research, Characteristics of Scientific Method, Distinction between Scientific and Unscientific Method,
- UNIT- II**      **Problems In Research**, Introduction, Identifying Research Problem, Sources for Problem Identification, Self Questioning by Researcher while Defining the Problem, Concepts, Constructs, Theoretical Framework, Objectivity in Research, **Hypothesis**, Introduction, Meaning of Hypothesis, Formulation of Research Design.
- UNIT- III**      **Concept of Measurement**, Meaning of Measurement, Errors in Measurement, Techniques of Measurement, Sample Questionnaire Items for Attitude Measurement, **Scaling Techniques**, Introduction, Types of Scale, Scale Construction Techniques, Sampling Design, Introduction, Meaning and Concepts of Sample, Steps in Sampling, Criteria for Good Sample, Types of Sample Design, Distinction between Probability Sample and Non-probability Sample,
- UNIT- IV**      **Data Collection**, Introduction, Types of Data-Sources, Miscellaneous Secondary Data, Tools for Data Collection.
- UNIT- V**      **Report Writing**, Introduction, Significance of Report Writing, Steps in Report Writing, Layout of Report, Types of Reports, Executive Summary, Mechanics of Writing Reports, Precautions for Writing Report, Norms for using Tables, Charts and Diagrams, Graphs, Norms for Using Index and Bibliography. **Oral Presentation**, Introduction, Nature of an Oral Presentation, Guidelines, Checklist for Oral Presentation.

### COURSE OUTCOME:-

After learning this subject students will be able to understand the concepts and process of research carried out for effective decision making in all the functional areas of the business.

**Text Books:**

- Research Methodology : Methods and Techniques by C R Kothari & Gaurav Garg New Delhi New Age International
- Research Methodology Methods and Techniques by Anil Kumar Gupta
- Chawla, Deepak and Sondhi, Neena (2015), Research Methodology – Concepts & Cases. Vikas Publishing House.
- Research Methodology : A Step -By-Step Guide for Beginners by Ranjit Kumar
- Research Methods in Management by Jyotsna Diwan Meht. Jaipur : Professional Publication ,

**Reference Books:**

- Pannerselvam, R. (2014), Research Methodology. PHI Learning
- Research Methods In Behavioural Science by R.S. Dwivedi Delhi Macmillan Publishers India

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## INTERNATIONAL BUSINESS

Course Code: 6MMBA 208

### COURSE OBJECTIVE:-

This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm

### Syllabus:

- UNIT- I** Meaning, nature and significance of international Business, Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internalization of firms; organizational structure for IB, MNC-benefits and problems to host country and home country, strategies in globalization, challenges of international business.
- UNIT- II** Principles of international trade, benefits of foreign trade, foreign trade policies, Balance of payment, WTO- functions and working, Agreements-TRIPS, TRIMS, GATT, MFA, WTO and Anti-dumping measures, Implications of WTO for India and Trade liberalization.
- UNIT- III** Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.
- UNIT- IV** Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chain; product and branding decisions; managing distribution channels; international promotion.
- UNIT- V** Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

### COURSE OUTCOME:-

After learning this subject student will get familiarize the dynamic environment in international business scenario and its impact on business operations so as to take effective decisions for the firm with respect to global challenges and business dealings in the foreign markets.

### Text Books:

- International Business : Subha P. Rao (Himalya Publication House)
- International Business : N.V Badi (Vrinda Publication)
- Aswathappa, K. (2012), International Business, Tata McGraw Hill Education, 2012.
- International Business by P.C. Jain New Delhi: R.B.D. Publication ,
- International Business by Bimal Jaiswal Mumbai Himalaya Publishing House
- International Business Strategy by A.Nag Noida : Vikas ,
- International Business Management by F.L. Baseunan New Delhi: Global Vision Publishing ,

## Reference Books:

- Wild L. Kenneth (2011), International Business, Pearson Education,
- Wild, John J. and Wild, Kenneth L. (2017), International Business – The Challenges of Globalization. Pearson Education. 8<sup>th</sup> Edition
- Cavusgil, S. Tamer, Knight, Gary and Riesenberger, John (2017), International Business – The New Realities. Pearson Education, 4<sup>th</sup> Edition
- International Business Environmental & Operations by J.D. Daniels Delhi: Pearson ,
- International Business Environment and Management by V.K. Bhalla New Delhi: Anmol Publication ,
- International Business Environment by Francis Cherunilam Mumbai Himalaya Publishing House

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## Communication Skill & Personality Development

**Objective:** To make the students understand the basics of personality, public speaking, language, Listening, conversation & writing skills, along with the communication process Syllabus

**THEORY –**

**Unit- I:**

Basics of Personality, Do's and Dont's in Personality, Salutations and Greetings, Presenting Yourself, Proper Introduction of Oneself.

**Unit- II:**

Administration- your work style, Overcoming Phobias, Public Speaking, General Etiquettes and Mannerism, Time Management, Attire, Attitude, Self Actualization, Magic of Positive Thinking.

**Unit- III :**

Tips of Preparing CV, Interviews tips.

**Unit-IV:**

Language Skill, Writing Skill, Speaking Skill, Listening Skill, Conversation Practice, Mysticism of Body Language, Basics of Grammar.

**Unit- V :**

Communication- Meaning, Functions, Channels, Process, Barriers and Interpersonal Skills.

**PRACTICAL –**

1. To present self introduction of yours.
2. Mock interview.
3. Group discussions.
4. SWOT analysis of self.
5. Extempore.
6. Debate.
7. Preparation of CV.
8. Role play.
9. Present a speech.
10. Make a power point presentation of communication.

**Reference Books:**

1. Business Communication, Universal Pub. Agra – Dr. Ramesh Mangal
2. English Grammar- Wren & Martin
3. Putting your best foot forward- Lt. Co. (Dr.) Pramod Deogirikar

---

**Chairperson**

**Dean (Academics)**

**(Board of studies)**

**(Academic Council)**

**(Registrar) Seal**

**Outcome-** After the completion of this subject the learners will understand the basics of personality, public speaking, language, Listening, conversation & writing skills, along with the communication process.

**BUSINESS LEGISLATION**  
COURSE CODE: 6MMBA 301

**COURSE OBJECTIVE:-**

The objective of this subject is to develop an understanding about the various laws and legal framework in the business world.

**Syllabus:**

**UNIT- I** **Indian Contract Act 1872** - Meaning and Essentials of a Valid Contract, Illegal and Void Agreements, Proposal (or Offer) and Acceptance [Ss.3-9], Essentials of a Valid Offer, Acceptance of an Offer, Completion of Communication of Offer and Acceptance [S.4], Capacity to Contract [Ss.10-12], Consent and Free Consent, Consideration [Ss. 2(d), 23-25,185], Unlawful Consideration and Object [Ss.23-24], Agreements Declared Void [Ss.26-30], Contingent Contracts [Ss.31-36], Quasi Contracts [Ss.68-72], Performance of Contracts [Ss.37-67], Different Modes of Discharge of Contracts [Ss.73-75], Remedies for Breach of Contracts, Contracts of Guarantee and Indemnity — Purpose and Meaning, Kinds of Guarantees, Contract of Indemnity, Practical Problems, Contracts of Bailment and Pledge — Definition of Bailment and its Kinds, Kinds of Bailments, Duties and Rights of Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Definition of Pledge or Pawn, Pledge by Non-owners, Rights and Duties of a Pledgor and a Pledgee, Practical Problems, Contract of Agency — Definition of Agent and Agency, Different Kinds of Agencies, Classification of Agents, Duties and Rights of Agent, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney, Gaining Practical Experience.

**UNIT- II** **Indian Sales of Goods Act, 1930** - Definition and Essentials of a Contract of Sale — Definition, Sale and Agreement to Sell, Distinction between Sale and some other Transactions, Goods and their Classification — Meaning of Goods, Documents of Title to Goods, Classification of Goods, Meaning of Price — Meaning, Mode of Payment of the Price, Conditions and Warranties [Ss.11-17] — Doctrine of Caveat Emptor, Stipulation as to Time, Passing of Property in Goods — Meaning of 'Property in Goods', Rules Regarding Passing of Property in Goods from the Seller to the Buyer, Risk Prima Facie Passes with Property, Transfer of Title by Non-owners [Ss. 27-30], Performance of a Contract of Sale of Goods — Duties of the Seller and the Buyer, Delivery, Passing of Property in Goods in the Case of Foreign Trade, Unpaid Seller and his Rights — Who is an Unpaid Seller?, Rights of an Unpaid Seller?, Lien on Goods [Ss. 47-49], Right of Stoppage in Transit, Right of Resale [s.54], Remedies for Breach of a Contract — Suit for Price [s.55], Suit for Damages for Non-acceptance [s.56], Suit for Interest [s.61], Buyer's Remedies against Seller, Sale by Auction [s.64], Gaining Practical Experience.

**UNIT- III** **Indian Partnership Act, 1932** - Meaning and Nature of Partnership — Introduction and Introductory Case, Meaning, Other Legal Characteristics of Partnership Form of Organisation, Formation of Partnerships, 'Partners', 'Firm' and 'Firm Name' (s.4), Test of Partnerships, Partnership Distinguished from some other Organisations, Partnership and Club, Partnership and Company, Partnership and Joint Hindu Family (JHF) Business, Illegal Partnership, Duration of Partnership, Partnership for a Fixed Period, Partnership at Will, Particular Partnership, Limited Partnership, Registration of Firms (Ss.58-59) — Application for Registration, Miscellaneous Provisions as Regards Registration, Registration of Firms is Optional, Effects of Non-registration, Partnership Deed or Agreement or Articles of Partnership — A Partnership can be

Formed Either by Oral or Written Agreement, Partnership Agreements and Contract Law, Relations of Partners to One Another — Rights of Partners, Duties of Partners, Firm's Property, Firm's Goodwill, Personal Profits Earned by Partners, Relations of Partners to Third Parties — Implied Authority of a Partner, Matters in which there is no Implied Authority, Liabilities of a Partner, Liability of a Firm for Wrongful Acts of a Partner (Ss.26-27), Implied Authority and Third Parties, Types of Partners, Minor as a Partner, Changes in a Firm — Rights and Liabilities of Incoming Partners, Rights and Liabilities of a Retired Partner, Expulsion of a Partner, Insolvency of a Partner, Death of a Partner, Transfer of Partner's Interest, Rights and Duties of Partners in some Specific Situation, Revocation of Continuing Guarantee as a Result of Change in the Firm, Dissolution — Dissolution of Firm and Dissolution of Partnership, Another Classification of Methods of Dissolution, Dissolution of Firm, Dissolution by Court (s.44), Consequences of Dissolution, Settlement of Accounts (s.48), Rights and Liabilities of Partners on Dissolution, Mode of Giving Public Notice (s.72).

**UNIT- IV** **Indian Companies Act, 1956** - Scope and Feature of a Company — Features of a Company, Lifting of the Corporate Veil, Illegal Association, Types of Companies, Private and Public Companies, Special Privileges and Exemptions Available to a Private Company, Holding and Subsidiary Companies, One-man Company, Non-trading Company or Association not for Profit, Government Company, Foreign Company, Producer Companies [Sections 581A - 581ZT], Public Financial Institutions (s. 4A), Formation of a Company — Promotion, Registration (Ss.12, 33), Availability of Name, Certificate of Incorporation/Consequences of Incorporation, Floatation, Certificate to Commence Business, Memorandum of Association — Meaning and Purpose, Form and Contents, Doctrine of Ultra Vires, Alteration of Memorandum, Articles of Association — Meaning and Purpose, Registration of Articles, Subject Matter of Articles, Inspection and Copies of the Articles, Alteration of Articles, Limitations on Power to Alter Articles, Prospectus — Steps which are Necessary before the Issue of Prospectus, Underwriting, Brokerage Contracts, Contents of a Prospectus, SEBI Guidelines Relating to Disclosure on Prospectus, Statement in Lieu of Prospectus (s.70), Liability for Untrue Statements in the Prospectus (Ss.62-63), Civil Liability (s.62), Criminal Liability for Misstatement in Prospectus (s.63), Golden Rule for Framing of Prospectus, Allotment of Shares in Fictitious Names Prohibited (s.68A), Announcement Regarding Proposed Issue of Capital, Public Deposits, Role of Independent Directors in the Wake of Satyam Scandal.

**UNIT- V** **Consumer Protection Act, 1986** - Object and Scope of the Act— Genesis of the Act, Object, Applicability, Definitions of Certain Terms and Concepts [s.2], Rights of Consumers, Nature and Scope of Remedies Available to Consumers— Who can File a Complaint? [s.12], What Complaints may be Lodged? [s.2(1) (c)], Where to File a Complaint?, How to File a Complaint?, Procedure on Admission of Complaint [s.13], Power of the District Forum [s.13(4)], Reliefs Available to Consumers [s.14], Time-frame for Decisions of Consumer Courts, Appeal to State Commission, Appeal to National Commission, Power and Procedure Applicable to the National Commission [s.22], Check List of equipments for Petition to be filed before the National Consumer Disputes Redressal Commission.

## **COURSE OUTCOME:-**

After studying this subject student will able to understand the various laws and entire legal framework in which binds today's business world so as to take decision legally.

**Text Books:**

- M.C Kuchhal ( Vikas Publication)
- S.N Maheswari ( Himalya Publication)
- P.C Tulsian ( S.Chand)
- The Principles of Mercantile Law, Esterns Book Company Law – Singh Avtar
- Business Law, Vikash Publishing House New Delhi - Kuchal M.C.
- Business Law, Galgotia, New Delhi – Chandha P.R.
- Business Legislation: Textbook with Suggested Answers by C. Rama Gopal New Delhi New Age International

**Reference Books:**

- Gulshan, S.S. & Kapoor, G.K. (2014), Business Law Including Company Law, New Age International Publishers, 16<sup>th</sup> Edition, 2014
- Kapoor. N.D (2015), An Introduction to Mercantile Laws, . Sultan chand & sons.
- Tulsian P.C. (2017), Business Law, McGraw Hill, 3<sup>rd</sup> edition

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# CONSUMER BEHAVIOUR

Course Code: 6MMBA 302

## COURSE OBJECTIVE:-

The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

## Syllabus:

**UNIT- I Introduction to Consumer Behaviour**, Definition, Consumer and Customer, Buyers and Users, Consumer Behaviour and Marketing Strategy, **Consumer Involvement and Decision-Making**: The Communication Situation, Types of Consumer Decisions, **Information Search Process**, Nature of Information Search, The Types of Information Consumers Seek,

**UNIT- II Evaluative Criteria and Decision Rules**, Choice based on Attitude versus Attributes, Affective Choice (Feeling-based Choice), Nature of Evaluative Criteria, Accuracy of Consumer Judgement of Evaluative Criteria, Conjunctive Decision Rule. **Consumer Motivation**, Needs, Goals, Classifying Motives, Needs and Goals are Dynamic, Frustration and Defence Mechanisms, Motive Arousal, Systems of Needs, Motivation Research. **Information Processing and Consumer Perception**, Sensation (Exposure to Stimuli), Attention, Perceptual Organisation (Interpretation), Interpretation of Stimuli, Images are Important to Consumers.

**UNIT- III Consumer Attitudes and Attitude Change**, Reinforcement, Cognitive Learning Theory, Memory, Involvement Theory, Dimensions of Involvement, Consumer Attitudes, Functions of Attitude, Attitude Models, Factors Inhibiting the Relationship between Beliefs, Feelings and Behaviour, Attitude Change Strategies, Multi-attribute Models and Attitude Change, Katz Functional Theory and Attitude Change, Elaboration Likelihood Model and Attitude Change, Post-purchase Attitude Change. **Influence of Personality and Self Concept on Buying Behaviour**, Actual Self, Ideal Self, Consumption and Extended Self, Psychoanalytic Theory, Social/Cultural (Neo-Freudian) Theory, Trait Theory, Emotion. **Psychographics and Life Style**, Psychographics Segmentation, Lifestyle.

**UNIT- IV Reference Group Influence**, When do Groups Exert Influence?, Types of Reference Groups, Nature of Reference Groups, Reference Group Influences on Consumers, Relative Importance of Informational, Comparative and Normative Influence, Applications of Reference Group Influences. **Diffusion of Innovation**, Introduction, Types of Innovations, Breadth of Innovation, The Diffusion Process, Time Factor and Diffusion Process, Role of Communication in the Diffusion Process, Cultural Context and Diffusion of Innovation. **Opinion Leadership**, Word-of-mouth Communications, Opinion Leadership.

**UNIT- V Family Decision Making**, Family Life Cycle Stages, Nature of Household or Family Purchases, Nature of Family Decision Making, Husband-wife Influences, Parent-child Influences. **Industrial Buying Behaviour**, Market Structure and Pattern of Demand, Organisational Buyer Characteristics, Decision Approach and Purchase Patterns, Factors Influencing Organisational Buyer Behaviour, Organisational Buyer Decision Process, Problem Recognition, **Models of Consumer Behaviour**, Nicosia Model (Conflict Model), Howard-Sheth Model (Machine Model), Engel, Blackwell, Miniard Model (Formerly EKB Model/Open System).

## **COURSE OUTCOME:-**

After studying this subjects students would able to understand the behavior of consumers which helps them to craft effective marketing strategies

### **Text Books:**

- Consumer Behaviour Text & Cases :Satish K Batra(Excel Books)
- Consumer Behaviour : M.Khan, Matin (New Age International)
- Consumer Behaviour : R. Kumara ( Himalya Publication)
- Consumer Behaviour & Advertising Management by Debraj Datta & Mahua Datta New Delhi Vrinda Publication
- Consumer Behaviour & Market Research by P.K. Sharma & Bhumija Chouhan & Kavya Saini New Delhi:R.B.D. Publications,
- Consumer Behaviour: A Practical Orientation by R.K. Ghai & Gurpratap Singh Mumbai Himalaya Publishing House

### **Reference Books:**

- Nair, Suja R. (2013). Consumer Behaviour in Indian Perspective. *Himalaya Publishing House*
- Schiffman, Leon G., Wisenblit, Joseph and Kumar, S. Ramesh (2015), Consumer Behaviour. Pearson Education, 11<sup>th</sup> Edition.
- Mukherjee, Srabanti (2013), Consumer Behaviour, Cengage Publications,

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## ADVERTISING & SALES PROMOTION

Course Code: 6MMBA 303

### COURSE OBJECTIVE:-

To acquaint the students with concepts, techniques and give experience in the formulating of an effective advertising & sales promotion strategy for gaining competitive advantage

### Syllabus:

**UNIT- I** Advertising: Definition, Nature, Scope, Objectives, Types, Social and Economic Aspect of Advertising, Advertising as a communication Process, AIDA Model, DAGMAR approach, Advertising Campaign: Types, Planning and Managing Advertising campaign, Advertising strategies, Advertising Budget: Budget process,

**UNIT- II** Consumer Behavior and Advertising: cognitive psychology, social and cultural influences on consumer behavior, product and brand image, advertising Planning & Decision making: objective setting, segmentation strategy, market structure analysis, reaching markets, competition,

**UNIT- III** Media: Types, Media Planning process, Media Selection, and Multi-Media Strategies, Copywriting: Guidelines for copywriting, Advertising layout: Components and its position, Advertising Agencies: Structure, Functions and Client Relationship, Laws and ethics of advertising in India,

**UNIT- IV** Sales Promotion: definition, objectives of Sales Promotion: classification of Sales Promotion, Consumer, Trade, Sales Force / Promotion, Types and techniques, merits and demerits: (a) Monetary (b) Non-monetary, Other Techniques: display, trade fair, exhibition, event sponsorship etc.

**UNIT- V** Sales Promotion Budget: different methods, viz. percentage of sales, units of sales, competitive parity, profit maximization etc. Sales Promotion vis-à-vis Advertising, Public Relations and Personal Selling,

### COURSE OUTCOME:-

After studying this subject students will able to understand the insights about advertisement techniques and effective sales promotion & management which improves their decision related to marketing communications for achieving competitive advantage

### Text Books:

- Advertising , Sales & Promotion Management by S.A. Chunawalla Mumbai Himalaya Publishing House
- Advertising Management by B.S. Rathore Mumbai Himalaya Publishing House
- Consumer Behaviour & Advertising Management by Debraj Datta & Mehua Datta New Delhi Vrinda Publication
- Advertising Management by S. Shyam Prasad & Sumit Kumar New Delhi: R.B.D. Publishing ,
- Advertising and Sales Management by C.N. Sontakki New Delhi : Kalyani Publishers,
- Sales & Advertising Management by G.S. Sudha New Delhi : R.B.D. Publishing House ,
- Advertising & Personal Selling by Namita Rajput

**Reference Books:**

- Jain, J.N and Singh, P.P (2007). Modern Advertising Management – Principles and Techniques. *Regal Publications*, 2007.
- Sales Promotion How to Create Implement & Integrate Champaigns Heat Really Work by Roddy Nullin New Delhi Kogan Page India Private Limited

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# MARKETING OF NON-PROFIT ORGANISATIONS

Course Code: 6MMBA 304

## COURSE OBJECTIVE:-

The course aims at familiarizing the students with the application of the concept & need of marketing in Non- Profit organization.

## Syllabus:

**UNIT- I** Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution Marketing mix, Marketing environment, External forces, Market segmentation, targeting and positioning,

**UNIT- II** Buyer behavior: Determinants, Consumer buying process & models, Factors affecting buying behavior, stages of buying process, Organizational buyer behavior.

**UNIT- III** Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies

**UNIT- IV** Promotions: Promotion decisions, Promotion mix, Advertising, Sales Promotion, Personal selling, Public Relations, Managing the Sales force, Distribution (Place): Meaning and Objective, Flows, Patterns and Partners, Physical distribution, Key issues.

**UNIT- V** Issues and Developments: Social, ethical and legal aspects of marketing, Marketing of services and International marketing, Guerilla Marketing, Green Marketing, Digital marketing and other developments of marketing.

## COURSE OUTCOME:-

After studying this subjects students would able to understand the tricks and tactics used for marketing of Non-profit organizations so as to build effective strategies

### Text Books:

- Jha, S.M. (2015). Marketing Non-Profit Organisations. Himalaya Publishing House, 2<sup>nd</sup> Edition
- Choudhury , Dr. Deb Prasanna (2011), Strategic Planning and Management of Non-profit Organisations and NGOs. Asian Books

### Reference Books:

1. Andreasen, Alan R. and Kotler, Philip (2007), Strategic Marketing For Non-Profit Organizations. Pearson Education. 7<sup>th</sup> Edition.

# INDUSTRIAL MARKETING

Course Code: 6MMBA 305

## COURSE OBJECTIVE:-

The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

## Syllabus:

**UNIT- I** The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers.

**UNIT- II** Organizational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis.

**UNIT- III** Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

**UNIT- IV** The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. The price component-conditions affecting price competition, cost factor, the nature of demand, pricing policies.

**UNIT- V** The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

## COURSE OUTCOME:-

After studying this subjects students would able to differentiate methods adopted for Industrial goods marketing from Consumer goods and able to develop analytical skills required for marketing Industrial Goods.

### Text Books:

- Cherunilam, Francis (2015), Industrial Marketing – Text & Cases. Himalaya Publishing House,
- Kulkarni, M.V. (2005), Industrial Marketing. Everest Publishing House, 1<sup>st</sup> Edition

### Reference Books:

- Reeder, Robert R., Brierty, Edward G. and Reeder, betty H. (2015), Industrial Marketing. Prentice-Hall of India,

# PRODUCT & BRAND MANAGEMENT

Course Code: 6MMBA 306

## COURSE OBJECTIVE:-

To understand the methods and strategy development for effective product and brand management.

## Syllabus:

- UNIT- I** Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.
- UNIT- II** Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.
- UNIT- II** Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.
- UNIT- IV** Product Research - Importance, tools and analysis, Product Development & Testing, Product Launch Decisions.
- UNIT- V** Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding.

## COURSE OUTCOME:-

After completion, students will be able to understand the challenges in product and brand management so as to successfully establish and sustain brands and lead to extensions.

### Text Books:

- Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 4th Edition
- Anadan, C. (2009), Product management. McGraw Hill Publications.
- Kumar, Ramesh (2002), Managing Indian brands. Vikas publications
- Product and Brand Management by P.K. Sharma & Renu Pareek New Delhi: R.B.D. Publications ,

### Reference Books:

- Cook, Harry E. (2016), Product management. Springer International Edition.
- Majumdar, Ramanuj (2015), Product Management in India. PHI Learning.
- Tmepoal, Paul (2000), Branding in Asia. John Willy Publications

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## MANAGEMENT TRAINING & DEVELOPMENT

### Course Code: 6MMBA 307

#### COURSE OBJECTIVE:-

This subject deals with training & developmental aspects of employees, various training methods & techniques, management development program etc.

#### Syllabus:

- UNIT- I**      **Training**, Meaning and Definition of Training, Approaches to Training, Objectives of Training, Benefits of Training, Problems in Training Programme, methods of training. **New Dimensions in Training in the Era of Globalization**, Expatriate Training Due to Globalisation, Types of Cross-Cultural Training, Cultural Assimilators.
- UNIT- II**      **Challenges and Opportunities for Training the top, Middle and junior level executives**, Framework for Conducting a Training Need Analysis (TNA), Induction and Orientation, Training for Top and Middle Management, Training for Junior Levels, Supervisory Training Programme.
- UNIT- III**      **Identifying Training Needs**, Training Needs Concept, How to manage training & Development needs Assessment, Individual Learning Needs Analysis Information. **Issues in Training**, Location of Training, Duration of Training. **Training Process**, Training Plan, Designing, Elements of Training, Stages, Role of Training in Business, Limitation of Training. **Implementation of Training**, Training Policy, Translating Beliefs into Policies, Factors Influencing the Training Policy, Contents of Training Policy, Advantages of Training Policy.
- UNIT- IV**      **Training for Creativity & Leadership skills**, Creative Talent, Benefit from training, How to train for creativity, Teaching creativity: The Erewon Model, Leadership Training, How to train for leadership, Situational Leadership, Mentoring Model. **Designing a Training Programme**, Training Program Design Basics, Considerations, Fevorous Constraints, Twelve Steps for Designing Effective Training Programs.
- UNIT- V**      **Learning**, Nature of Learning, Principles of Learning, Components/Elements of Implications for Training, Human Learning And Memory, Programmed learning, Electronic Learning (e-Learning), The organizational learning, Impact of Different Learning Styles on Training.  
**Management Development**, Concepts, Significance Of Management Development, Nature Of Management Development, Preconditions for Management Growth and Development, Evolving a Development Policy, Training vs development. **Issues in Development**, Location and Duration, Technique/Method of Management Development, Creating Trust, Empowerment

#### COURSE OUTCOME:-

After completion of this course, students will understand the importance of training & development from the perspective of fresher & existing employees

**COURSE CODE: 6MMBA 307**

**Text Books:**

- Management Theory & development Practice by P. Subha Rao : Himalaya Publications
- Management training & development by Upadhyay & Gupta : Ramesh book depo
- HR Planning & development by Upadhyay : Ramesh Book Depo
- Bhattacharyya Kumar Dipak (2015), Training & Development, Sage Publications.
- Venkatesh Dr. Bharti, (2013), Training & Development, Indra Publishing House .
- Management Training and Development by B.L. Gupta New Delhi Vrinda Publication

**Reference Books:**

- Janakiram B. (2007), Training & Development, Dreamtech Press.
- Noe Andrew Raymaond(2001),” Employee Training & Development, McGraw-Hill/Irwin Publications.
- Handbook of Training and Development edited by Steve Truelove - (Blackwell Publication)

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# HUMAN RESOURCE PLANNING & DEVELOPMENT

Course Code: 6MMBA 308

## COURSE OBJECTIVE:-

This subject focuses on human resource planning & development, various job related aspects like analysis, description, welfare & safety issues etc.

## Syllabus:

**UNIT- I Human Resource Development (HRD)**, Objectives of HRD, Role and Significance of HRD , Structure of HRD System, Role of HRD Manager, Role of Consultants in HRD, Line Managers and HRD , HRD Culture, HRD Matrix, Knowledge Management and HRD, Other new HRD Tools, Globalisation and its Impact on HRD, HR Manager as change agents, Objectives, **Human Resource Planning (HRP)**, Concepts and Definition, Definition, Activities Required for HRP/Manpower Planning, Responsibilities of the HR Department, Steps for HRP/Manpower Planning, Objectives of HRP, Macro-level HRP Models, Rate of Return Approach (RRA), Labour Economics, Labour Markets

**UNIT- II Human Resource Planning Process**, HRP Process Outline, Timescale of HRP Forecasts, Nominal Group Method, Analysis of Manpower Supply, Different methods of Wastage Analysis, Manpower Planning Models, Human Resource Planning Model, Manpower Planning Model, Forecasting the Internal Supply of Personnel, Manpower Demographics and Trends, Employee Retention, Redeployment and management of exit strategies for, better human resource planning

**UNIT- III Career Planning, Career Development and Succession Planning**, Meaning and Definition of Career, Important Elements of Career, Meaning and Overview of Career Development, Need of Career Development, Types of Career Development Programmes, Inter-relation with other HRD Functions, Different Stages or Cycles of Career Development Process, Issues in Career Development Process, Career Anchors, Managerial Competence, Technical/Functional Competence, Security and Stability, Creativity and Challenge, Freedom and Autonomy, Other Anchors, Career Development and Employee Empowerment, Issues Involved, Indian Scenario, Developing Career Paths, Review & Counsel, Succession Planning.

**UNIT- IV Performance Appraisal**, Performance Management Systems, Different Dimensions of Performance, Role of Appraisals in Performance Management, Modern Methods of Performance Appraisal, -degree Feedback Examples, Potential Appraisal, Performance Counselling Process, Counselling Interview . **Human Resource Information Systems (HRIS)**, Definition and Concepts, HRIS - Stages of Development, Scope of Computerised HRIS, HRIS Modules, HRIS Products, HRIS for HRP, Other Technology Enablers.

**UNIT- V Human Resource Valuation, Accounting and Audit**, Various Methods of Valuating Human Resources, HR Audit, Human Resource Records, List of Personnel Records, Scope of HR Audit, Purposes of HR Audit, Process of Conducting HR Audits, Benefits of HR Audit . **Emerging Trends and Issues in HRP**, Participative Management, Leader/Deputy Leader, Members, Total Quality Management, Empowerment, Quality of Work Life (QWL), Quality Control, The Quality Management Principles and HR, Definition of Quality Management Principle, The Philosophies of Some Quality Gurus,



**COURSE OUTCOME:-**

After completion of this course, Students will understand the need of manpower planning, various factors, policies, methods of HRD and will able to develop action planning and commercial awareness and skills inventory.

**Text Books:**

- Text Book - Human Resource Management, Agrawal & Foujdar,( Sahitya Bhawan Publication)
- C.B Manorial ( Himalaya Publication House)
- R. C Agarwal (Sahitya Bhawan Publication)
- A.A Ansari ( Quality Publication)
- Human Resource Development by Lalitha Balakrishnan & S. Srividhya Mumbai Himalaya Publishing House
- Human Resource Development by P. Subba Rao Mumbai Himalaya Publishing House
- Human Resource Development by R.K. Ghai New Delhi Vrinda Publication
- Human Resource Development & Management by Biswanath Noida : Vikas ,
- Human Resource Development ( Text and Cases ) by R.K. Ghai
- Human Resource Development : Theory & Practice by David McGuire & Kenneth Molbjerg Jorgensen New Delhi : Sage Publication ,
- Human Resource Development Learning & Training for Individuals & Organization by John P. Wilson
- Human Resource Development Theory and Practice by David McGuire

**Reference Books:**

- Gerard V McMohan,(2008) "Recruitment and Selection", Prentice Hall of India
- C.R. Greer,(2002) "Strategic Human Resource Management", Pearson Education
- Sen K. Alope (2008)"Human Resource: Development Planning & Deployment", Asian Books Private Limited.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

## Course Code: 6MMBA 309

### COURSE OBJECTIVE:-

This course deals with various acts governing the rights establishment of factories, rights of employees, welfare, trade union etc.

### Syllabus:

**UNIT- I** Industrial Relations, Introduction, Concepts and Systems, IR at National and International Levels, Infrastructure that Guide and Direct Industrial Relations, Trends in India

**UNIT- II** Trade Unionism, Introduction, Theory, Policy, Influence on HRM, Objectives and Functions, Structure, Types, Indian Trade Union Movement, Strength of Trade Unions, Weakness of Trade Unions

**UNIT- III** Labour Relations, Introduction, Industrial Relations and Industrial Disputes, Causes of Disputes, Handling and Settling Disputes, Employee Grievances, Grievance Handling, Causes for Poor Industrial Relations, Remedies.

**UNIT- IV** Collective Bargaining, Introduction, Concept, Function and Importance, Principles of Collective Bargaining, Forms of Collective Bargaining, Workers' participation in Management, Role and Methods of Workers' Participation

**UNIT- V** Working Conditions, Introduction, Factories Act, 1948, Workman's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Union Act, 1926, Latest Legislations, Case Studies.

### COURSE OUTCOME:-

After completion of this course, Students will understand the need of manpower planning, various factors, policies, methods of HRD and will able to develop action planning and commercial awareness and skills inventory.

### Text Books:

- Business Law by R.C. Agarwal : Sahitya Bhavan Pub.
- Legal Framework Governing Human Relations Business Legislation by Navlakha : Ramesh Book Depo
- Legal aspect of Business by Dinesh Kumaoji : Himalaya Publicatio

### Reference Books:

- Gerard V McMohan,(2008) "Recruitment and Selection", Prentice Hall of India
- C.R. Greer,(2002) "Strategic Human Resource Management", Pearson Education
- Sen K. Alope (2008)"Human Resource: Development Planning & Deployment", Asian Books Private Limited.

## COMPENSATION MANAGEMENT

### Course Code: 6MMBA 310

#### COURSE OBJECTIVE:-

This course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms or organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies

#### Syllabus:

- UNIT- I** Overview of compensation: Meaning, Importance of compensation, Elements of compensation, Factors influencing Effective compensation, Compensation process, Designing Compensation System, Strategic Compensation System. Wage concepts: Minimum, Fair and Living wage; Compensation Philosophies, Conceptual and theoretical understanding of economic theory.
- UNIT- II** Employee satisfaction and motivational issues in Compensation; Executive Compensation; Differentials; Internal and External Equity in Compensation system.
- UNIT- III** Performance management framework: Definition and coverage, reason for undertaking PM, PM Process, Diagnosis and Bench marking, Setting Performance standards, Performance measurement, Review of performance, Rewarding Performance through Financial and Non-Financial aspects. Understanding different components of compensation packages like fringe benefits, perks, incentives and retirement plans.
- UNIT- IV** Laws relating to Workmen Compensation: Workmen's compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act.
- UNIT- V** Institution/machineries related to Reward system: Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

#### COURSE OUTCOME:-

Students will be able to understand the different compensation and benefits which can be given to employees and also maintain a healthy environment in the organization whether public or private

#### Text Books:

- Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press
- P.R.N.Sinha, "Industrial Relations, Trade Unions & labor Legislations", Pearson Education.
- P.S. Rao, "Personnel & Human Resource Management", Himalaya Publishing house.

#### Reference Books:

- Joe Martocchio ,Strategic Compensation: A Human Resource Management Approach, 6/e, , Pearson Education
- Sharma Dr. A M, Compensation Management and Labour Legislation, , Himalaya Publishing House

## PERFORMANCE MANAGEMENT

Course Code: 6MMBA 311

### COURSE OBJECTIVE:-

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

### Syllabus:

- UNIT- I** Concept, characteristic, role and significance of performance; performance appraisal vis- à-vis performance management, process of performance management; performance management and strategic planning linkages .
- UNIT- II** Performance Planning and goal setting, performance and training, performance feedback coaching and counseling
- UNIT- III** Establishing and operationalising performance management system; measuring performance-results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement.
- UNIT- IV** Performance management strategic and interventions- reward based performance management; career based performance management, term based performance management.
- UNIT- V** Culture based performance management; measurement based performance management; competency based performance management; leadership based performance management

### COURSE OUTCOME:-

Students will be able to understand the different skills as how to appraise performance of employee, so that strategies and policies regarding it can be formulated.

### Text Books:

- Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.
- Aguinis, Herman, Performance Management, Pearson Education, Inc. Kandula,
- Srinivas R., Performance Management, PHI, New Delhi.

### Reference Books:

- Sahu, R.K., Performance Management System, Excel Books, New Delhi.
- Kohli, Performance Management, ISBN: 9780195693379, Oxford University Press

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

# SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Code: 6MMBA 312

## COURSE OBJECTIVE:-

This subject aims in understanding the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges.

## Syllabus:

**UNIT- I Investment Decisions,** Nature and scope of Investment Decisions, Investment Objectives, Investment Process, Investment Attributes/ Factors influencing selection of investment, Investment Alternatives, Components of Investments Risk, Systematic Risk, Non-systematic Risk, Different Types of Systematic and Non-systematic Risk, Risk-Return Relationship.

**UNIT- II Security Market,** Reasons for Transactions on Secondary Market, Listing of Securities, Legal Provisions as to Listing, Stock Exchanges in India, Functions of Stock Exchange, Regulatory Framework, National Stock Exchange of India Ltd., Features, OTC Exchange of India, Nature of Transactions in Stock Market, SEBI (Disclosure and Investor Protection) Guidelines, 2000.

**UNIT- III Analysis for Equity Investment,** Fundamental Analysis, Return on Investment, Price/Earnings Ratio, Earnings Per Share, Book Value, Debt Equity Ratio, Dividend Payout Ratio, Dividend Yield, Economy – Industry – Company Analysis: a Framework, Economy Analysis, Investment Making Process, Economic Forecasting, Future Scenario, Importance of Industry Analysis, Classification of Industries, Key Indicators in Analysis, Analytical Frameworks,

**UNIT- IV Portfolio Theory,** Return and Risk of Single Asset, Return of Single Asset, Risk of Single Asset, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets), Risk and Return of Portfolio (Three Assets), Portfolio Diversification and Risk, PORTFOLIO CONSTRUCTION, Approaches in Portfolio Construction, Determination of Objectives, SELECTION OF PORTFOLIO, Objectives of the Investor, The Sharpe Index Model, Single Index Model, Corner Portfolio, Sharpe's Optimal Portfolio, CAPITAL Market Theory (Or Capital Asset Pricing Model), Classification of Risks, Assumptions of CAPM, Risk-Return Trade-off, Benefits and Limitations of CAPM, Arbitrage Pricing Model, MODERN PORTFOLIO THEORY, Introduction, Markowitz Mean-Variance Model, Assumptions, Efficient Frontier, Capital Market Line (CML), Types of Companies and Stocks, PORTFOLIO REVISION, Meaning of Portfolio Revision, Need for Portfolio Revision, Portfolio Revision Strategies,

**UNIT- V Institutional and Managed Portfolios,** Performance Evaluation of Managed Portfolios, Methods Of Calculating Portfolio Returns, Dollar-Weight Rate of Return, Time-Weighted Return, Portfolio Performance And Risk Adjusted Methods, Risk Adjusted Returns, Sharpe's Ratio, Treynor Portfolio Performance Measure (aka: Reward to Volatility Ratio), Determinants of Portfolio Performance, Risk Taking, Market Timing, Benchmark Portfolios for Performance Evaluation, Investment Companies, Growth of Investment Companies in India, Characteristic Features of Indian Investment Companies, Operations of Investment Companies in India, MUTUAL FUNDS, Mutual Funds and SEBI, How to Set-up a Mutual Fund?, Parties to Mutual Fund, Kinds of Mutual Fund Schemes, Net Asset Value, How to Choose a

## **COURSE CODE: 6MMBA 312**

Fund?, Benefits of Mutual Fund Investments, Exchange Traded Funds, Arbitrage Mechanism,

### **COURSE OUTCOME:-**

On the successful completion of this subject the student will be able to understand the various alternatives available for investment. Learn to measure risk and return, value of the equities and bonds.

### **Text Books:**

- Kevin S. (2013), Security Analysis and Portfolio Management, Prentice Hall of India.
- Security Analysis & Portfolio Management by Punithavathy Pandi, Noida : Vikas Publication.
- Security Analysis & Portfolio Management by Pasha M. Airif, New Delhi : Vrinda Publication
- Security Analysis and Portfolio Management by Mohammed Arif Pashi, New Delhi Pearson Publication
- Security Analysis and Portfolio Management by Donald E. Fischer, New Delhi Pearson Education
- Seventh Edition, Security Analysis & Portfolio Management, Ronald J. Jordan, AK Pradhan.
- Investment analysis and portfolio management, fifth edition, Prasanna Chandra.

### **Reference Books:**

- Ranganatham, M. & Madhumati, R. (2012), Security Analysis and Portfolio Management, Pearson Education,
- Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
- Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## TAX MANAGEMENT & PLANNING

Course Code: 6MMBA 313

### COURSE OBJECTIVE:-

This subject provides an introduction to, and overview of, fundamental concepts of income Topics include Introduction to Taxation, including income tax, capital gains tax, fringe benefits tax, and goods and services tax.

### Syllabus:

- UNIT- I** Income Tax: Basic Framework, Introduction, Concept of Income, Historical Background of Income Tax, Overview of Income Tax Law in India, Basic Concepts of Income Tax, Agricultural Income, Income Tax Systems in India, Residential Status and Taxation, Introduction, Residential Status (Section 6), Residential Status of a Company, Incidence of Tax, Scope of Income, Deemed Receipt and Accrual of Income in India, Categories of Income which are Deemed to Accrue or Arise in India,
- UNIT- II** Corporate Tax Planning, Introduction, Concept of Tax Planning, Overview of Corporate Tax Planning, Tax Evasion, Tax Avoidance, Tax Management,
- UNIT- III** Set-off and Carry Forward of Losses, Introduction, Set-off and Carry Forward of Losses: Meaning and Scope, Section 71 B, Sections 72 & 80, Section 72A, Section 72AA, Section 72AB, Section 73 and Section 73A, Section 74, Section 74 A (3), Section 78 and Section 79, Order of Set-off of Losses,
- UNIT- IV** Computation of Taxable Income of Companies, Introduction, Computation of Taxable Income of Companies, Minimum Alternative Tax (MAT), Tax on Distributed Profits of Domestic Company, Tax on Dividend and Income Received from Venture Capital Companies,
- UNIT- V** Tax Planning for Different Organizations, Introduction, Decision Regarding Forms of Organizations, Tax Planning for Sole Proprietorship, Tax Planning for Partnership, Tax Planning for Company, Tax Consideration in Specific Managerial Decisions, Introduction, Managerial Decision, Tax Planning Regarding Employees Remuneration, Tax Planning Regarding Fringe Benefit Planning, Tax Planning Regarding Remuneration Planning, **Case Studies.**

### COURSE OUTCOME:-

On successful completion of this subject, students will be able to: Employ a broad understanding of tax law, Conduct tax law research by using research skills to interrogate primary and secondary legal materials, and analyze and synthesize complex legal information

### Text Books:

- Mehrotra, H.C., Income Tax Law & Practices, Sahitya Bhawan Publication, 2016.
- Goods and Services Tax (G.S.T.) Dr. H.C.Mehrotra and Prof. V. P. Agrawal. Sahitya Bhawan publication, Agra
- Corporate Tax Planning and Management, Dr. H. C. Mahrotra, Sathiya Bhavan Publication
- Tax Planning/ Issues/ Ideas/ Innovation, S. Rajaratnam (Author), B.V. Venkataramaiah (Author)

- Indian Tax Structure: Indian Tax A.Y. 2019-20, Meena Goyal (Author), Fourth Edition.
- Goods and Services Tax (G.S.T.) Dr. H.C.Mehrotra and Prof. V. P. Agrawal. SahityaBhawan publication, Agra

### **Reference Books:**

- Goel Sandeep, Financial Markets, Institution and Services, PHI publication
- Gomez Clifford, Financial markets, Institution and Financial services, PHI publication.
- Income Tax Planning & Management, Dr. R.K Jain, Latest Edition
- Direct Tax Planning, Kashul Kumar Agrawal, New Delhi, Fifth Edition
- Income Tax Planning & Management, Dr. R.K Jain, Latest Edition
- Direct Tax Planning, Kashul Kumar Agrawal, New Delhi, Fifth Edition

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## FINANCIAL INSTITUTION & SERVICES

Course Code: 6MMBA 314

### COURSE OBJECTIVE:-

This subject will provide depth knowledge of financial institutions, financial intermediaries, liquidity management; interest rate risk management; market risk; the role of capital; financial institutions regulation.

### Syllabus:

- UNIT- I** Financial System, Introduction, Functions of Financial System, Components of Financial System, Financial Markets, Introduction, Types of Financial Market, Capital Market, Money Market. Financial Institutions, Introduction, Definition of Financial Institutions, Types of Financial Institutions, Role in Economic Development, Commercial Banks, Emergence of Private Sector Bank after Liberalization, Financial Innovation in Commercial Banks, Assets and Liabilities Management by Commercial Banks. Reserve Bank of India, Introduction, Role of Reserve Bank of India, Functions of Reserve Bank of India.
- UNIT- II** Securities and Exchange Board of India, Introduction, SEBI Functions and Responsibilities, Guidelines, Types of Exchanges, BSE Derivative Trading, BSE Indices, Commodity Exchange. NABARD, Introduction, Role of NABARD, Functions of NABARD. Non-banking Financial Companies, Introduction, Concept of Non-banking Financial Companies, Guidelines of Non-banking Financial Companies, Industrial Finance Corporation of India (IFCI), State Financial Corporation's (SFCs), State Industrial Development Corporations (SIDCs), State Industries Development Bank of India (SIDBI).
- UNIT- III** Insurance Sector, Introduction, Public and Private Sector Insurance, Insurance Regulatory and Development Authority (IRDA), Terminology Used, Life Insurance, General Insurance.
- UNIT- IV** Leasing, Introduction, Meaning of Leasing, Types of Leasing, Financial Aspect, Legal Aspect, Tax Aspect. Hire Purchasing, Introduction, Concept, Legal Framework, Taxation. Factoring and Forfeiting, Introduction, Meaning of Factoring and Forfeiting, Mechanics of Factoring and Forfeiting, Discounting of Bills, Rediscounting of Bills. Merchant Banking, Introduction, Meaning, Role, Functions, SEBI Guidelines regarding Merchant Banking, Underwriting Services in India. Venture Capital, Features of Venture Capital, Techniques of Venture Capital, Indian Venture Capital Scenario, Private Equity. Credit Rating, Introduction, Regulatory Framework, Credit Rating Process, Credit Rating Agencies,
- UNIT- V** Financial Services, Introduction, Concept of Financial Services, Role of Financial Services, Prudential Norms for Capital Adequacy, Emerging Trends in Financial Services, Nature of Financial Services, Types of Financial Services. Management of NPAs by Banks, Introduction, Meaning of NPA, Provisioning Norms given by RBI, Factors Contributing to NPAs, NPA Management Tools.

## **COURSE OUTCOME:-**

On successful completion of this subject students should be able to explain the principles of financial intermediaries; Identify and analyze interest rate risk on the banking book and the trading book for a financial institution; Explain the key elements of liquidity risk for a financial institution, and how this risk is managed

## **Text Books:**

- Financial Markets and Services by E. Gordon & K. Natarajan, Mumbai Himalaya Publishing House
- Bhole, L.M. & Mahakud, J. (2009), Financial Institution & Services, Tata McGraw Hill Education, 5<sup>th</sup> Edition, 2009.
- Indian Financial system, 2nd edition, S Gurusamy
- Financial Institutions and Market, Structure, Growth and innovation, 5th edition, L M Bhole and Jitendra Mahakud
- Financial Services : Banking and Insurance by C. Satyadevi New Delhi S. Chand Group
- Financial Market Operations (H) by P.K. Agarwal Agra :SBPD ,

## **Reference Books:**

- Goel Sandeep, Financial Markets, Institution and Services, PHI publication
- Gomez Clifford, Financial markets, Institution and Financial services, PHI publication.
- Financial Market and Institution, An introduction to the risk management approach, 3rd edition, Anthony Saunders and Marcia Millon Cornett .
- Financial Markets Institutions & Financial Services, Vinod Kumar Atul Gupta Manmeet Kaur.
- Indian Financial System, Bharati V. Pathak, 5th edition

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## MANAGEMENT CONTROL SYSTEM

Course Code: 6MMBA 315

### COURSE OBJECTIVE:-

This course is to appraise the students the about the concepts of management control system as well as its role in efficient management of public system organizations

### Syllabus:

- UNIT- I** Management Control - Concept, Nature and Scope; Organization Goals. Strategic Planning and Implementations, Organization Structure. Contingency Theory
- UNIT- II** Organizational Climate. Position of Controller in an Organization; Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary Control: Flexible Budgeting, Zero-base Budgeting, Performance Budgeting
- UNIT- III** Responsibility Accounting: Concept and significance; Organizational structure and Decentralization; cost and benefits of decentralization; Responsibility Centers: Cost Centre, Revenue centre, Profit centre and Investment centre; Transfer Pricing
- UNIT- IV** Performance Evaluation – financial and nonfinancial performance measures, designing an accounting based performance measure, Return on Investment, Residual Income, EVA and Return on Sales; Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruence.
- UNIT- V** Introduction to Just-in-time, material requirement planning, enterprise resource Planning, kaizen budgeting and TQM. Management Control in Specialized Organization: Service organizations, MNCs and management control of projects

### COURSE OUTCOME:-

From this course students will able to identify relevant issues of the design, implementation and follow-up of an organization's control system

#### Text Books:

- Anthony, R. N., & Govindrajana, V., *Management Control Systems*, New Delhi: Tata McGraw-Hill.
- Cooper, R., & Kaplan, R. S., *Design of Cost Management Systems*, New Jersey: Prentice Hall.

#### Reference Books:

- Emmanuel, C and Otley, D.. *Accounting for Management Control*. London. : Woststrand Reinhold.
- Ghosh, P K and Gupta, G S.. *Cost Analysis and Control*. New Delhi. Vision

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## BEHAVIOURAL FINANCE

Course Code: 6MMBA 316

### COURSE OBJECTIVE:-

To help students identify persistent or systematic behavioral factors that influence investment behavior.

### Syllabus:

- UNIT- I** Introduction of behavior, behavior models, cause of behavior difference, behavior decision making. Evolution of behavior finance.
- UNIT- II** Theories of Behavioral finance: heuristics, biases, prospect theory, use of behavioral finance. Forecasting Biases Emotion and Neuron-finance
- UNIT- III** Behavioral corporate finance, Approaches to behavioral and corporate finance, Market bubbles: stock market bubbles in the recent years, classification of bubbles
- UNIT- IV** Forensic Accounting: Behavioral aspect of fraud, forensic auditing, tools of forensic accounting in India.
- UNIT- V** Group Behavior: Conformism, herding, fatal attractions Investing Styles and Behavioral Finance

### COURSE OUTCOME:-

This course is intended to develop team work skills and will able to apply behavioral finance in corporate financial decisions.

### Text Books:

- Sulphery M.M, Behavioraiouril finance, PHI learning Private Ltd, 2014 edition

### Reference Books:

- Chandra Prasanna , behavioral finance, Mc Graw hill publishing, edition2016
- Forbes William, Behavioral finance, John Wiley and sons LTD,



Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## ENTERPRISE RESOURCE PLANNING

Course Code: 6MMBA 317

### COURSE OBJECTIVE:-

To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

### Syllabus:

**UNIT- I INTRODUCTION** - Overview of enterprise systems – Evolution - Risks and benefits -Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems

**UNIT- II** Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management

**UNIT- III** Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees

**UNIT- IV POST IMPLEMENTATION** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

**UNIT- V EMERGING TRENDS ON ERP** - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on.

### COURSE OUTCOME:-

Enhanced Evaluation of ERP systems, Business Analytics, Future trends in ERP systems.

### Text Books:

- Alexis Leon (2007), ERP demystified, second Edition Tata McGraw-Hill,.

### Reference Books:

- Mahadeo Jaiswal and Ganesh Vanapalli (2009), ERP Macmillan India,.
- Vinod Kumar Grag and N.K. Venkitakrishnan, (2006), ERP- Concepts and Practice, Prentice Hall of

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## SYSTEM ANALYSIS & DESIGN

Course Code: 6MMBA 318

### COURSE OBJECTIVE:-

This subject introduces established and evolving methodologies for the analysis, design, and development of an information system

### Syllabus:

- UNIT- I      Systems Concepts and the Information Systems Environment:**  
Introduction, the Systems Concept: Definition. Characteristics of a System: Organization. Interaction, interdependence, Integration, elements of a system, Control, Feedback, Environment, Types of Systems, Manmade Information Systems, **The System Development Life Cycle-** Introduction, System Development life cycle, Feasibility Study, Analysis. Design, Implementation, Post – Implementation and Maintenance
- UNIT- II      Systems planning and the initial Investigation:**  
Introduction, Bases for Planning in Systems Analysis, Dimensions of Planning, Determining the User's Information Requirement, Background Analysis, Fact-Finding Analysis, Determination of Feasibility,
- UNIT- III      Feasibility Study:**  
Introduction, Statement of Constraints, Identification of Specific System Objectives, Feasibility Considerations, Steps in Feasibility Analysis, Feasibility Report, **The Process and Stages of Systems Design:** Introduction, The Process of Design: Logical and Physical Design, Design Methodologies.
- UNIT- IV      System Testing and Quality Assurance:**  
Introduction, Why System Testing/ what do we Test for? Nature of Test Data, Test Plan, Activity Network for System Testing system, Quality Assurance: Goals in the Testing, Role of the Data Processing Auditor, **Implementation and Software Maintenance:** Introduction, Conversion, Activity Network for Conversion, Combating Resistance to Change, Post – Implementation Review, Software Maintenance: Primary Activities of a Maintenance Procedure.
- UNIT- V      Hardware/Software Selection and the Computer Contract 414:**  
Introduction, Hardware & Software Suppliers, Types of Software, Procedure for Hardware / Software Selection, Major Phases in selection, Financial Consideration in Selection: Rental Option, Lease Option, Purchase Option, Computer Contract: The Art of Negotiation, Contract Checklist, **Project Scheduling and Software** Introduction, Why do systems fail? What is Project Management?

## **COURSE OUTCOME:-**

After reading this subject, students should be able to define and describe the five phases of the system development life cycle, Describe how systems analysts interact with users, management, and other information systems professionals. Develop data flow diagrams and decision tables. Perform a feasibility study. Evaluate systems development alternatives. All this skills helps them to find various job and entrepreneurship opportunities in the field of IT sectors.

## **Text Books:**

- System Analysis and Design by E. M. Award.
- Analysis and Design of Information System by J Senu.
- The Analysis Design and Implementation of Information by Lucas.
- Fundamentals of System Analysis by J.F. Garald and A.F. Garald.
- J. Whitten, L. Bentley and K. Dittman, "Systems Analysis and Design Methods", Fifth Edition, Tata McGraw Hill.
- System Analysis & Design (H) by Ashish Tiwari Indore  
Kamal Prakashan

## **Reference Books:**

- System Analysis and Design Paperback – 2014 by Ikvinderpal Singh
- Systems Analysis and Design, 6ed Paperback – 2016 by Dennis , Wixom , Roth
- Singh Brijendra, (2016)"System Analysis and Design", New Age International Pvt. Ltd.
- Awad Elias M. (2014)"system Analysis and Design", Galgotia Publications Pvt. Ltd".

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# TECHNOLOGY ASSESSMENT & FORECASTING

Course Code: 6MMBA 319

## COURSE OBJECTIVE:-

To understand the technology growth, changes, forecasting techniques, Assessment and competitiveness

## Syllabus:

- UNIT- I** Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning
- UNIT- II** Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.
- UNIT- III** Technology Forecasting – Need –Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).
- UNIT- IV** Dissemination of technology information and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - Implementing technology programmes.
- UNIT- V** Factory and office automation - Business Process Reengineering - Quality Management –Use of Transferred Technology - Collaborative innovation environment – Collaborative knowledge-intensive industry environment – Business and government relations – Technological competitiveness in some of the developing and developed countries.

## COURSE OUTCOME:-

To adopt recent technological changes, Assess alternatives and Compete in Industry

### Text Books:

- Tarek M. Khalil, (2003), Management of Technology, McGraw Hill,.
- Vijay Kumar Khurana, (2007)Management of Technology and Innovation, Ane books India, Chennai,

### Reference Books:

- Robert Szakonyl,( 2008)Handbook of Technology Management, Viva Books Private Limited,.
- Gerard H. Gaynor, (1996)Handbook of Technology Management, McGraw Hill

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal



# TECHNOLOGY COMMERCIALIZATION & TRANSFER

Course Code: 6MMBA 320

## COURSE OBJECTIVE:-

To understand Technology Commercialization, Negotiation, Transfer Mechanisms, Licensing

## Syllabus:

**UNIT- I** Technology as asset - Competitive technology strategic options -Types of commercialization – Commercialization Process. Technology opportunities - Technology scale up - Transfer decision making - Choice of technology – Technology Transfer Categories: - International - Cross industry – Inter-firm – Intra-firm.

**UNIT- II** Technology Negotiation-Preparation and conduct of negotiations - Technology outsourcing - Socio, economic, political, legal and cultural considerations. Technology diffusion - Technology transfer modes - Technology up-gradation - Technology modernization - Adoption of new technologies - Absorption of new technologies - Absorption process - Relocation issues

**UNIT- III** Technology Transfer Services - Matching and preselection of prospective business partners - Commercializing innovations –Technology transfer negotiations - Technology transfer Offices: - databank - periodicals – web based services - - technology transfer agreements - Material Transfer Agreements (MTA s) - Business meets, workshops, training programmes, press release.

**UNIT- IV** In-house development -Partnerships with intermediaries - Sponsored development - Joint development - Collaborative development - International networks of technology brokers. Technology Licensing - Rights of license holders- Financial terms – documentation - cross licenses - Collaboration and public policy.

**UNIT- V** Assistance in implementing technologies – Intellectual property related issues: – rights - litigations – royalty audits – auctions- Market/feasibility studies - Product marketing - Technology valuation: - methods - Contract negotiation – Subcontracting – sublicense - Technology investment practices -Arranging financial assistance: – sources - option fund – angel investment-Finance syndication – loan - venture capital and debts– grants – incentives.

## COURSE OUTCOME:-

After learning this course, students will understand the insights of Commercialization Process, Modernization, Material Transfer Agreements, Technology valuation methods, Technology Investment Practices.

## Text Books:

- Zeans Block & Lan C. Macmillan, (2003), Corporate Venturing, Harvard Business School Press
- A Innovation Management, Strategies, Implementation and Profit by Afuah Oxford University

## Reference Books:

- Afuah (2012), "A Innovation Management, Strategies, Implementation and Profit", Oxford University Press 2nd edition.

## RESEARCH & DEVELOPMENT MANAGEMENT

Course Code: 6MMBA 321

### COURSE OBJECTIVE:-

To understand how to design and lead R& D processes and manage R & D Organization.

### Syllabus:

- UNIT- I** Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering
- UNIT- II** Structural Components – Organizational Environment, , Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques
- UNIT- III** Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.
- UNIT- IV** Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people –Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.
- UNIT- V** Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

### COURSE OUTCOME:-

After learning this course, students will able to ensure an effective, efficient and sustainable Research & Development.

### Text Books:

- R.K.Jain, Harry C Triandis,( 1997) Management of Research and Development Organization: Managing the Unmanageable, John Wiley & Sons.
- George F Thompson,( 1970) The Management of Research and Development, Batsford.

### Reference Books:

- Harold Arthur Collison,( 1964) Management of Research and Development, Pitman
- Andreas Holzinger, (2011)Successful Management of Research & Development, Books on Demand,

## SEED PRODUCTION TECHNOLOGY

Course Code: 6MMBA 322

### COURSE OBJECTIVE:-

This subject is a aim to provide the students with the knowledge of agro-chemical industry, its regulatory authorities & agro-chemical.

### Syllabus:

- UNIT- I** Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement.
- UNIT- II** Seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds; installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds.
- UNIT- III** Germplasm conservation; construction and seed stores: seed development and germination; principles and methods moisture, viability, seed vigour, genetic purity and seed health- Seed industry in India-present status and future prospects.
- UNIT- IV** Role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential.
- UNIT- V** Organization of seed industry in India; Human resource development in seed industry, managing seed industry efficiently.

### COURSE OUTCOME:-

The result will be students get basic knowledge of seed development and structures and apprise students with its relevance to production of quality seed.

### Text Books:

- Seed Production Technology of Vegetables - B.S. Asati and Prabhakar

### Reference Books:

- Seed Production of Field Crops - S.S. Mondal

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

# TECHNOLOGY & MANAGEMENT OF LIVESTOCK PRODUCTS

Course Code: 6MMBA 323

## COURSE OBJECTIVE:-

The subject deals with the livestock product management such as poultry, dairy etc, along with the extension activities & quality control in the particular field.

## Syllabus:

- UNIT- I** Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,- wool etc.,; selection of livestock type, production and processing units; processing industry in India.
- UNIT- II** Alternate production and processing technology; demand scenario for livestock products in le domestic and global markets; improvement in products through disease control Veterinary: advisory services,.
- UNIT- III** Extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets.
- UNIT- IV** Quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same.
- UNIT- V** Slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues.

## COURSE OUTCOME:-

At the end of the study students will Identify achievable LDOs and design an LDS to achieve the LDOs for all important production systems within the country (region), placing particular emphasis on assessing.

## Text Books:

- Livestock Production Management - C.K. Thomas N.S.R. Sastry

## Reference Books:

- Livestock Management (Reference Book) - Govt. of Kerala & Dept of Education

# TECHNOLOGY & MANAGEMENT OF AGRO CHEMICALS

Course Code: 6MMBA 324

## COURSE OBJECTIVE:-

The subject discusses the role & status of the technology intervention in agri-business and provides the guidelines for the use of agrochemical, adulteration & legal requirements.

## Syllabus:

- UNIT- I** Role, status and organisation of agro-chemical industry in the Country; synthesis and development of compounds used as fungicides.
- UNIT- II** Herbicides, nematocides, insecticides, rodenticides, acaricides, molluscides, fumigants and plant.
- UNIT- III** Growth regulators; alternate of novel methods of pest control, integrated pest management.
- UNIT- IV** Role of biological controls as plant protection methods; methods of quality control qualitative and quantitative agrochemicals and residue analysis.
- UNIT- V** Guidelines for the use of agrochemicals ,environment; adulteration and legal requirements.

## COURSE OUTCOME:--

At the end of the study students will Identify achievable LDOs and design an LDS to achieve the LDOs for all important production systems within the country (region), placing particular emphasis on assessing

## Text Books:

- Chemistry and Technology of Agrochemical Formulations - [Alan Knowles](#)

## Reference Books:

- Chemistry and Technology of Agrochemical Formulations - [Alan Knowles](#)

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## PROBLEMATIC SOILS & THEIR MANAGEMENT

Course Code: 6MMBA 325

### COURSE OBJECTIVE:-

- To study about sampling techniques and provide an understanding of soil and plant analysis along with a review of nutrient management.
- To knowledge of soil science and help the student understand the principles behind the soil science.
- To study about the nutrients sources and fertilizers application in soil.

### Syllabus:

- UNIT- I** Soil quality and health. Distribution of Waste land and problem soils in India, Their categorization based on properties.
- UNIT- II** Reclamation and management of Saline and sodic soils, Acid soils, Acid Sulphate soils, Eroded and Compacted soils, Flooded soils, Polluted soils.
- UNIT- III** Irrigation water quality and standards, utilization of saline water in agriculture.
- UNIT- IV** Remote sensing and GIS in diagnosis and management of problem soils.
- UNIT- V** Multipurpose tree species, bio remediation through MPTs of soils, land capability and classification, land suitability classification: Problematic soils under different Agro-ecosystems

### COURSE OUTCOME:-

- To knowledge about nutrient management programme.
- To knowledge of soil and to help understand the save of soil.
- To study about the nutrients use efficiency and their application in soil.

### Text Books:

- The Nature and Properties of Soils. 10th Edn. Printice Hall India pvt. Ltd. New Delhi
- Raymond W Miller and Roy L. Donahue. 1992. Soils and Introduction to Soils and Plant Growth. 6th edn. Printice Hall India pvt. Ltd. New Delhi

### Reference Books:

- Robert .M. Devlin and Francis H. Witham 1986. Plant Physiology. 4th Edn. CBS Publishers and Distributors New Delhi.

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## FUNDAMENTALS OF AGRONOMY

Course Code: 6MMBA 326

### COURSE OBJECTIVE:-

- To study about crop water requirement and water use efficiency.
- To study about application methods of manures and fertilizers.
- To study about herbicide application methods and their management.

### Syllabus:

**UNIT- I** Agronomy and its scope, seeds and sowing, tillage and tilth. crop density and geometry, Crop nutrition, manures and fertilizers, nutrient use efficiency, water resources, soil plant water relationship.

**UNIT- II** crop water requirement, water use efficiency, irrigation- scheduling criteria and methods, quality of irrigation water, water logging.

**UNIT- III** Weeds- importance, classification, crop weed competition, concepts of weed management-principles and methods, herbicides- classification, selectivity and resistance, allelopathy.

**UNIT- IV** Growth and development of crops, factors affecting growth and development, plant ideotypes.

**UNIT- V** crop rotation and its principles, adaptation and distribution of crops, crop management technologies in problematic areas, harvesting and threshing of crops.

### COURSE OUTCOME:-

- To knowledge about methods of herbicide and fertilizer application.
- To knowledge about application methods of fertilizer.
- To knowledge about herbicide application methods and their management.
- To identified of weeds in crops.

### Text Books:

- Principles of Agronomy - S.R. Reddy (1999), Kalyani Publication, New Delhi
- Hand Book of Agriculture (2006) - ICAR Publication

### Reference Books:

- Introduction to Agronomy and soil and water Management - V.G. Vaidya and K.K. Sahatrabudhe

**RETAIL PRACTICES**  
Course Code: 6MMBA 327

**COURSE OBJECTIVE:-**

With this subject the students will understand the basic concepts of retailing & its application for analyzing the current market scenario & contemporary issues along with the opportunities on retailing.

**Syllabus:**

**UNIT- I** Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career.

**UNIT- II** Indian and Global Retail Environment. The evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.

**UNIT- III** Types of Retail Stores, Retail Models and theories of retail development, the future of retailing.

**UNIT- IV** Organization design and structure in Retail, Retail formats, HR management in Retail.

**UNIT- V** Space Management, Factors, Affecting Store Location, Layout and Design.

**COURSE OUTCOME:-**

This course provides students with a comprehensive understanding of retailing, an analysis of the retail environment and exposure to issues and developments in the retail Industry.

**Text Books:**

- Retailing management by Suja R. Nair, Himalaya Publication.
- Retailing management by Gibson G. Vedamani, Jaico Books.

**Reference Books:**

- Retailing management by Swapna Pradhan, Tata McGraw Hills.
- Retailing management by Roger Cox, Paul Britain, Pearson Education

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## RETAIL MARKETING

Course Code: 6MMBA 328

### COURSE OBJECTIVE:-

The subjects have the objective to give a deep understanding about the application of marketing concepts in to the retail business.

### Syllabus:

- UNIT- I** AN OVERVIEW OF RETAILING ENVIRONMENT: Introduction to Retailing, Evolution of Retailing Environment, Formats of Retailing ,Theories of Retail.
- UNIT- II** RETAILING PLANNING AND DEVELOPMENT, Understanding the Retail Customer, Research for Retailing, Strategic Retail, Planning Process, Location Decisions, Growth Strategies
- UNIT- III** MERCHANDISE MANAGEMENT, Basics of Retail Merchandising, Process of merchandise Planning, Methods of, Merchandise Procurement, Retail Pricing and Evaluating, Development of Private Labels, Category management
- UNIT- IV** Managing Retail: HRM in Retail, Retail Store Operations, Legal and Ethical Aspects of Retail Business  
Store Design, Layout and Visual merchandising
- UNIT- V** CREATING AND SUSTAINING VALUE, Managing Retail Infrastructure, SCM, Understanding Retail Viability, Role of Technology in Retail, Changing Facets of Retail

### COURSE OUTCOME:-

Students develop an in-depth understanding of retail and services management as well as non-store retailing overview of retail marketing; retail marketing, financial and location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

### Text Books:

- Retail marketing management by David Gilbert, Pearson Education.
- Marketing management by Philip Kotler.
- Retailing by J. Barry Mason and David J. Burns.
- Retail management by Ronald W. Hasty and James Reardon.
- Retail Marketing by B.B. Mishra & Manit Mishra New Delhi Vrinda Publication
- Retail Marketing by S. Banumathy & M. Jayalakshmi Mumbai Himalaya Publishing House

### Reference Books:

- Chaudhary Prashant (2016), Retail Marketing in modern age, Sage Publication
- ZareiEhsan (2014), Retail Marketing, DMA4U
- Pradhan Swapna (2017) Retailing Management, Mcgraw Hill Education

## STORES MANAGEMENT

Course Code: 6MMBA 329

### COURSE OBJECTIVE:-

The operation of retail stores is different, therefore it requires the different understand with different terminologies. To fulfill this object this particular subject has an aim to elaborate the concerned areas.

### Syllabus:

**UNIT- I** Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

**UNIT- II** Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

**UNIT- III** Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor influencing Mall establishments.

**UNIT- IV** Logistic and Information system, improved product availability, improved assortments, Strategies, Quick Response System.

**UNIT- V** Space Management: The Cost of Space; Drivers of the Size of the Store; The SMG Model; Impact on Space of Future Changes ; Space Management Methods in Various Sectors; Promoting Space Efficiency in Building Design; Space Utilization.

### COURSE OUTCOME:-

The student will analyze the improvement business process in service and manufacturing concern and will learn how to increase productivity and deliver higher quality standards.

#### Text Books:

- Swapana Pradhan- Retailing Management
- A. J. Lamba- The Art of Retailing
- Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

#### Reference Books:

- David Gilbert- Retail Marketing
- George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

# BRAND MANAGEMENT

Course Code: 6MMBA 330

## COURSE OBJECTIVE:-

The aim of this subject is to provide fundamental knowledge and concepts of Branding along with various aspects of brand.

## Syllabus:

- UNIT- I Branding Concepts:** Meaning of Brand, Branding, Brand Management, Concept of Retail Branding and Its Importance , Brands v/s Products, Scope of Branding, Branding Challenges and opportunities
- UNIT- II Brand Equity:** Strategic Brand Management Process in Retail Branding, Customer Based Brand Equity model (CBBE), Sources of Brand Equity.
- UNIT- III Brand Positioning and Brand Elements:** Brand Positioning in Retail : Meaning, Importance, Basis Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements, Private Label in Retail : Importance, Growth and strategies
- UNIT- IV Sustaining Branding Strategies in Retail Scenario:** Brand hierarchy, Brand extension and brand transfer, Managing brand over time in retail scenario
- UNIT- V Managing Brand Over Time:** Brand Reinforcement, Brand Revitalization, and Brand Crisis, Case Discussion on Brand Building in Retail Scenario

## COURSE OUTCOME:-

After leaning this subject students will able to understand the concepts of brand along with its various aspects and develop the ability to manage the brand of company effectively.

## Text Books:

- Keller lane Kavin, (2012), Strategic Brand Management, Pearson Publication
- Chernev Alexander, (2015), Strategic Brand Management, Cerebellum press

## Reference Books:

- Arienzo D Willium (2016), Brand Management Strategies, Fairchild Books
- Casanova Marco (2017), Branding It 3.0, Bookstand Publishing

## RETAIL TECHNIQUES & SKILLS

Course Code: 6MMBA 331

### COURSE OBJECTIVE:-

The aim of this subject is to provide insights about the various techniques used and skills required for managing retail operations

### Syllabus:

- UNIT- I** Introduction to ERP: ERP overview, Basic features of ERP systems, Understand retail at micro level, Understand needs of stake holders, Defining the structure of business, Defining structure of Operations
- UNIT- II** **Overview of Retail business:** Understand locations of business, Create basic requirements of ERP, Create basic modules list for each stake holder, State requirement of data, Data management systems.
- UNIT- III** **Management of Products within retail business:**, Classification of products, Variations in product affecting POS, Product hierarchy in system, Creation of SKU's & items on system, Define paths of merchandise in the system
- UNIT- IV** **Merchandise Management System:** Concept of MMS, Create Merchandising Plans, Process of Merchandise Purchase, Process of handling Merchandise, Merchandise Budget & monetary control
- UNIT- V** **Merchandise Planning & Assortment:** Generating Open to Buy plans by category & sub categories, Plan quantities by item level, Generate assortment plan, Vendor-wise allocation of planned buys, Generate quantity, cost and Sales value reports

### COURSE OUTCOME:-

After studying this subject students get familiarize with the various techniques Involved in retail and develops the skills to manage the retail operations and Functions.

### Text Books:

- Berman Barry (2017), Retail management, Pearson Education
- Bajaj Chetan (2016), Retail Management, Oxford University Press

### Reference Books:

- Pradhan Swapna (2017) Retailing Management, Mcgraw Hill Education

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## OPERATIONS PLANNING & CONTROL

Course Code: 6MMBA 332

### COURSE OBJECTIVE:-

To acquaint the students with fundamental concepts and techniques used in managing operations and manufacturing within the organization.

### Syllabus:

- UNIT- I** Operations/Manufacturing Planning & Control: Context for OPC/MPC, Definitions, Framework, Evolution, Demand Management: Introduction, Demand Management & OPC/MPC Environment, Information Use in Demand Management, Forecasting, Managing Demand,
- UNIT- II** Sales & Operations Planning: Introduction, Process, Management Obligations, Enterprise Resource Planning (ERP): Introduction, Functional Units & ERP, OPC/MPC & ERP,
- UNIT- III** Supply Chain Inventory Management: Basic Concepts, Issues, Inventory Related Costs, Economic Order Quantity (EOQ), Order Timing Decisions,
- UNIT- IV** Master Production Scheduling: Introduction, Techniques, Bill of Material, Managing The MPS, Material Requirements Planning: Introduction, Record Processing, Technical Issues, Using The MRP System,
- UNIT- V** Distribution Requirements Planning: Introduction, Techniques, Management Issues, Just – In – Time: Introduction, Applications, Joint Firm JIT, JIT Software, Production Activity Control: Framework, Techniques,

### COURSE OUTCOME:-

After studying this subject students will able to get the insights about various factors which need to be managed for smooth manufacturing and handling organizations operations effectively

### Text Books:

- Operations Research : Theory, Methods & Applications by S.D. Sharma Meerut : Kedar Nath ,
- Operations Research by Prem Kumar Gupta New Delhi S. Chand Group
- Operations Research by Kanti Swarup New Delhi Sultan Chand & Sons
- Operations Research by Donald Waters New Delhi Kogan Page India Private Limited
- Operations Research by Anand Sharma Mumbai Himalaya Publishing House

### Reference Books:

- Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 11th edition,
- Mahadevan B, Operations Management Theory and practice, Pearson Education, 2nd edition, 2010
- Vollman, Berry, Whybark, Jacobs (2015): Manufacturing Planning & Control for Supply Chain management. (5<sup>th</sup> Edition – Indian). Tata McGraw Hill Publications

# SUPPLY CHAIN MANAGEMENT

Course Code: 6MMBA 333

## COURSE OBJECTIVE:-

To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

## Syllabus:

**UNIT- I INTRODUCTION** - Supply Chain – Fundamentals –Evolution- Role in Economy Importance - Decision Phases - Supplier- Manufacturer-Customer chain. Enablers/Drivers of Supply Chain Performance. Supply chain strategy – Supply Chain Performance Measures,

**UNIT- II STRATEGIC SOURCING** - Outsourcing – Make Vs buy - Identifying core processes Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base-Supplier Development World Wide Sourcing.

**UNIT- III SUPPLY CHAIN NETWORK** - Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design Network Design decisions using Decision trees,

**UNIT- IV PLANNING DEMAND, INVENTORY AND SUPPLY** - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management,

**UNIT- V CURRENT TRENDS** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting – Coordinating the supply chain. SC Restructuring–SC Mapping-SC process restructuring, Postpone the point of differentiation – IT in Supply Chain-Agile Supply Chains- Reverse Supply chain. Agro Supply Chains,

## COURSE OUTCOME:-

Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology

## Text Books:

- K. Shridhara Bhatt: Supply Chain Management – Himalaya Publishing House
- Supply Chain Management by Pankaj Madan New Delhi: Global Academic Publishers ,
- Supply Chain Management, A Balanced Approach: Wiser Tan Leong
- Operations Management: Kumar Meenakshi
- Handbook for Supply Chain Risk Management: Khan
- Leading Effective Supply Chain Transformation: Lee

**COURSE CODE: 6MMBA 333**

**Reference Books:**

- Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2012.
- David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 3rd edition, 2007.

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

# QUALITY MANAGEMENT

Course Code: 6MMBA 334

## COURSE OBJECTIVE:-

The basic aim of this subject is to acquaint the students with the fundamental aspects of quality so that they will be able to work upon it for sustainable growth and enhancing overall productivity.

## Syllabus:

**UNIT- I** Overview of Quality: Introduction, Stages of Quality Control, History, Objectives & Importance, Total Quality Management (TQM), Contribution of Quality Gurus, Strategy And Quality Planning: Introduction, Corporate Strategies, Generic Competitive Strategies, Functional Strategies, Need for Quality Approach to Strategy, Quality & its Types,

**UNIT- II** Process & Statistical Quality Control: Introduction, Quality System, Classification of Quality Control Techniques, Process Capability, Control Charts, Acceptance Sampling, Taguchi's Loss Function, House of Quality, JIT Manufacturing

**UNIT- III** Six Sigma: Introduction, Definition, Objectives, & Benefits, Elements, Six Sigma Methodologies, Benchmarking: Introduction, Types, Benefits, Stages of Benchmarking Process, Cost of Quality: Introduction, Definition, Merits and Demerits of ABC Method, Business Performance Management: Introduction, Strategic Planning, Balance Scorecard, Quality Control Activities,

**UNIT- IV** Total Productive Maintenance: Introduction, Objectives, Elimination of Wastes, Benefits, Performance Measures of Maintenance System, Pillars of TPM, Stages of Implementation of TPM, Failure Modes & Effects Analysis (FMEA),

**UNIT- V** Building & Sustaining Total Quality: Introduction, Role of Quality Professionals, Change management, Sustaining Quality Organization, ISO 9000 & ISO 9000:2000,

## COURSE OUTCOME:-

After learning this subject students will be able to understand the various aspects of quality and be able to implement quality principles and techniques for sustainable growth and efficient working of the organization

## Text Books:

- Juran & Gryna : Quality Planning & Analysis. Tata Mcgrow Hill Publication ltd. Bombay
- Paneerselvam, R. & Sivasankaran, P. (2014): Quality Management. PHI Learning Pvt Ltd.
- Total Quality Management Principles & Practice by S.K. Mandal Noida : Vikas

## Reference Books:

- Manson Bestrand : Quality Control : Prentice Hall of India Pvt. Ltd.
- Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 7th Edition, Wiley India Pvt Limited, 2012.
- James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition.



# LOGISTIC MANAGEMENT

Course Code: 6MMBA 335

## COURSE OBJECTIVE:-

To learn the need and importance of logistics in product flow.

## Syllabus:

**UNIT- I** INTRODUCTION - Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services– Role of logistics in Competitive strategy – Customer Service,

**UNIT- II** DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS – Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider,

**UNIT- III** TRANSPORTATION AND PACKAGING - Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging

**UNIT- IV** PERFORMANCE MEASUREMENT AND COSTS - Performance Measurement – Need System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting,

**UNIT- V** CURRENT TRENDS - Logistics Information Systems – Need Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics,

## COURSE OUTCOME:-

To enable an efficient method of moving products with optimization of time and cost.

### Text Books.

- Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 4th edition, 2012
- Logistics & Retail Management by John Fernie New Delhi Kogan Page India Private Limited
- Logistics Management : Definition, Dimension and Functional Applications by S.K. Bhattacharyya New Delhi S. Chand Group

**COURSE CODE: 6MMBA 335**

**Reference Books:**

- Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
- Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2013.



**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

## **MAINTENANCE MANAGEMENT**

**Course Code: 6MMBA 336**

### **COURSE OBJECTIVE:-**

To understand maintenance strategies, Failure time Distributions, Overhaul and Repair, Recent techniques on maintenance.

### **Syllabus:**

**UNIT- I** Course Objective: To understand maintenance strategies, Failure time Distributions, Overhaul and Repair, Recent techniques on maintenance,

**UNIT- II** FAILURE DATA ANALYSIS - MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability. Selection of service provider,

**UNIT- III** MAINTENANCE PLANNING AND REPLACEMENT DECISION - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacement of equipment subject to break down, group replacement

**UNIT- IV** MAINTENANCE POLICIES - Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance,

**UNIT- V** RECENT TECHNIQUES - Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process,

### **COURSE OUTCOME:-**

Maintainability Prediction, Designing Maintenance Polices, Reengineering Maintenance process.

### **Text Books:**

- Mishtra RC and Pathak K, Maintenance Engineering and Management, PHI, 2nd edition, 2012.
- Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.

### **Reference Books:**

- Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing, 2nd edition, 2013.
- Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited, 1978.

## **TOURISM PRINCIPLES & PRACTICES**

Course Code: 6MMBA 337

### **COURSE OBJECTIVE:-**

The aim of this subject is to provide basic introduction about various principles of tourism and various policies related with it.

### **Syllabus:**

- UNIT- I** Concepts, definitions, origin and development. Types of tourism, Forms of tourism: domestic, international, regional, inbound, outbound, Tourism net work and components of tourism, Interdisciplinary approaches to tourism
- UNIT- II** Tourism Industry and its structure: attractions, accommodation, transportation, F&B, shopping, entertainment, infrastructure hospitality, Presents trends in domestic and global tourism
- UNIT- III** Assessment of tourism impact on destinations: Economic, socio- cultural and ecological. Concept of carrying capacity, sustainable tourism development. Emerging areas of tourism: rural, eco, medical, pilgrimage, bollywood, golf etc.
- UNIT- IV** Tourism organizations: World Tourism Organisation (WTO), Pacific Area Travel Association (PATA), World Tourism & Travel Council, (WTTC) Role and function of Ministry of Tourism, Govt. of India, ITDC, Department of Pondicherry Tourism, PT&TC, FHRAI, IHA, IATA
- UNIT- V** Overview of five year plans with special reference to 10<sup>th</sup> five year plan for tourism development and promotion, National Action Plan- 1992, National Tourism Policy- 2002, Destination planning and development

### **COURSE OUTCOME: -**

After completion of this subject students will be able to understand the basic concepts related to tourism industry and able to practice it.

### **Text Books:**

- P.C. Sinha, 'Tourism Management', vol.4 R. Gartner, 'Tourism Development'

### **Reference Books:**

- Sampad Kumar Swain & Jitendra Mohan Mishra, Tourism principles and practices, Oxford University Press, 2008
- Foster Dennis L., The Business Of Travel Agency Operations and Administration Macmillan/McGraw, Singapore, 1993.

## **TOURISM PRODUCTS OF INDIA**

**Course Code: 6MMBA 338**

### **COURSE OBJECTIVE:-**

The basic objective of this subject is to impart knowledge about the tourism products and tourism attraction points in India

### **Syllabus:**

- UNIT- I** Unique features of Tourism Product in India– Historical perspective– Ancient, Medieval and modern– Geography of India– Physical and Political features– Astrology, Ayurveda, Yoga and Meditation– Languages and literature – Major Religions of India
- UNIT- II** Cultural Tourism - problems and prospects – Fairs and Festivals-Dance Festivals – Performing arts – Dance and Music forms - Music Festivals – Fruit and Flowers Shows – Food Festivals – Myths and Legends – Cuisines and specialty dishes- Artifacts and Handicrafts Architecture –Paintings and Sculpture
- UNIT- III** Archaeological sites – Monuments –Ancient Temples of India – Forts - Palaces and Museums – Buddhist heritage sites of India, Islamic Art & Architecture, Hill stations, pilgrimage centres, Beach Resorts of India, facilities and amenities
- UNIT- IV** Wildlife sanctuaries- National parks –Botanical gardens and Zoological Parks, Biosphere reserve, facilities and amenities
- UNIT- V** Major tourism circuits of India – Emerging Tourism Destination of India – Pilgrimage tourism, ecotourism, Rural tourism, golf tourism, wine tourism, camping tourism, adventure tourism; potential & issues, promotional measures initiated by Ministry of Tourism, Govt. of India, State Governments and Private Tourism Agencies

### **COURSE OUTCOME:-**

After completion of this subject students will be able to understand the importance of each type of tourist destinations present in India which will be the point of attraction for tourists.

### **Text Books:**

- S. Jaganathan, 'India Plan your own holiday' H.K.Kaul, 'Travelers India'

### **Reference Books:**

- Sampad Kumar Swain & Jitendra Mohan Mishra, Tourism principles and practices, Oxford University Press, 2008
- Foster Dennis L., The Business Of Travel Agency Operations and Administration Macmillan/McGraw, Singapore, 1993

## DESTINATION PLANNING & DEVELOPMENT

Course Code: 6MMBA 339

### COURSE OBJECTIVE:-

This subject deals with designing of destination plan as per the requirement of places to be visit and development of plans as per the different elements of places according to the requirement of the tourists.

### Syllabus:

**UNIT- I** Defining "Destination", Types of destination, characteristics of destination, Destinations and products, Development, meaning and function, goals for development, Tourism and linkage between destination and development, Destination Management Systems, Destination planning guidelines, Destination zone planning model, Scenic highways. Destination selection process, The Value of Tourism.

**UNIT- II** Definitions of planning, outlines the key elements of the planning process and analysis, National and Regional Tourism Planning and development hierarchy, Assessment of Tourism Potential, Coordination and Control of Tourism Development, Tourism Planning and Conservation: Policies and Procedures, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, demand and supply match, sustainable development and planning approaches and indicators, design and innovations

**UNIT- III** Tangible and intangible attributes of destination, person's determined image, destination determined image, measurement of destination image, place branding and destination image, destination image formation process, unstructured image, destination appraisal. Strategy development and planning of destinations and tourism products, Product development and packaging, culture and nature-based development, Image and image-building of products and destinations

**UNIT- IV** Amalgamation of destination services, Six 'A's framework for tourism destinations, The dynamic wheel of tourism stakeholders, strategic marketing for destinations and strengthening their competitiveness, destination marketing mix, formulating the destination Product, Pricing the destination, Destination branding, 8Ps in Destination Marketing Destination distribution channels, Destination competitiveness,

**UNIT- V** Public and private policy, Public Private Partnership (PPP) National Planning Policies, WTO guideline for planner, References, Role of Urban civic body, Town planning, urban development, Environmental Management Systems, Environmental Assessment, commoditization, demonstration effect, carrying capacity, community participation, stakeholder management

### COURSE OUTCOME:-

After completion of this subject students will able to develop and design attractive tour plans including the destinations of importance and as per requirement of the tourists.

## **Text Books:**

- C.Gunn, 'Tourism Planning: Basic, Concepts and Cases', Cognizant Publications,2002

## **Reference Books:**

- Nigel Morgan, Annette Pritchard, Roger Pride, 'Destination branding: Creating the Unique Proposition', Butterworth and Heinemann.,2001
- Richard W.Butler, 'The Tourism Area Life Cycle v. 1: Applications and Modifications', Channel View Publications,2006

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT

Course Code: 6MMBA 340

## COURSE OBJECTIVE:-

This subject provides insights about the various elements associated with travel and tourism operations and also with different kinds of people associated in it.

## Syllabus:

**UNIT- I** History & growth, emergence of Thomas Cook and American Express, Types of travel agency and tour operation, distinction between wholesale and retail travel agency, integration and linkages, setting up a travel agency, sources of income. linkages with major railways and cruise system in the world : Indian railways – facilities and amenities for passengers, surface transport system, car rental companies, interstate bus and coach network.

**UNIT- II** Function of a travel agency and tour operator Itinerary planning: domestic and international. Tips and steps for itinerary planning, Do's and do not of itinerary preparation, limitation and constrains. Types of Tour, tour formulation and designing process, group tour planning and component,

**UNIT- III** Meaning of tour package, types and forms of tour package, costing, quotations, FIT and GIT tariffs, confidential tariffs, voucher- hotel and airline and exchange order, Pax docket, status report, AGT statements, merits and demerits of package tour, special requirements for outbound packages, liasioning and selling package tours, commission, mark up, services charges,

**UNIT- IV** Govt. rules for getting approval, IATA rules, regulations for accreditation, documentation, entrepreneurial skill for travel, tourism and hospitality: problems of entrepreneurship in travel trade,

**UNIT- V** Itinerary preparation for inbound, outbound and Domestic tours, preparation of specific common interest tour itinerary & costing, sample tour itinerary of Thomas Cook, Cox & Kings, and SITA Travels.

## COURSE OUTCOME:-

After completion of this subject students will able to understand the operative mechanism of travel and tourism and also able to deal with various types of people associated in the operations of tourism.

---

**Chairperson**  
(Board of Studies)

**Dean**  
(Academic Council)

**(Registrar)**  
Seal



**Text Books:**

- J.M.S.Negi, 'Travel Agency Operation, Concepts and Principles' Kanishka, New Delhi,2005
- Chand.M., 'Management of Travel Agency and Tour Operation' , Anmol, New Delhi

**Reference Books:**

- Victor.T.C. 'Marketing & Selling of Airline products', 2004, England.
- Jagmohan Negi, 'Tourist Guide and Tour Operation : Planning & Organising' Kanishka, New Delhi, 2005
- Holloway, J.C., 'The Business of Tourism', PH, London, 2002

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## **EVENT MANAGEMENT**

**Course Code: 6MMBA 341**

### **COURSE OBJECTIVE:-**

This subject deals with various types of events associated with tourism and teaches the effective management of such events.

### **Syllabus:**

**UNIT- I** Concepts of resorts management – planning – marketing – maintaining and development of resorts, Types of resorts – major players in resort industry in India – Sterling group, Mahindra group, etc., Introduction to Conventions, Exhibitions and Meetings (MICE), components of the conference market. Introduction to convention venues– Characteristics of conferences and conventions,

**UNIT- II** The nature of conference markets – the demand for conference facilities. The economic and social significance of conventions, The impacts of conventions on local and national communities– demographic trends– geographical distribution. An international market perspective, An introduction to planning professional meets, Management of conference at site. Role of Travel agency in the management conference,

**UNIT- III** Contract negotiations: The law of professional Meeting and convention check list, Development of convention– hotel sales and marketing plan– hotel convention service management,

**UNIT- IV** Practices in Event management – Organising and Planning events – customer care management – starting and managing event business – Event Marketing – Marketing Equipments & tools – Event coordination

**UNIT- V** Travel Industry Fairs - Benefits of Fairs – marketing tour brochures through fairs. ITB– WTM– BTF– TTW– PATA TRAVEL MART,

### **COURSE OUTCOME:-**

After completion of this subject students will able to understand the various types of events associated it tourism industry and able to manage such events for enhancing tourists experience and satisfaction.

### **Text Books:**

- A.K. Bhatia, 'Event Management', Sterling Publishers Pvt.Ltd.Delhi,2001

### **Reference Books:**

- Avrich,Barry 'Event and Entertainment Marketing', Vikas, Delhi,1994
- Panwar J.S, 'Marketing in the New Era', Sage, Delhi, 1998.
- Peter E. Tarlow, 'Event Risk Management Safety'

**SUMMER TRAINING PROJECT & VIVA**

**Course Code: 6MMBA 342**

**COURSE OBJECTIVE:-**

After completing second semester, the students will be required to undergo 6-8 weeks training with any organization / firm / company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department within three weeks after the start of the third semester along with the certificate and attendance issued and duly signed by the respective organization / firm / company etc. The report will be evaluated by one external and internal examiner followed by viva voce/presentation. The training report should show what student has learnt during the training period.

**COURSE OUTCOME:-**

After successful completion of training, students will get familiarize with the actual business environment and working conditions and able to map up the differences in the concepts written in the books and implemented in actual business scenario. This training empowers student with the analytical and innovative thinking which makes them able to modify the basic concept into useful business operations.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## **WEB DEVELOPMENT**

### **COURSE OBJECTIVE:**

1. To understand to develop web application using open source technologies
2. To understand XML scripting language and deploying application on Apache Web Server
3. To understand Web Server configuration
4. To understand MySQL database deployment for web applications.

### **Syllabus:**

#### **UNIT - I: Introduction and Web Development Strategies**

History of Web, Protocols governing Web, Creating Websites for individual and Corporate World, Cyber Laws, Web Applications, Writing Web Projects, Identification of Objects, Target Users, Web Team, Planning and Process Development.

#### **UNIT - II: HTML, XML and Scripting**

List, Tables, Images, Forms, Frames, CSS Document type definition, XML schemes, Object Models, Presenting XML, Using XML Processors: DOM and SAX, Introduction to Java Script, Object in Java Script, Dynamic HTML with Java Script.

#### **UNIT - III: Java Beans and Web Servers**

Introduction to Java Beans, Advantage, Properties, BDK, Introduction to EJB, Java Beans API  
Introduction to Servlets, Lifecycle, JSDK, Servlet API, Servlet Packages: HTTP package, Working with Http request and response, Security Issues.

#### **UNIT - IV**

JSP Introduction to JSP, JSP processing, JSP Application Design, Tomcat Server, Implicit JSP objects, Conditional Processing, Declaring variables and methods, Error Handling and Debugging, Sharing data between JSP pages- Sharing Session and Application Data.

#### **UNIT – V**

Database Connectivity, Database Programming using JDBC, Studying Javax.sql.\*package, accessing a database from a JSP page, Application-specific Database Action, Developing Java Beans in a JSP page, introduction to Struts framework.

**Practicals:**

1. Implements Basic HTML Tags
2. Implementation of Table Tag
3. Implementation of FRAMES
4. Design A FORM In HTML (Yahoo registration form)
5. Validation of FORM Using Java Script.
6. Program for exception handling using multiple catch statements and also create your Own exception.

## **MIS & DECISION SUPPORT SYSTEM**

Course Code: 6MMBA 401

### **COURSE OBJECTIVE:-**

The objective of this subject is to develop an understanding of the structure and role of management information systems in business.

### **Syllabus:**

- UNIT- I** Foundation of Information Systems, Introduction, Systems Concepts, Components of an Information System, Types of Information Systems, Quality of Information, Dimensions of Information, Sub-system of Information, Role of Information Systems, Some basic Concepts and Strategies in the Study of Systems, Classification of Information Systems, Using the Systems Approach in Problem Solving
- UNIT- II** Information Systems, Organisations and Business Process, Introduction, Salient Features of Organisations, How Organisations affect Information Systems?, Information Management and Decision-making, Introduction, Three Schools of Management, Decision-making Process, Individual Models of Decision-making, Simon's Model of Decision-making, Integration of Information, Introduction, Integration in Business, Workgroup Integration, Integration of Different Systems, Applications and Concepts
- UNIT- III** Tactical and Strategic Level Information Systems, Introduction, Nature of Tactical and Strategic Information Systems, Strategic Accounting and Financial Information Systems, Marketing Information Systems, Production Information Systems, Human Resource Information Systems, Transaction Processing Systems (TPS), Introduction, Transaction Processing Systems, Information Systems and Strategy, Introduction, Information Systems and Business Strategy, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Using Systems for Competitive Advantage,
- UNIT- IV** Decision Support Systems (DSS), Introduction, Framework of Decisions Support Systems, Types of DSS, Components of DSS, Artificial Intelligence, Introduction, Artificial Intelligence, Expert Systems, Management of Information Systems and Information Technology, Introduction, Nature and Scope of MIS, Components of MIS, System Analysis & Design, Implementation and Evaluation of MIS, Information Technology Trends, Four R's of Business Transformation
- UNIT- V** Managing Infrastructure and Enterprise Systems, Introduction, Managing IT Infrastructure and Architecture: Enterprise Computing, Enterprise Systems, Industrial Networks and Extended Enterprise Systems, Enterprise Resource Planning (ERP), Introduction, Enterprise Resource Planning,

### **COURSE OUTCOME:-**

After learning this subject students will be able to understand the importance and role of management information systems in business and will able to use such systems for effective decision making.

**Text Books:**

- Management Information System Paperback – 2015 by Gagan Varshney, Pankaj Madan & Avdhesh Gupt
- Management Information System, Gordon Davis, Tata McGraw Hill
- Management Information System, Dr.A.K.Gupta, S.Chand
- Management Information System by A.K. Gupta New Delhi S. Chand Group
- Management Information Systems by Gagan Varshney New Delhi: Global Vision Publishing ,
- Management Information System by Abhay Upadhyaya & Neelam Upadhyaya New Delhi: R.B.D. Publications ,
- Management Information Systems by Nirmalya Bagchi Noida : Vikas ,

**Reference Books:**

- Decision Support Systems: A Knowledge-based Approach Book by Andrew B. Whinston and Clyde W. Holsapple
- Management Information System 14 Edition (English, Paperback, Kenneth C. Laudon, Jane P. Laudon)
- Narayan B. Management Information System , APH , New Delhi 1998
- Laudon, Kenneth C, & Jane P.Laudon, Management Information System : Organisation and Technology , PHI Publication
- Management Information Systems : Conceptual Foundations, Structure and Development by Gordon B. Davis & Margrethe H. Olson New york. MC Graw Hill Co.

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

## SERVICE MARKETING

Course Code: 6MMBA 402

### COURSE OBJECTIVE:-

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

### Syllabus:

- UNIT- I** Introduction – Concept of services, Importance of Service Sector in Economy, Characteristics and Classifications of services, Service marketing mix, Environment of Service Marketing (Micro as well as Macro).
- UNIT- II** The Purchase Process for Services – Segmentation, Targeting and Positioning, Consumption values, Purchase models for Services, Service Encounters, Post-Purchase phase, Service Quality – Meaning, Service Quality Gaps & Models (SERVQUAL & SERVPERF)
- UNIT- III** Product - Product differentiation, Product levels, Supplementary Services, Pricing of services- Pricing concepts, Strategies, Use of differential pricing, Place-Service distribution, components of service delivery system, problems associated with services delivery.
- UNIT- IV** Promotion- Advertising, Sales Promotion & Personal Selling in service industry, People- Peoples involvement in services, managing people for service advantage, Recruitment & training of peoples for service delivery, Physical Evidence-Concept of Physical Evidence, Importance, types of Physical Evidence in various services, Process-Concept, Types of process, Role of process in various services
- UNIT- V** Managing Supply, Demand and Productivity – Introduction, Managing Supply and Demand, Tools, Coping with fluctuating demand, Enhancing Productivity, Capacity Management, Challenges in Marketing of services Application of Service Marketing to Hospitals, Educational Institutions, Tourism Industry and Hotel Industry.

### COURSE OUTCOME:-

After studying this subject student get an insight about aspects of services and service marketing which helps them to take effective decisions related to services offered by the organization.

### Text Books:

- Service Marketing by Mehta & Mehta : Ramesh book depo
- Service Marketing by C.A.C Ramgopala : Age International Pub.
- Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd
  - Edition, New Delhi, 2004.
- Services Marketing by Jyotsna Diwan Mehta & Shobha Khinvasara New Delhi: R.B.D. Publishing ,
- Services Marketing by Vasanti Venugopal & Raghu V.N. Mumbai Himalaya Publishing House



**Reference Books:**

- Christopher Lovelock (2004), Service Marketing, Pearson Education, 4<sup>th</sup> Edition, 2004
- Halen Woodroffe, Services Marketing, McMillan, 2008.
- Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2012
- Services Marketing : People, Technology Strategy by Christopher Lovelock & Jochen Wirtz & Jayanta Chatterjee New Delhi Pearson Education

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

# INTERNATIONAL MARKETING

Course Code: 6MMBA 403

## COURSE OBJECTIVE:-

The major objective of this course is to provide an exposure to the area of Marketing in the International perspective due to ever increasing business dealings in the foreign markets.

## Syllabus:

- UNIT- I**      **Introduction to International Marketing**, Meaning of International marketing, Nature of international marketing, Differences between Domestic and International Marketing, Importance of International Marketing, **International Marketing environment**, Economic, Political, Legal, Socio-cultural & Technological Environment, **International Marketing Segmentation and Positioning**, Bases of Market segmentation, Positioning, **International Market entry strategies**, Country Identification, Screening, Selection, Mode Of Entry, Trade-Off Between Different Modes Of Entry.
- UNIT- II**      **International Product designing**, International Products and International Brands, Product adaptation vs Product Standardisation, Product Line Decisions, International Product Life Cycle, New Product Development, **Pricing for International Products**, Factors Affecting International Price Determination, Methods of Pricing, International Price Quotations, Dumping, Price Distortion, Counter-trade, **International distribution channel and logistic management**, International Distribution Channels, International Distribution Logistics, Modes of Transportation, Packaging, Containerisation, **International Promotion mix**, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, Advertising, Role, Advertising Media, Unified vs Diversified Advertising Strategy.
- UNIT- III**      **India's foreign trade**, Trends in Foreign trade, India's Merchandise Export & Imports, Foreign Trade Policy, Exim Policy of India, Objectives of the Exim Policy, Governing Body of Exim Policy, **Export Procedure and Documentation**, Export and Import Procedure, Naming the Business, Selecting the Company, Making Effective Business Correspondence, Processing an Export Order, Entering into Export Contract, Documents for Declaration of Goods under Foreign Exchange Management, The Statutory Control, Declaration Forms, Documents for Transportation of Goods, Documents for Customs Clearance of Goods, Other Documents, Export Assistance Documents.
- UNIT- IV**      **Regionalism vs multilateralism**, Dynamism In The Interface Of Multilateral Trading System And Regional Trade Agreements, Evolving Multilateral Trading System, Recent Rise of Regionalism, Inter-relationship between Multilateralism and Regionalism, Deepening "Tripolarization" of the World Economy, Basic Principles of the Multilateral Trading System, Trade Blocs, Important Grouping In The World, SAARC, North American Free Trade Agreement (NAFTA), Asia-Pacific Economic Cooperation, Organisation for Economic Co-operation and Development, European Union, Association of Southeast Asian Nations, Legal Dimensions In International Marketing Role of WTO, Agreement on Rules of Origin, Understanding on Rules and Procedures Governing the Settlement of Disputes, The WTO Provisions Related to RTAs.

**UNIT- V**      **International Marketing Research**, Need for Overseas Market Research, Sources of Market Research, Screen Potential Markets, Assess Targeted Markets, Draw Conclusions, Market Research Process, The Scope of International Marketing Research, The International Marketing Research Process, Defining the Research Problem and Research Objectives, Developing the Research Plan, Deciding on Information Sources, Secondary Data, Primary Data, Role of International Trade Agencies, Planning and Conduct of Market Survey, Setting Objectives, Adopting Methodology, Survey Conducting, Survey Techniques, Survey Reporting, Marketing Information System, Internal Records System, Marketing Intelligence System,

**COURSE OUTCOME:-**

After getting the knowledge of this subject students will be able to understand the different aspects of international marketing so as to take decision for expansion of the organization and increasing business dealings in the foreign markets.

**Text Books:**

- International Marketing by International Marketing : Kothari & Jain
- Saha, Satish Kumar and Agarwal, Anju (2016), International Marketing. SBPD Publications. 1<sup>st</sup> Edition.
- International Marketing by S. Yuvraj
- International Marketing ( Text & Cases ) by F. Cherunilam , Mumbai: Himalaya Publishing House,
- International Marketing : Global Environment Corporate Strategy Case Studies by Rajagopal Noida : Vikas ,

**Reference Books:**

- Francis Cherunilam (2013), International Marketing – Text & Cases, Himalaya Publishing House, 13<sup>th</sup> Revised Edition, 2013
- Cateora, Philip R., Gilly, Mary C. and Graham, John L. (2017), International Marketing. McGraw Hill Publication, 16<sup>th</sup> Edition.
- Srinivasan, R. (2015), International Marketing. PHI Learning,

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## DIGITAL MARKETING

Course Code: 6MMBA 404

### COURSE OBJECTIVE:-

The basic purpose of this paper is to familiarize the students with the preliminary aspects of Digital marketing so that they may have overviews while applying the concept of this subject

### Syllabus:

- UNIT- I** Introduction to Digital Marketing: what is digital marketing, and importance of digital marketing. What is web site and levels of web site, Difference between blog, portal & website. How is it different from traditional marketing? ROI between Digital and traditional marketing? New trends and current scenario of the world? How can digital marketing be a tool of success for companies? How did digital marketing help the small companies and top inc. Categorization of digital marketing for the business  
Diagnosis of the present website and business?  
Swot analysis of business, present website and media or promotion plan. Setting up vision, mission, and goals of digital marketing  
Understanding a website What is a website?  
Levels of websites? Diff b/w Blog, Portal and Website? Diff b/w websites either static or dynamic
- UNIT- II** Search Engine Optimization (SEO): On page optimization techniques, Off page Optimization techniques Reports
- UNIT- III** Social Media Optimization (SMO): Introduction to social Media Marketing, Advanced Facebook Marketing, Word Press blog creation, Twitter marketing, LinkedIn Marketing , Google plus marketing , Social Media Analytical Tools
- UNIT- IV** Search Engine Marketing: Introduction to Search Engine Marketing, Tools used for Search engine Marketing, PPC /Google Adwords Tool, Display advertising techniques
- UNIT- V** Google Analytics Online Reputation Management, E-Mail Marketing, Affiliate Marketing, Social Media Analytics, Ad designing

### COURSE OUTCOME:-

After learning this subject student will get familiarize with all aspects of digital marketing as this is the new development in the field and today all firms were slightly shifted their traditional promotions to digital promotions?

**Text Books:**

- Chaffey, Dave and Smith, P.R. (2018), E-Marketing Excellence – Planning & Optimizing Your Digital Marketing. 4<sup>th</sup> Edition. Routledge Publications.

**Reference Books:**

- Rob Strokes (2013), E-marketing – The essential guide to marketing in Digital World, *Quirk eMarketing (Pty) Ltd.*, 5<sup>th</sup> Edition, 2013
- Bhatia, Puneet Singh(2017), Fundamentals of Digital Marketing. Pearson Education, 1<sup>st</sup> Edition.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## RETAIL MANAGEMENT

Course Code: 6MMBA 405

### COURSE OBJECTIVE:-

The aim of this subject is to provide fundamental knowledge about retail and retailing concepts in India along with various aspects of retail operations.

### Syllabus:

**UNIT- I** INTRODUCTION TO RETAIL MANAGEMENT: - Meaning of Retail and Retailing, Types of Retailers, Retailing in India. RETAIL MARKET STRATEGY AND CONSUMERISM: - Meaning of Retail Market Strategy, Standalone Stores, Rural Retailing, International Retailing, PLANNING AND MERCHANDISE MANAGEMENT FOR RETAIL OUTLETS:- Meaning, Categorizing the buying Process, Setting Objectives for Merchandising Plan, Sales Forecasting, Assortment Planning Process.

**UNIT- II** FINANCE AND LOCATION STRATEGIES FOR RETAILING:- Activity Based Costing (ABC), Factors Influencing Retailer's Choice of Location, Retail Location Strategies. LOCATION SELECTION AND HUMAN RESOURCE MANAGEMENT: - Factors Affecting the Location of Retail Outlet, Importance of Human Resource Management (HRM) in Retailing. MARKETING MANAGEMENT AND RELATED ISSUES IN RETAILING:- Meaning, Understanding Consumer Behaviour, Stages in the Buying Process, Factors Influencing Customers Buying Decisions, Store Design and Layout , Pricing Strategies and Types, Retail Promotion and communication

**UNIT- III** STORES LOYALTY MANAGEMENT AND VISUAL MERCHANDISING :- Meaning of Customer Loyalty , Variables Influencing Store Loyalty , Motives for shopping and within the store Factors, RETAILING AND INFORMATION TECHNOLOGY (IT) SUPPORT SYSTEMS :- Meaning of Information Technology and Its Growing Role in Retailing, Campaign Management, Benefits of Data Base Marketing , Applications of IT to Retailing.

**UNIT IV:** SUPPLY CHAIN MANAGEMENT: - Meaning of Supply Chain Management, Retail Logistics, Merchandise Flows, Online Logistics Management. IMPORTANCE OF CUSTOMER SERVICE AND QUALITY MANAGEMENT: - Meaning of Customer Service, Customer's perspective of service Quality, the 'GAPS Model' CRM:- Meaning & Importance of CRM, Steps Involved in the ' CRM' Process , Relationship based Buying.

**UNIT- V** MANAGEMENT OF WOES, FRANCHISING, BRAND AND MALLS:- Focus on safety / Security at Retail Outlets, Handling of Inventory Shrinkages, Measures to Reduce shoplifting, Parking space problems at Retail Centers. FRANCHISING, BRAND AND MALL MANAGEMENT: - Meaning of 'Franchising, Brand Management, Mall Management, Factors or Parameters Affecting the Success of Malls. 'men', money and minutes

**COURSE OUTCOME:-**

After completing this subject student becomes familiarize with the concepts and various aspects of retail and able to manage the entire retail operations.

**Text Books:**

- Nair, Suja (2015), Retail Management, 2<sup>nd</sup> edition, Himalaya Publishing House, 2015
- Retail Management by R.K. Jain
- Retail Management : A Global Perspective by Harjit Singh New Delhi S. Chand Group
- Retail Management : Managing Retail Stores by Kisholoy Roy New Delhi Vrinda Publication
- Retail Management in New Dinension by Kuldeep Singh New Delhi: Global Vision ,

**Reference Books:**

- Gilbert, David (2016), Retail Marketing Management. Pearson Education.
- Berman, Barry, Evans, Joel R. and Shrivastava, Ritu (2017), Retail Management – A Strategic Approach. Pearson Education, 13<sup>th</sup> Edition

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## AGRICULTURAL & RURAL MARKETING

Course Code: 6MMBA 406

### COURSE OBJECTIVE:-

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

### Syllabus:

- UNIT- I** Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors.
- UNIT- II** Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market
- UNIT- III** Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.
- UNIT- IV** Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.
- UNIT- V** Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.

### COURSE OUTCOME:-

After studying the subject students understands the insights of Agricultural and Rural marketing environment and different issues pertaining in it so as to draw suitable measures for tapping the wide available opportunity.

### Text Books:

- Rural Marketing by O.S. Shrivastava Bhopal : Quality Publishing Company,
- Rural Marketing Environment Problems & Strategies by T.P. Gopaldaswamy Noida : Vikas ,
- Agricultural Marketing by Anant Mishra New Delhi: Black Printers ,
- Kuamr, Dinesh and Gupta, Punam (2015), Rural Marketing – Challenges and Opportunities, Sage Publications.
- Shinde, Rajesh H. (2016), Rural Marketing in India. ABD Publishers.



**Reference Books:**

- Austin, Charles Burgess and Wehrwein, George Simon (2015), Co-operation in Agriculture, Marketing and Rural credit. Nabu Press.
- Rural Marketing: Text and Cases by C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan New Delhi Pearson Education
- Kashyap, Pradeep (2016), Rural Marketing. Pearson Education, 3<sup>rd</sup> Edition

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

# MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: 6MMBA 407

## COURSE OBJECTIVE:-

This course is dealing with various factors that influence the relationship between management & employees with respect to working condition, safety, pay etc & serves as a path to solve various work related issues.

## Syllabus:

- UNIT- I** Introduction to Industrial Relations, Introduction, Definition, Concept, Industrial Relations in Post-independence Era, Union-free Employees Relation, Basic Postulates of IR. Trade Unions, Introduction, Forms of Trade Unions, Functions of Trade Unions, Objectives of Trade Unions, Role of Trade Unions, Classification of Trade Unions, Theories of Trade Unionism, All India Trade Union Congress, Structure of Trade Unions, Management of Trade Unions, Problems of Trade Unionism in India, Rural Unionism. Section-II,
- UNIT- II** Worker's Participation in Management, Introduction, Elements of Participation, Forms of Participation, Prerequisites for Effective Participation, Effects of Participative Decision-making (PDM), Workers' Participation in India, Participation/Consultation at the Shop and Company Floor Levels in India, Evaluation, Effective Workers' Participation in Management, Indian Experiences, Practice of Worker's Participation.
- UNIT- III** Collective Bargaining, Introduction, Nature of Collective Bargaining, Bargaining Theories, Elements of Collective Bargaining, Collective Bargaining Process, Conditions for Success of Collective Bargaining, Features of Collective Bargaining, Types of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining and Adjudication, Subject Matters of Collective Bargaining, Units and Levels of Collective Bargaining, Prerequisites of Collective Bargaining, Issues and Trends in Collective Bargaining in India, Productivity Bargaining, Productivity Agreements, Factors Inhibiting Collective Bargaining. Section-III,
- UNIT- IV** Industrial Disputes, Introduction, Process of Conflict, Nature of Conflicts, Industrial Conflict – Statistical Dimensions, Types of Disputes, Legal Provisions relating to Discharge or Dismissal (Under Industrial Disputes Act, 1947), Settlement of Industrial Disputes, Conciliation, Conciliation Officer, Adjustment, Lok Adalats and the Industrial Disputes Act, 1947.
- UNIT- V** Grievances, Introduction, Individual or Collective Grievances, Dissatisfaction, Complaint and Grievance, Why Grievances?, Features, Causes of Grievance, Forms of Grievance, Effect of Grievance, Key Features of a Good Grievance-handling Procedure, NTPC-Grievance Procedure (for Executives), NTPC-Grievance Procedure (for Non-executive), Grievance Management in Indian Industry, Guidelines for Handling Grievances, Reducing Grievances and Improving the Process, Quality of Work Life (Q.W.L) and Work Behavior, **Case Studies.**

**COURSE OUTCOME:-**

After the completion of course, students not only understands how industrial relations work, but also learns various sills like leadership problem solving and decision making skills.

**Text Books:**

- Management of Industrial Relation by Navalakha : Ramesh Book Depo
- Industrial relation of developing Economy by Ghosh Visunath : Himalaya Publication
- Industrial Relation of Developing Economy by P. Subharao :Himalaya Publication

**Reference Books:**

- C.S. Venkata Ratnam,(2006) “Specifications of Industrial Relations”: Edition – 01, Oxford University Press
- Rao P. Subha (2013)”Essentials of HRM and Industrial Relation”, “Himalaya Publishing House Pvt. Ltd.”

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES

Course Code: 6MMBA 408

## COURSE OBJECTIVE:-

The main focus of this course is teaching various situations like organizational development, culture & climate etc. happening across hierarchy & organizational structure.

## Syllabus:

**UNIT- I Organizational Change: An Overview**, The Importance of Change, The Imperative of Change, Forces of Change, Internal Forces for Change, Organizational Change: Some Determining Factors, Planned Internal Change, Planned External Change, Unplanned Internal Changes, Unplanned External Changes, Types of Change, Models of Change, The Continuous Change Process Model.

**UNIT- II Approaches to Problem Diagnosis**, The Process, Diagnostic Models, Diagnostic Skills, Methods of Obtaining Diagnostic Information, The Change Agent, External and Internal Practitioner, OD Competencies and Skills. **Techniques of Planned Change**, Effective Change Management, Dealing with the Future, Ten Key Factors in Effective Change Management, Systematic Approach, Keys to Mastering Change, Classic Skills for Leaders, Strategic Leverages to Change, People Lever and Culture Change, Designing Change.

**UNIT- III Organization Development – An Introduction**, Defining OD, Characteristics of OD, The Evolution of Organization Development, Assumptions of Organization Development, Model of OD - Action Research, Action Research as a Process, Features of Action Research, When and How to Use Action Research in OD.

**UNIT- IV Designing OD Interventions**, Definition of OD Intervention, Selecting an OD Intervention, Classification of OD Interventions, OD Interpersonal Interventions, OD Team Development Interventions, Process Interventions, Types of Interventions, Structural Interventions, OD Intergroup Development Interventions, **Future Trends in Organization Development**, Macrosystem Trends, Interpersonal Trends, Individual Trends, The Future of OD, Ethics in OD.

**UNIT- V Managing Changes Through Leaders – Case Studies**, The New People Management: Change Through Merger - Lipton and Brooke Bond, Innovations in Systems at Infosys, The Power of Convergence: Challenge of Creative Simplicity – The Nokia Story, The World's Local Bank: The HSBC SAGA,

## COURSE OUTCOME:-

After completion of this course, students will understand various conditions like organizational conflicts, organizational culture etc and its effect on employees.

## Text Books:

- Organizational Change and Development by Dipak Kumar Bhattacharyya New Delhi Oxford University
- Organization Development : The Process of Leading Organizational Change by Donald L. Anderson New Delhi
- Sage Publication ,

**COURSE CODE: 6MMBA 408**

- Organization Change : Theory and Practice by W. Warner Burke New Delhi : Sage Publication ,
- Organisational change and Intervention Strategies by S. Ramanarangan
- Internationals Human Resource Managemby CB Rewster : Orient

**Reference Books:**

- French and Bell, Organisational Development, Pearson Education
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
- Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: 6MMBA 409

## COURSE OBJECTIVE:-

This subject focuses on human resource planning & development, various job related aspects like analysis, description, welfare & safety issues etc.

## Syllabus:

**UNIT- I** **Overview of International HRM**, An Introduction to IHRM, Introduction, Differences between International and Domestic HRM, Developing International HR Strategies, Types of International Employees, Barriers to Effective Global HRM, Model of International HRM, Expanding the Role of HRM in International Firms, , The Organisational Context, Introduction, International Human Resource Management Approaches, Path to Global Status, International Division, Global Product/Area Division, New Types of Multinational Structures, Role of Human Resource, Strategies for International Organisations, Implications for Human Resource Management Policy, An Integrated Strategic Framework, Flexible Organisation: The EU Model, Context of Management and Organizations in Europe.

**UNIT- II** **IHRM: A Perspective**, International Recruitment and Selection, Introduction, Human Resource Cycle, International Labour Market — Sources, Approaches to International Staffing, Methods of Recruitment for International Companies, Selection Criteria and Techniques, Problems of International Staffing, Multinational Performance Management, Introduction, Performance Management and its Link with Other HR Processes, Multinational Performance Management, Factors Associated with Individual Performance and Appraisal, Appraisal of HCN Employees. Training and Development, Introduction, Expatriate Training: General Practices, Impact of Different Learning Styles on Training, Types of Cross-cultural Training, Approaches to Training and Development, Shortcomings of Training and Development. Multinational Compensation System, Introduction, Designing Compensation Programme, Objectives of International Compensation, Key Components of International Compensation Programme, Approaches to International Compensation, Differentiating between PCNs and TCNs, Termination of Contract, Incentives and Corporate Commitments

**UNIT- III** **IHRM: Issues and Strategies**, Re-entry and Career Issues, Introduction, The Expatriate Re-entry Process, Factors Affecting Re-entry Process, Designing a Repatriation Programme, Cultural Factors in International Career Choice, Labour Relations, Introduction, Key Issues in International Labour Relations, Trade Unions and International Industrial Relations, The Response of Trade Unions to MNCs, Regional Integration: The European Union (EU), Regional Integration:

**UNIT- IV** **IHRM: Moving beyond Models, Challenges and Implications**, HRM Trends and Future Challenges, Introduction, Ethical Relativism or Global Values, Self-regulation Initiatives: International Corporate Codes of Conduct, Government Regulation: New Global Developments on the Criminalization of Bribery, The Emerging Role of HR in Operationalizing Corporate Ethics Programmes, Challenges for the HR Function of the Multinational Firm, HR Issues in MNCs, Introduction, Ownership Issues, Theoretical Developments in International HRM (Micro and Macro), Political Risk Assessment, Legal Context of Human Resource Management, Bribery: A Recurring

**COURSE CODE: 6MMBA 409**

Problem in International Business, MNC as a Global Citizen and Good Corporate Citizen, HR Issue in MNCs: Social Responsibility.

**UNIT- V IHRM: The Paradigm of Cross-cultural Management,** Cultural Dimensions of IHRM, Introduction, Cultural Variables in Organisational Context, Cultural Perspectives in Organisation, Cross-cultural Issues, Cross-culture Communication, Business Protocol, Cross-cultural Negotiations, National Culture and Organisation Culture, Cross-cultural Organisation, Transferability across Culture, Potential Cross-cultural Problems, , Case Studies ,

**COURSE OUTCOME:-**

After completion of this course, students will be able to understand international aspects of human resource management.

**Text Books:**

- P. SubbaRao, International Human Resource Management, Himalaya Publishing House.
- International Human Resource Management by Chris Brewster & Paul Sparrow & Guy Vernon  
Hyderabad  
University Press
- International Human Resource Management by R.V. Badi & S.G. Hundekar New Delhi  
Vrinda Publication

**Reference Books:**

- K. Aswathapa ,International Human Resource Management, Tata McGraw Hill Publishing Co.
- Peter J. Dowling Denice E Wetch, Randall S. Schuler, International Human Resource Management, Thomson South-Western Publishers.
- Internationals Human Resource Management by C Brewster : Orient

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## STRESS MANAGEMENT

Course Code: 6MMBA 410

### COURSE OBJECTIVE:-

This course is dealing with various factors that influences the relationship between management & employees with respect to working condition, safety, pay etc & serves as a path to solve various work related issues.

### Syllabus:

**UNIT- I UNDERSTANDING STRESS** - Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT- II COMMON STRESS FACTORS TIME & CAREER PLATEAUNG** – 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’.

**UNIT- III CRISIS MANAGEMENT** - Implications – People 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:-

Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

### Text Books:

- 1. Argyle.( 2012) The Psychology of Happiness. Tata McGraw Hill.
- Bartlet(2012)Stress – Perspectives & Process. Tata McGraw Hill.

### Reference Books:

- Cooper, (2011)Managing Stress, Sage,
- Waltschafer, (2009)Stress Management ,Cengage Learning, 4th Edition .



## INDIAN PHILOSOPHY & LEADERSHIP EXCELLENCE

Course Code: 6MMBA 411

### COURSE OBJECTIVE:-

The main focus of this course is teaching various grant has, teaching of different saints, their principles. So that they can learn about inner self of once and ethics, values and morality as a result of which they can become a good human beings.

### Syllabus:

- UNIT- I** The Vedas: General aspects; Life Goals — Dharma, Artha, Kama and Moksha. Samhitas, Brahmanas, Aranyakas
- UNIT- II** Upanisads: Brahman; Atman; Gross, Subtle, and Causal bodies; Panca Kosa (five sheaths); Waking, Dream, Deep Sleep, and Turiya (fourth) States; Identity of Brahman and Atman; Realisation of Brahman; The Path to Realisation; Sravana (hearing), Manana (thinking), Nidhidhyasana (meditating); Karma and Reincarnation; Immortality, Samskara (impression), and Law of Reincarnation.
- UNIT- III** The Auxiliary Scriptures: Principles of The Ramayana, The Mahabharata, Quran, The Bible, Guru Granth Sahib; The Bhagavad-Gita: Jnana (knowledge) and Karma Samnyasa (renunciation); Work and its Secret. The Smrtis, the Puranas, the Tantras, Jainism and Buddhism.
- UNIT- IV** The Six Systems of Thought: Nyaya; Vaisesika; The Samkhya System — Three Gunas (constituents); The Yoga System of Patanjali — The Powers of the Mind, Dhyana (meditation); The Purva Mimamsa; The Uttara Mimamsa or the Vedanta Sutras — Maya and Illusion, Maya and Freedom; Practical Vedanta.
- UNIT- V** Thoughts and Teachings of Saints and Thinkers: Gaudapada; Samkara; Bhaskara; Yamuna; Ramanuja; Nimbarka; Madhwa; Vallabha; Chaitanya; Ramakrishna, Shankaracharya, Vidyasagar, Benny Hinn, Prophet Muhammad. Guru Govind Sahib.

### COURSE OUTCOME:-

Students will be able to understand the true Indian values and ethics which will help them to become a responsible person and a excellent leader.

### Text Books:

- Sharma Chandradhar(2016),A Critical survey of Indian Philosophy, Motilal Banarsidass Publisher

### Reference Books:

- King Richard(1999),”Indian Philosophy: An introduction to Hindu and Buddhist Thought,Georgetown University Press.

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## WORKING CAPITAL MANAGEMENT

Course Code: 6MMBA 412

### COURSE OBJECTIVE:-

This course emphasize the management of current assets and current liabilities, it covers planning a firm's overall level of liquidity, stressing cash management and credit policies. And also discuss how to reduce the adverse funding effects caused by working capital.

### Syllabus:

- UNIT- I**      **Introduction to Working Capital Management**, Concept of Working Capital, Gross Working Capital Concept, Net Working Capital Concept, Components of Working Capital, Working Capital Policy, Dangers of Excessive and Inadequate Working Capital, Factors Determining the Working Capital Requirement, Operating Cycle Time Analysis.
- UNIT- II**      **Cash Management**, Rationale for Cash, Motives for Holding Cash, Objectives of Cash Management, Cash Budgeting, Cash Forecasting and Budgeting, Preparation of Cash Budget or Elements of Cash Budget, Collection Methods, Cash Management Models, Baumol Model, Miller and Orr Model, Strategies for marketable Securities, Selecting Investing (Avenues) Securities, Money Market Instruments or Marketable Securities.
- UNIT- III**      **Receivables Management**, Meaning of Accounts Receivables Management, Objectives of Accounts Receivables Management, Costs of Accounts Receivables Management, Benefits of Accounts Receivables Management, Payable Management, Credit Policy, Lenient Credit Policy, Stringent Credit Policy, Credit Policy Variables and Impacts of Credit Policy Changes, Credit Standards, Credit Terms, Collection Policy, Credit Terms, Credit Analysis.
- UNIT- IV**      **Inventory Management**, Meaning and Definition of Inventory, Types of Inventory, Inventory Cost, Holding (or Carrying) Costs, Cost of Ordering, Setup (or Production Change) Costs, Shortage or Stock-out Costs, Determining the Inventory Levels, Inventory Management System.
- UNIT- V**      **Financing Working Capital Needs**, Financing of Short-term Working Capital, Money Market Bank Finance, Working Capital Assessment and Appraisal, Projected Balance Sheet Method (PBS Method), Cash Budget Method, Sources of Non-bank Finance, Internal Financing Sources, External Financing Sources, Factoring, Monetary Policy of RBI, Measures of Money Supply, Monetary Policy and Working Capital Finance, Recommendations of Various Committees, Tandon Committee, Chore Committee, Latest Guidelines on Maximum Permissible Bank Finance (MPBF).

### COURSE OUTCOME:-

Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility

### Text Books:

- Management of Working Capital by Amit K. Arora : Sahitya Bhavan Pub.
- Working Capital Management by Sharma D : Himalaya Publication
- Working Capital Management by Sawalia Bihari Ver, New Delhi: Vayu Education of India

- Periyasamy, P. (2014), Working capital management, Himalaya Publishing House, 2014
- Gupta, S.P. (2016), Financial Management, SahityaBhawan Publication, 2016.
- Management of Working Capital, Amit K. Arora, New Delhi, Global Publication

### **Reference Books:**

- Kochhar Sudhir, Working Capital Management, Gullybaba Publishing House
- Bhattacharya Hrishikes, Working Capital Management, PHI Publication
- Working Capital Management, Manika Garg, Educreation Publishing

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## FINANCIAL DERIVATIVES

Course Code: 6MMBA 413

### COURSE OBJECTIVE:-

To understand issues pertaining to pricing and hedging with options on individual stocks and indexes, to examine forwards and futures contracts for equity indexes, commodities, and currencies,

### Syllabus:

**UNIT- I**     **Setting the Objectives**, Introduction, Objectives, Risk and Return, Fundamental Security Analysis, Introduction, Basics of Fundamental Analysis, Fundamentals: Quantitative and Qualitative, Economy-Industry-Company Analysis, Economic Forecasting, Industry Analysis, Financial Statements, Charting, Dow Theory, Elliott Wave Theory, Moving Average, Market Indicators, Random Walk Hypothesis, Difference between FA and TA,

**UNIT- II**     **Portfolio Construction and Optimization**, Introduction, Performance Evaluation, Portfolio Revision, Portfolio Revision Strategies, Understanding Portfolio Construction Methodology, Portfolio Risk and Return, Different Types of Theory, Portfolio Optimization Functions, **Portfolio Performance Examination and Revision**, Introduction, Requirement of a Portfolio Manager (PM), Portfolio Performance Evaluation, Portfolio Measuring Ratios, Application of Portfolio Performance Measures, Measuring Portfolio Performance with Asset Pricing Models, Jensen's Alpha, Revision of the Equity Portfolio, Relative Performance of Constant Mix and CPPI Strategies,

**UNIT- III**    **Derivatives Option Contracts**, Introduction, Derivatives, Option: Meaning, Option Contract, Types of Options, Contract Differences, Valuation, SPOT Options, Option Style, Option Value, Option Pricing Models, Models for Valuing Options, Risks Related with Options, Option Strategies, Collar (Finance), Uses of Options, Advantages of Options, Options Risk that Harms the Portfolio, Risks Faced by the Option Writer and Holder, Risk Profile of an Option, Option Traders,

**UNIT IV:**    **The Sharpe Index Model**, Introduction, Characteristic Lines, Market and Non-market Risk and Return, Portfolio Characteristic Lines, Sharpe Ratio, Influence of a Zero-investment Strategy on Asset Risk and Return, Sharpe Performance Index, Single-Index Model, Sharpe Ratio Optimal Portfolio,

**UNIT- V**     **Stock Market Indexes and S.E.B.I**, Introduction, Stock Market Index, Role of the Stock Index, Stock Index Calculations, Major Stock Indexes, Nifty Fifty, Global Indexes, SEBI, Role of Securities and Exchange Board of India, SEBI and Primary Market, Secondary Market, Depositories and Custodians, Achievements of SEBI, Case Studies

### COURSE OUTCOME:-

At the end of this course students should be able to understand the concepts of derivative market and have a discussion and explain in detail financial instruments such as options, futures, swaps and other derivative securities.

### Text Books:

- Financial Derivatives by Guru Swami : Ramesh Book Depo
- Financial Derivatives and Risk Management by Agarwal, OP : Himalaya Publication
- Varma, Derivatives and Risk Management, 2nd Edition, 2011.

- Financial Derivatives by M. Gurusamy & Sachin Jain, New Delhi: R.B.D. Publications
- Fundamental of Financial derivatives, 3rd edition, N.R. Parasuraman
- Financial Derivatives theory, Concepts and problems, New title edition, S. L Gupta
- Financial Derivatives, Kindle edition, SSS Kumar
- Financial Claims and Derivatives, David N. King
- Derivatives pricing A problem based premier, Ambrose Lo
- Financial Risk and Derivative Pricing, Bouchaud

## **Reference Books:**

- Kumar S.S.S. (2012), Financial Derivatives, PHI Learning, 5<sup>th</sup> Edition, 2012.
- Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2011.
- Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.
- David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## **BANKING & FINANCE**

Course Code: 6MMBA 414

### **COURSE OBJECTIVE:-**

It provides students with a basic knowledge of how international financial markets, understanding of exchange rates, currency values fluctuate. It provide an in-depth understanding of the process and techniques used to make international investment decisions

### **Syllabus:**

- UNIT- I**      **Evolution of Banking Institution,** Introduction, Evolution of Modern Banking, Functions of banks, Banking Structure in India, Latest Advancements in Banking Sector, Challenges to Banking Industry.
- UNIT- II**      **Commercial Banking,** Introduction, Activities of Commercial banks, Retail Banking, Retail banking – Liability Focused Segment (Deposit Accounts), Commercial Banks: Loans and Advances
- UNIT- III**      **Credit policy:** Credit Management, Operational Risk Management in Commercial Banks.
- UNIT- IV**      **Commercial Banks and Priority Sector Advances,** Introduction, The priority Sector, Small Scale Industries–RBI Guidelines, Self Help Groups, Micro Credit.
- UNIT- V**      **Banking Legislations and Reforms,** Introduction, Banking Laws, Other Important Laws as Applied to Banking, Banking Sector Reforms.

### **COURSE OUTCOME:-**

On successful completion of the course students will be able to: Describe the basic concepts and theories that explain the function and evolution of banking and finance, analyze the role of the Bank of International Settlements and the functioning of international banking and financial markets.

### **Text Books:**

- Banking In India (H), V.C. Sinha
- Principle and practice of Banking, DBA- Deewan Banking Academy Experts
- Banking and Financial System V. Nityananda Sarma
- Dr.Mithani D.M, Money, Banking, International Trade and public finance, Himalaya PublishingHouse17<sup>th</sup> edition.
- International Banking, Indian Institute of Banking Finance, Schand, 2<sup>nd</sup> edition 2018.
- Indian Financial System & Management of Banking and Financial services, V. Pathak Bharati, Suresh Padmalatha, Paul Justin
- Banking: Theory and PRactice by K.C. Shekhar Noida : Vikas,
- Banking Thoery & Practice by P.K. Srivastava Mumbai Himalaya Publishing House
- Banking Theory . Law & Practice by E. Gordon Mumbai Himalaya Publishing House
- Banking Services Operations by Sonal Jain & Manish Rathi & Geeti Sharma New Delhi: R.B.D. Publication ,
- Banking In India (H) by V.C. Sinha Agra SBPB

**Reference Books:**

- Indian Institution of banking & Finance (2013), Principles & Practices of Banking, Macmillan Publishing, 3<sup>rd</sup> Edition, 2013
- Financial Institutions and Markets, Bhole, McGraw Hill

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

**RISK MANAGEMENT**  
Course Code: 6MMBA 415

**COURSE OBJECTIVE:-**

The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.

**Syllabus:**

- UNIT- I** Introduction to risk management: The Concept of Risk, Risk v/s Uncertainty, Different types of risk; Risk management v/s Risk avoidance; Risk Management Process; Risk Management Policies; Risk Immunization Strategies
- UNIT- II** Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Method, Fixation and Delegation of Limits,
- UNIT- III** Asset Position Limits/ Deal Size/Individual Dealers/Stop Loss Limits. Margins: Value at Risk Margin, Extreme Loss Margin, Mark to market Margin
- UNIT- IV** Management of Risk: Credit risk, Asset-liability gap risk, Interest rate risk, market risk, currency risk, due-diligence risk, systematic and unsystematic risk.
- UNIT- V** Tools of risk management: insurable and non-insurable. Financial Derivatives: meaning, types and uses. Participants in derivatives market. Contract details of financial derivatives in Indian market: an overview

**COURSE OUTCOME:-**

The course aims to provide the students with a broad understanding of risk and as a means to manage it. This forms the foundation to facilitate the students in their further studies on risk management.

**Text Books:**

- Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
- Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011

**Reference Books:**

- Mark S. Dorfman, 'Introduction to Risk management and Insurance, 10th Edition, Prentice Hall of India, 2012.
- Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal



## ENTREPRENEURIAL FINANCE

Course Code: 6MMBA 416

### Course Objective:-

This course examines the corporate finance issues confronting entrepreneurial firms. The primary areas of study for the course are: financial forecasting, identification and evaluation of real options, assessment of financial needs, and valuation.

### Syllabus:

**UNIT- I INTRODUCTION** - Entrepreneurial finance – meaning – steps in Project formulation, Feasibility report, Business Plan – meaning, needs and content – Factors contributing to successful implementation of Business Plan

**UNIT- II LEGAL DIMENSION** - Forms of business and their taxation issues – overall view of important Acts having financial implication on business – Companies Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Provident Fund Act, Profession Tax Act, Payment of Gratuity Act, ESI Act, Workmen’s Compensation Act, Intellectual Property Rights – meaning and types – Developing IP strategy

**UNIT- III PROJECT APPRAISAL, FINANCIAL PLANNING AND ANALYSIS** - Project appraisal methods – Payback Period, Accounting Rate of Return, Discounted cash flow techniques – Risk incorporation techniques, Methods of minimizing risks, Overrun analysis, , Financial planning – Capital structure and Working capital – Methods of estimating costs, Financial analysis – Fund flow, Cash flow and Ratio analysis, Break even analysis, Leverages, Budget and Budgetary control

**UNIT- IV FINANCING OF VENTURES** - Different stages of financing – Seed, Expansion and Sources of finance –, Angel funding, Venture capital and Lease financing, Bank loans – different types of fund-based and non-fund-based facilities – Financial institutions funding, financial assistance to women entrepreneurs, Financial incentives and facilities available to entrepreneurs

**UNIT- V MANAGING GROWTH AND FINANCIAL SICKNESS** - Venture life cycle, Growth sources, Growth strategies and their funding – Franchising, Licensing, Joint Ventures, Mergers and Acquisitions, Valuation – need and approaches, Steps involved in issuing IPO, Rating of IPOs.

### COURSE OUTCOME:-

This course is intended to be ‘hands on’ and provide a theoretical framework useful for addressing typical financial issues of entrepreneurial ventures

### Text Books:

- Arya Kumar, “Entrepreneurship”, Pearson Education, New Delhi, 2012.
- Gupta S.L. and Arun Mittal, “Entrepreneurship Development”, International Book House Pvt. Ltd., New Delhi, 2011.

**Reference Books:**

- Steven Rogers, “Entrepreneurial Finance”, Tata McGraw Gill, New Delhi, 2011.
- Philip J. Adelman, “Entrepreneurial Finance”, Pearson Education, New Delhi, 6th edition, 2013

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# INTELLECTUAL PROPERTY RIGHTS

Course Code: 6MMBA 417

## COURSE OBJECTIVE:-

To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

## Syllabus:

- UNIT- I INTRODUCTION** – Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.
- UNIT- II ESTABLISHMENT OF WIPO, GENERAL AGREEMENT ON TRADE AND TARIFF (GATT).PATENT CO- Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and Intellectual Property Rights.**
- UNIT- III PATENTS** - Introduction to Patents – Overview, Historical development, concepts on Novelty, Utility, Non-Obviousness. Patentable and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction
- UNIT- IV COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS** - Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,
- UNIT- V LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS** - Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

## COURSE OUTCOME:-

Importance of IPR, International Protection of IPR, Filing of Patents, Trademark Registration, Infringement of Patents and Remedies.

## Text Books:

- R.K.Jain, Harry C Triandis, ( 1997) Management of Research and Development Organization: Managing the Unmanageable, John Wiley & Sons,
- George F Thompson,( 1970) The Management of Research and Development, Batsford,

## Reference Books:

- Prof. A. Chandrasekaran, (2004) "Intellectual Property Law", C. Sitaraman & Co. Pvt. Ltd.
- Dr. Vikes Vashishth, (2002), "Law & Practice of Intellectual Property in India", Bharath Law House Pvt.Ltd

# MANAGING TECHNOLOGICAL INNOVATION

Course Code: 6MMBA 418

## COURSE OBJECTIVE:-

To understand Innovation types, Technology Change, Innovation Strategy, Management and Entrepreneurship

## Syllabus:

**UNIT- I** Innovation types, Process - Economic scale of innovation – Innovation system – Innovation research & development - Creativity techniques.

**UNIT- II** Technology change – Organizational issues – Entrepreneurs opportunities and Technology changes – Technology change and productivity

**UNIT- III** **INNOVATION STRATEGY** - Importance - innovation strategy in practice –types – formulating strategy - building innovative capabilities - returns from innovation strategy- innovation strategy in SMEs.

**UNIT- IV** **INNOVATION MANAGEMENT** - Product and services – benefits, failure, role of design. Operations and Process – importance, techniques, lean production, integration - internal, external.

**UNIT- V** **INNOVATION ORGANISATION** - Entrepreneurship - Technology based, knowledge spillover in large and small firms – financing - contribution of public entities.

## COURSE OUTCOME:-

After learning this course, students will able to understand Creativity Techniques, Entrepreneurs opportunities, and formulating innovation strategy.

## Text Books:

- Mark Dodgson, David Gann, and Ammon Salter, (2008)“The Management of Technological Innovation”, Oxford University Press,
- Scott Shane, (2009)“Handbook of Technology and Innovation Management”, John Wiley & Sons,

## Reference Books:

- Frederick Betz,( 2011)“Managing Technological Innovation”, John Wiley & Sons, Third Edition
- Twiss B & GoodridgeM. Pitman,( 1989), Managing Technology for Competitive Advantage: Integrating Technological and Organizational Development from Strategy to Action.

## E – BUSINESS MANAGEMENT

Course Code: 6MMBA 419

### COURSE OBJECTIVE:-

To understand the practices and technology to start an online business

### Syllabus:

- UNIT- I**     **E-BUSINESS, E-BUSINESS VS E-COMMERCE,ECONOMIC FORCES** – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce
- UNIT- II**     **TECHNOLOGY INFRASTRUCTURE** - Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software
- UNIT- III**     **CONSUMER ORIENTED E-BUSINESS** – e-tailing and models -Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals
- UNIT- IV**     **e-BUSINESS PAYMENTS AND SECURITY** - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.
- UNIT- V**     **LEGAL AND PRIVACY ISSUES** - Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies

### COURSE OUTCOME:-

After learning this course, students will able to understand Creativity Techniques, Entrepreneurs opportunities, and formulating innovation strategy for starting and managing online business.

#### Text Books:

- Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
- Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.

#### Reference Books:

- Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande,( 2012), e-Business, Oxford University Press,
- Hentry Chan& El, (2007), E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd.
- Gary P. Schneider, (2012), Electronic Commerce, Thomson Course Technology, Fourth Annual

**SOFTWARE PROJECT & QUALITY MANAGEMENT**  
Course Code: 6MMBA 420

**COURSE OBJECTIVE:-**

To understand project management cycle in software development and also to study various project estimation and quality models in software development.

**Syllabus:**

- UNIT- I INTRODUCTION** - Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, and Project Tracking.
- UNIT- II SOFTWARE METRICS** - Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics
- UNIT- III SOFTWARE PROJECT ESTIMATION** - Effort and Cost Estimation – Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management
- UNIT- IV SOFTWARE QUALITY** - Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.
- UNIT- V SOFTWARE QUALITY ASSURANCE** - Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

**COURSE OUTCOME:-**

After learning this course, students gains the Knowledge of software development process and quality models. They will also accumulate the Knowledge of software project estimation and quality assurance.

**Text Books:**

- Quality Software Project Management by Robert T.Futrell, Donald F Shafer by Pearson
- Software Project Management by Bob Hughes ,Mike Cotterell,Rajib Mall Special Indian Edition
- Roger S. Pressman,( 2010),Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition.
- Stephen Kan, (2009),Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8<sup>th</sup> Impression.

**Reference Books:**

- Software Project Management by Joel Henry Pearson,Pearson Publication
- Software Project Management In Practice by Pankaj Jalote Pearson
- Walker Royce(2000), Software Project Management – A unified framework, Pearson Education Asia, New Delhi.
- Alan Gillies,( 2011), Software Quality – Theory and Management, Thomson Learning,.
- Bob Hughes and Mike Cotterell,(2010),Software Project Management, Tata McGraw Hill, 5th Edition,

# DATA MINING & BUSINESS INTELLIGENCE

Course Code: 6MMBA 421

## COURSE OBJECTIVE:-

To know how to derive meaning from huge volume of data and information and also to understand how knowledge discovering process is used in business decision making.

## Syllabus:

**UNIT- I INTRODUCTION** - Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI.

**UNIT- II DATA WAREHOUSING** - Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/Transform / Load (ETL) design

**UNIT- III DATA MINING TOOLS, METHODS AND TECHNIQUES** - Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

**UNIT- IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS** espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team

**UNIT- V BI AND DATA MINING APPLICATIONS** - Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

## COURSE OUTCOME:-

After learning this course, students will be able to understand the concepts of Big Data Management and appreciate the techniques of knowledge discovery for business applications.

## Text Books:

- Business Intelligence and Data Mining – Anil K. Maheshwari, Business Expert Press Publication
- Data Mining for Business Intelligence ,concepts,Techniques and Application in Microsoft Office Excel ,Galit Shmueli,Nitin R.Patel,Peter C.Bruce ,Wiley Publication
- Jaiwei Han and Micheline Kamber,(2011) Data Mining concepts and techniques, Kauffmann Publishers, 3rd edition.
- Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, (2010)Business Intelligence, Prentice Hall,2nd edition.

## Reference Books:-

- Data Mining and Business Intelligence –SK Shinde,Uddagiri Chandrshekhkar by Dreamtech
- Data Mining and Business Intelligence –Vivek Bhombri,Babita Chopra,Balram Krishan

- W. H. Inmon,( 2005), Building the Data Warehouse, Fourth Edition Wiley India Pvt. Ltd.
- Ralph Kimball and Richard Merz, ( 2013),The Data Warehouse Toolkit, John Wiley, 3rd edition.
- Michel Berry and Gordon Linoff, ( 2011),Mastering Data Mining, John Wiley and Sons Inc, 2<sup>nd</sup> Edition.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



# MANAGEMENT OF FLORICULTURE & LANDSCAPING

Course Code: 6MMBA 422

## COURSE OBJECTIVE:-

Recent advancements in floriculture industry provokes the importance of this subject, hence this particular subject has an aim to understand the industry completely.

## Syllabus:

- UNIT- I** Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; special techniques for forcing of dehydration of flowers.
- UNIT- II** Response of flowers to environmental conditions landscape gardening; style of gardening, Anaesthetic and Socio- aesthetic newly developed towns and cities.
- UNIT- III** Commercial cultivation of flower crops (rose, gladiolus, tuberose, marigold, aster, carnation, cilium chrysanthemum.
- UNIT- IV** Use of plant sircquluors flower production, extraction, purification and storage of essential oils and perfumes.
- UNIT- V** Post harvest changes in cut flowers, storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.

## COURSE OUTCOME:-

Student will increase their science literacy by learning how to access information regarding food safety, through reading material taken from scientific literature, mainstream media, industry guidelines and press releases dealing with the modern issues of food safety we face today.

## Text Books:

- Floriculture & Landscaping at a Glance - Laxmi Lal Somani

## Reference Books:

- Floriculture, Landscaping and Turf Management - Alagarsamy Nithya Devi , Alagarsamy Ramesh Kumar Valliappan Lakshmanan

## **FUNDAMENTALS OF SOIL SCIENCE**

Course Code: 6MMBA 423

### **COURSE OBJECTIVE:-**

- To study about Soil physical properties: soil-texture, structure, density and porosity, soil color, consistence and plasticity.
- To study about soil organic matter: composition, properties and its influence on soil properties
- To study about Soil pollution - behavior of pesticides and inorganic contaminants, prevention and mitigation of soil pollution.

### **Syllabus:**

- UNIT- I** Soil as a natural body, Pedological and edaphological concepts of soil; Soil genesis: soil forming rocks and minerals; weathering, processes and factors of soil formation.
- UNIT- II** Soil Profile, components of soil; Soil physical properties: soil-texture, structure, density and porosity, soil colour, consistence and plasticity; Elementary knowledge of soil taxonomy classification and soils of India.
- UNIT- III** Soil water retention, movement and availability; soil air, composition, gaseous exchange, problem and plant growth; source, amount and flow of heat in soil; soil temperature and plant growth.
- UNIT- IV** Soil reaction-pH, soil acidity and alkalinity, buffering, effect of pH on nutrient availability; soil colloids - inorganic and organic; silicate clays: constitution and properties; sources of charge ion exchange, cation exchange capacity, base saturation.
- UNIT- V** Soil organic matter: composition, properties and its influence on soil properties; humic substances - nature and properties; soil organisms: macro and micro organisms, their beneficial and harmful effects; Soil pollution - behavior of pesticides and inorganic contaminants, prevention and mitigation of soil pollution.

### **COURSE OUTCOME:-**

- To knowledge about Soil soil sampling tools, collection of representative soil sample, its processing and storage.
- To knowledge about soil acidity and alkalinity, buffering, effect of pH on nutrient availability
- To knowledge about soil organisms: macro and micro organisms, their beneficial and harmful effects.

**Text Books:**

- Text Book of Soil Physics – A.K. Saha, Kalyani Publication, New Delhi
- Text Book of Soil Science- Biswas, T.D. and Mukherji, S. K. 1987-TMH

**Reference Books:**

Fundamentals of Soil Science – ICAR Publication, New Delhi  
Soil, Plant, Water and Fertilizer Analysis – Gupta, P.K. 2007 –Agribios

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## RAINFED AGRICULTURE & WATERSHED MANAGEMENT

Course Code: 6MMBA 424

### COURSE OBJECTIVE:-

- To study about soil and water conservation techniques.
- To study about contingent crop planning for aberrant weather conditions.
- To solution the problems and prospects of rainfed agriculture in

### Syllabus:

- UNIT- I** Rainfed agriculture: Introduction, types, History of rainfed agriculture and watershed in India.
- UNIT- II** Problems and prospects of rainfed agriculture in India; Soil and climatic conditions prevalent in rain fed areas.
- UNIT- III** Soil and water conservation techniques, Drought: types, effect of water deficit on physio-morphological characteristics of the plants, Crop adaptation and mitigation to drought.
- UNIT- IV** Water harvesting: importance, its techniques, efficient utilization of water through soil and crop management practices, Management of crops in rain fed areas.
- UNIT- V** Contingent crop planning for aberrant weather conditions, Concept, objective, principles and components of watershed management, factors affecting watershed management.

### COURSE OUTCOME:-

- Knowledge about mulching and its effects on soil moistures conservation.
- Knowledge about new water harvesting techniques.
- To solve the problems of dry land agriculture related to climate, soil, technological and socio economic conditions.

### Text Books:

- Jayanthi, C. and Kalpana, R. 2016. Dryland Agriculture, Kalyani Publishers, Ludhiana.
- Reddy, S.R. and Reddy, G. Prabhakara. 2015. Dryland Agriculture, Kalyani Publishers, Ludhiana.
- Murthy, J. V. S. 1994. Watershed Management, Wiley Eastern Limited. New Age International Limited, New Delhi.
- Dhruva Narayan, V.V. Singh, P.P., Bhardwaj, S.P., U. Sharma, Sikha, A.K., Vital, K.P.R. and Das, S.K. 1987. Watershed Management for Drought Mitigation, ICAR, New Delhi.
- Singh, S.S., 1993, Crop Management Under Irrigated and Rainfed Conditions, Kalyani Publishers, New Delhi.

### Reference Books:

- Singh, R.P., Sharma, S., Padmnabhan, N.V., Das, S.K. and Mishra, P.K. 1990. A Field Manual on Watershed Management, ICAR (CRIDA), Hyderabad.
- Singh, P.K. 2000. Watershed Management (Design & Practices), e-media Publication, Udaipur, India.
- Singh, R.P. 1995, Sustainable Development of Dryland Agriculture in India. Scientific Publishers, Jodhpur.

## FARMING SYSTEM AND SUSTAINABLE AGRICULTURE

Course Code: 6MMBA 425

### COURSE OBJECTIVE:-

- To study about efficient cropping system and their evaluation, Allied enterprises and their importance.
- To study sustainable agriculture problems and its impact on agriculture, indicators of sustainability, adaptation and mitigation.
- To study about Integrated farming system.

### Syllabus:

- UNIT- I** Farming System-scope, importance, and concept, Types and systems of farming system and factors affecting types of farming, Farming system components and their maintenance,.
- UNIT- II** Cropping system and pattern, multiple cropping system, efficient cropping system and their evaluation, Allied enterprises and their importance, **Tools** for determining production and efficiencies in cropping and farming system.
- UNIT- III** Sustainable agriculture-problems and its impact on agriculture, indicators of sustainability, adaptation and mitigation, conservation agriculture strategies in agriculture, HEIA, LEIA and LEISA and its techniques for sustainability.
- UNIT- IV** Integrated farming system-historical background, objectives and characteristics, components of IFS and its advantages, Site specific development of IFS model for different agro-climatic zones.
- UNIT- V** Resource use efficiency and optimization techniques, Resource cycling and flow of energy in different farming system, farming system and environment, Visit of IFS model in different agro-climatic zones of nearby states University/ institutes and farmers field.

### COURSE OUTCOME:-

- Basis knowledge of farming system components and their maintenance.
- Knowledge about HEIA, LEIA and LEISA and its techniques for sustainability.

### Text Books:

- Agarwal, P.C. 1990. *Oilseeds in India*. Oxford and IBH, New Delhi
- Balasuramaniyan, P. and Palaniappan, SP. 2003. *Principles and Practices of Agronomy*. Agrobios(India)
- Barnes, A.C. 1964. *The Sugarcane*. Interscience Publishers, New Delhi
- Chidda Singh, Prem Singh and Rajbir Singh.2003. *Modern Techniques of Raising Field Crops* (2nd ed.). Oxford & IBH , New Delhi.
- Das, P.C. 1997. *Oilseed Crops of India*, Kalyani Publishers., New Delhi.
- ICAR [Indian Council of Agricultural Research].2006. *Hand Book of Agriculture*. ICAR, New Delhi

**Reference Books:**

- Lekshmikantan, M. 1983. *Technology in Sugarcane Growing*. Oxford & IBH Publishing Co., Pvt. Ltd., New Delhi
- Prasad, R. (ed.). 2001. *Field Crop Production*. ICAR, New Delhi
- Purseglove, J.W. 1974. *Tropical Crops: Dicotyledons*. The English Language Book Society and Longman, London.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

**CROP PRODUCTION TECH.  
(KHARIF CROP)**

Course Code: 6MMBA 426

**COURSE OBJECTIVE:-**

- To study the cultivation of Cereal crops.
- To study the cultivation of pulse and oilseed crops.
- To study the cultivation of fiber and forage crops.

**Syllabus:**

Origin, geographical distribution, economic importance, soil and climatic requirements, varieties, cultural practices and yield of kharif crops.

**UNIT- I** Cereals – rice, maize, sorghum, pearl millet and finger millet.

**UNIT- II** Pulses- pigeonpea, mungbean and urdbean

**UNIT- III** Oilseeds- groundnut and soybean.

**UNIT- IV** Fibre crops- cotton & Jute.

**UNIT- V** Forage crops-sorghum, cowpea, cluster bean and napier grass.

**COURSE OUTCOME:-**

- Basis knowledge of the cultivation of Cereal crops.
- To knowledge the cultivation of pulse and oilseed crops.
- Knowledge of the best cultural practices of fiber and forage crops.

**Text Books:**

- Chatterjee, B.N. 1989. *Forage Crop Production- Principles & Practices*. Oxford & IBH New Delhi.
- Chatterjee, B.N. and Maiti, S.1985. *Principles and Practices of Rice Growing*. Oxford & IBH Publishing Co., New Delhi.
- Chidda Singh, Prem Singh and Rajbir Singh. 2003. *Modern Techniques of Raising Field Crops* (2nd ed.). Oxford & IBH , New Delhi.
- ICAR [Indian Council of Agricultural Research].2006. *Hand Book of Agriculture*. ICAR, New Delhi
- Mohankumar, C.R., Nair, G.M. James George, Raveendran. C.S. and Ravi. V. 2000. *Production Technology of Tuber Crops*. C.T.C.R.I, Trivandrum
- Prasad, R. (ed.). 2001. *Field Crop Production*. ICAR, New Delhi.

## Reference Books:

- Narayanan, T.R. and Dobadghao, P.M. 1972. *Forage Crops of India*, ICAR, New Delhi.
- Onwueme, I. C. and Charles. W.D . 1994. *Tropical Root and Tuber Crops – Production, Perspective and Future Prospects*. F.A.O. Production and Protection Paper-126, Rome.
- Pal, M., Deka, J., and Rai, R.K. 1996. *Fundamentals of Cereal Crop Production*. Tata McGraw Hill Pub., New Delhi

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**



## **RETAIL STRATEGIES**

Course Code: 6MMBA 427

### **COURSE OBJECTIVE:-**

Considering the retail business with separate & unique characteristics, this particular subject provides the strategic approach to do the retail operations.

### **Syllabus:**

- UNIT- I** Retail stores operations, Mall management, setting objectives for retailers' performance, Management of retail brand.
- UNIT- II** Retail strategies, Retail marketing strategy, Finance and location strategies for retailing.
- UNIT- III** Market research for retail management, Trading area analysis Research before and after setting up a retail store.
- UNIT- IV** Retail management information system, Information gathering and processing, Application of I.T. to retail management.
- UNIT- V** Financial aspects of retail, Retail audit and measures of performance evaluation.

### **COURSE OUTCOME:-**

At the end of the course the students will understand the core features of the retail and operation management function at the operational and strategic levels, specifically the relationships between people.

### **Text Books:**

- Retail management, a Strategic Approach by Berman Barry, Evans Joel R., Pearson Education.
- Retail management by Chetan Bajaj, Rajnish Tuli & Nidhi Shrivastav.

### **Reference Books:**

- Retailing by Robert Lusch, Patrick Dunne, South Western Publishing Co.
- Retail management by Michael Levy, Tata McGraw Hills.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## RETAIL INFORMATION TECHNOLOGY

Course Code: 6MMBA 428

### COURSE OBJECTIVE:-

The subject gives a insight that just like any other segment of business, retail management also requires the application of the I, in order to improve the operation quality & decision making process.

### Syllabus:

- UNIT- I** Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options Available to Retail, IT Application for Retail, Advantage of IT Application to Retail.
- UNIT- II** Collection of Data / Efficiency in Operations helps in Communication, Computer Awareness and Different Financial Packages, Issues Concerning the Use of Internet and Related Technology to Improve Retail Business.
- UNIT- III** Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.
- UNIT- IV** Electronic Data Interchange, Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies, How Firms is using the Internet to expand their Markets, Customer Relationship Management and increase their sales.
- UNIT- V** Emergence of organized retailing in IT, Traditional and modern retail formats in IT in India. Case Studies.

### COURSE OUTCOME:-

By the end of this course you will be able to describe the application of retail information technology across all the main components of a retailer's business and will assess what stage a retailer is at in their deployment of retail technology.

### Text Books:

Swapana Pradhan: Retailing Management  
J. Lamba- The Art of Retailing

### Reference Books:

Dravid Gilbert- Retail Marketing  
George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# GLOBAL RETAILING

Course Code: 6MMBA 429

## COURSE OBJECTIVE:-

This particular subject deals with the international application of the retailing concepts along with the complexities facing international retailers in changing market structures of online and global retailing activities.

## Syllabus:

- UNIT- I** International Marketing- Concept, Importance, International Marketing Research and Information System, Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing
- UNIT- II** Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological
- UNIT- III** Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition
- UNIT- IV** Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.
- UNIT- V** Global retail strategy, Retail mix, Contemporary trends in global retailing, Integrated retail strategy

## COURSE OUTCOME:-

At the end of the course will understanding The issues and complexities facing international retailers in changing market structures of online and global retailing activities Financial implications of different market entry strategies.

## Text Books:

Swapana Pradhan- Retailing Management  
A. J. Lamba- The Art of Retailing  
Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

## Reference Books:

Dravid Gilbert- Retail Marketing  
George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## MALL & RISK MANAGEMENT

Course Code: 6MMBA 430

### COURSE OBJECTIVE:-

The basic aim of this subject is to provide the knowledge about various aspects of malls and risk associated within the operations and management of malls.

### Syllabus:

- UNIT- I**     **Global Overview of Mall Management:** Introduction to Malls; Site Selection Process; Understanding and Review of Commercial Lease; Tenant Mix; Marketing Planning and Branding of Malls
- UNIT- II**     **Maintenance Management;** Shopping Entertainment; Shopping Centers; HRM planning and Organization Structure
- UNIT- III**     **Risk assessment** techniques and reduce personal/safety risks; Techniques of preventing violence against staff; Improve Cash Security;
- UNIT- IV**     **Major causes of Retail Crime;** Prevention and deterrence of Retail Crime; Security and Loss Control Techniques; Identify Potential Shoplifters and various methods.
- UNIT- V**     **Risk model;** VAR, Stress Testing, Scenario Analysis, Country and Sovereign Risk Models and Management

### COURSE OUTCOME:-

After learning this subjects students will able to understand the various key aspects of malls and major areas need to be focus and taken care of for minimizing the risk in entire management of malls.

#### Text Books:

- Sheikh, I. Arif,& Dr. Kaneez Fatima (2014), Mall Management, Himalya Publishing House

#### Reference Books:

- Das Abhijit, Mall management, Taxman Allied Services Pvt. Ltd.

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

# CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 6MMBA 431

## COURSE OBJECTIVE:-

The objective of the course is to invoke critical thinking and analysis of the concept of customer relationship management and enabling them to develop and manage CRM strategy

## Syllabus:

**UNIT- I** CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

**UNIT- II:** CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

**UNIT- III** Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

**UNIT- IV** Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

**UNIT- V** CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

## COURSE OUTCOME:-

After learning this subject, students are introducing customer centric operations, process and implications of CRM..

## Text Books:

- S. Bolachandra: Customer Relationship Management – Driven Services Management, 2nd ed., Response Books, Sage Publication.
- Customer Relationship Management 1ed, Mohamed HP/Sagdevan, Vikas Publication house pvt ltd
- Customer Driven Services Management by S. Balachandra New Delhi: Response Books ,

**Reference Books:**

- V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008
- Keshu, Patnaik: What Customers Really Want, Lotus Press.
- Roger J. Baran, Robert J. Galka, Daniel P. Strunll: Customer Relationship Management, South Western Cengage Learning.
- Customer Satisfaction Research Management by Derek R. Allen New Delhi New Age International
- Strategic Customer Planning by Alan Helkhan
- Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

# MANUFACTURING STRATEGY

Course Code: 6MMBA 432

## Course Objective:-

The aim of this subject is to make students familiar with the various aspects of manufacturing and operations so as to make them able for crafting efficient manufacturing & operations strategy for the organization

## Syllabus:

**UNIT- I** Manufacturing/Operations Strategy: Introduction, Meaning, Content, Manufacturing/Operations Strategy Mix, Manufacturing/Operations Performance: Introduction, Performance Objectives, Trade-offs, Targeting and Manufacturing/Operations Focus,

**UNIT- II** Capacity Strategy: Introduction, Meaning, Overall Level of Capacity, Number & Size of Sites, Capacity Change, Location, Supply Network Strategy: Introduction, Meaning, Outsourcing Decision (make or buy), Network Behaviour, Network Management,.

**UNIT- III** Process Technology Strategy: Introduction, Meaning, Degree of Automation, Degree of Coupling, Product-process Matrix, Evaluating Process Technology, Improvement Strategy: Introduction, Development & Improvement, Setting the Direction, Performance Mapping, Deploying Capabilities

**UNIT- IV** Sustainable Alignment: Introduction, Meaning, Sustainable Alignment Over Time, Analysis for Formulation, Challenges

**UNIT- V** Substitutes For Strategy: Introduction, New Approaches to Manufacturing/Operations, Total Quality Management (TQM), Lean Manufacturing/Operations, Business Process Re-engineering (BPR), Enterprise Resource Planning (ERP), Six Sigma, Implementation: Introduction, Meaning, Purpose, Point of Entry, Process.

## COURSE OUTCOME:-

After learning this subject students will understand the entire process of manufacturing and operations and able for crafting efficient and effective manufacturing & operations strategy for the organization

## Text Books:

- Slack Nigel & Lewis Michael (2015): Operations Strategy. (2<sup>nd</sup> Edition). Pearson Publications

## Reference Books:

- Miltenberg John, Manufacturing Strategy, English paperback publications

# PRODUCT DESIGN & DEVELOPMENT

Course Code: 6MMBA 433

## COURSE OBJECTIVE:-

The subject of Total Quality Management aim at proving the concept knowledge & tools & techniques applicable in the field of business management.

## Syllabus:

- UNIT- I INTRODUCTION** - Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve,
- UNIT- II PRODUCT PLANNING** - Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies-Product Specification - Concept Generation – Activity- Steps- Techniques,
- UNIT- III PRODUCT CONCEPT** - Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning
- UNIT- IV INDUSTRIAL DESIGN AND DESIGN TOOLS** - Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis control in industries.
- UNIT- V PATENTS** - Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law

## COURSE OUTCOME:-

Student gains knowledge on how a product is designed based on the needs of a customer.

## Text Books:

- Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, Reprint 2009.
- Kenneth B.Kahn, New Product Planning, Sage, 2nd edition, 2011.
- Product and Brand Management by P.K. Sharma & Renu Pareek New Delhi: R.B.D. Publications ,

## Reference Books:

- A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.



# **MATERIAL MANAGEMENT**

Course Code: 6MMBA 434

## **COURSE OBJECTIVE:-**

To understand how material management should be considered for profitability

## **Syllabus:**

**UNIT- I INTRODUCTION** - Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan,

**UNIT- II MATERIALS PLANNING** - Materials requirements planning-bill of materials resource requirement planning-manufacturing resource planning-capacity management scheduling orders-production activity control codification,

**UNIT- III INVENTORY MANAGEMENT** - Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT- IV PURCHASING MANAGEMENT** - Establishing specifications-selecting suppliers price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing.

**UNIT- V WAREHOUSE MANAGEMENT** - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

## **COURSE OUTCOME:-**

Student gains knowledge on effective utilization of materials in manufacturing and service organization

## **Text Books:**

- J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
- P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
- Warehouse Management by Gugnne Richards New Delhi Kogan Page India Private Limited
- Purchasing and Materials Management by K.C. Jain & Jeet Patidar New Delhi S. Chand Group
- A.K. Dutta, Integrated Material Management PHI.
- Production & operation management by N.S. Bedi

**Reference Books:**

- Ajay K Garg, Production and Operations Mangement, Tata McGraw Hill , 2012
- Dobler, D.W., Material Management Tata Me Graw Hill.
- Gopal Krisan P.& M. Suderashan, Hand Books of Material Management prentice Hall of India

---

**Chairperson  
(Board of Studies)**

**Dean  
(Academic Council)**

**(Registrar)  
Seal**

# WORLD CLASS MANUFACTURING

Course Code: 6MMBA 435

## COURSE OBJECTIVE:-

The aim of this subject is to provide the fundamentals and underlying concepts of quality and process for achieving world class excellence in manufacturing and operations

## Syllabus:

**UNIT- I** Manufacturing Competitiveness: Introduction, Meaning of Competitiveness, Dimensions, Competitive Priorities, World Class Manufacturing: Introduction, Relevance of TQM in World Class manufacturing, Competitive Priorities of Manufacturing, Requirements for Excellence, Time Based Competition.

**UNIT- II** Quality & Global Competitiveness: Introduction, Relationship between Quality & Competitiveness, Continuous Improvements: Introduction, Improvement Strategies, Continuous Improvement & World Class Manufacturing, Continuous Improvement Cycle, The Kaizen Approach, Kaizen Implementation Tools, Requirements & Benefits of Kaizen,

**UNIT- III** Elements of Lean Production: Introduction, Meaning, Lean Production & JIT, Lot Sizing, Set-up Time Reduction, Just In Time Systems: Meaning, Concept of JIT, Importance, Characteristics, Benefits, Overview of JIT Manufacturing, Prerequisites & Elements of JIT Manufacturing System, Techniques of JIT Manufacturing

**UNIT- IV** Benchmarking: Meaning, Evolution, Advantages & Limitations, Types, Seven Step Benchmarking Model, Issues Related to Benchmarking Process, Tools For Process Improvements: Total Quality Tools, World Class Quality management: Introduction, Importance, Levels & Determinants of Quality, Quality Control, Meaning & Necessity of TQM, Elements, Quality Circles, Six Sigma

**UNIT- V** Total Productive Maintenance: Introduction, Evolution, Principle of TPM Programs, Total Preventive Maintenance, Relevance of TPM to TQM, Benefits, World Class Supply Management: Meaning, Transition from Purchasing to Supply Management, Developments in Supply Management, JIT Supply management, Toyota Production System: Origin, Principles

## COURSE OUTCOME:-

After learning this subject students understands the underlying concepts for achieving world class excellence in manufacturing and operations and will able to implements such concepts for the well-being of the organization.

## Text Books:

- Bhat K. Shridhara, World Class Manufacturing, Himalya Publishing House

## Reference Books:

- Schonberger, Richard J. (2015), World Class Manufacturing: The Next Decade. Simon & Schuster Publications.

## PROJECT MANAGEMENT

Course Code: 6MMBA 436

### COURSE OBJECTIVE:-

To acquaint the students with fundamental concepts, techniques and methods of selection and completion of projects undertaken by organizations.

### Syllabus:

**UNIT- I** Introduction, Characteristics & Types, Attributes of good project management, Project Management Vs General Management, Project Identification, Formulation & Interpretation: Introduction, Identification, Preparation, Investment decisions, Zero based project formulation, Project objectives, Establishing the project, Organising Human resource & System, Project Direction, Coordination & Control, Outsourcing,

**UNIT- II** Project Appraisal: Introduction, Technical, Commercial, Economic, Financial & Management Appraisal, Cost benefit analysis, Project Cost Estimation & Financing: Cost of project, Components of Capital Cost, Sources of Finance, Role of financial institutions, NPV/PI/IRR/BCR/NBCR, Project Planning & Scheduling: Introduction, Scheduling Techniques, Line Balance Techniques,

**UNIT III:** Project Cost Control: Project cost Vs Project completion time, Normal time & Crash time, Direct, Indirect & Total Cost, Rehabilitation of Sick Units: Definition of sickness, BIFR, Causes & Prediction

**UNIT- IV** Project Organization: Introduction, Functional, Product & Matrix organization, Advantages & disadvantages of pure matrix form, Selection of project organization structure, Modified & Pure structure, Breakdown structures, Project Contracts: Introduction, Types, Sub-contract, Tenders, Types of payments to contractors

**UNIT- V** Project Evaluation & Post Project Evaluation: Definition, Objectives, Methods, Post project evaluation (Post Audit), Objectives, Phases & Types, Agencies for Project Audit, Computer Aided Project Management: Project information system, Essentials of good information system, Computer based project management, Future of project management

### COURSE OUTCOME:-

After studying this subject students will able to understand the various aspects behind selection of projects and learn the phases of projects so as to able to work on various projects undertaken by organizations.

### Text Books:

- Nagrajan K, (2015), Project Management, 5 ed, New Age International Publishers
- Project Management by Thomas Erickson New Delhi: Globalacademic Publishers ,
- Project Management and Appraisal by Sitangshu Khatua New Delhi Oxford University
- Project Management and Control by Narendra Singh Mumbai Himalaya Publishing House
- Project Management and Entrepreneurship by Vasant Desai Mumbai Himalaya Publishing House

**COURSE CODE: 6MMBA 436**

- Projects Planning Analysis Financing Implementation & Review by Prasanna Chandra New Delhi Tata Mc Graw Hill Education
- Project Risk Management the Commercial Dimension by Tim Boyce
- Textbook of Project Management by P. Gopalakrishnan Noida Tata Mc Graw Hill Education
- The Practice of Project Management by Enzo Frigenli New Delhi Kogan Page India Private Limited
- Project Planning Analysis Financing Implementation and Review by Prasanna Chandra

**Reference Books:**

- Gido and Clements, Successful Project Management, 5th Edition, Thomson Learning, 2011.
- Harvey Maylor, Project Management, 4th Edition, Pearson Education, 2010.
- Practical Techniques for Effective Project Investment Appraisal by Ralph Tiffin

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## ROOM DIVISION MANAGEMENT

Course Code: 6MMBA 437

### COURSE OBJECTIVE:-

To study the flow of activities and functions in today's lodging operation. To establish the importance of front office and housekeeping and its role in the hospitality industry.

### Syllabus:

**UNIT- I INTRODUCTION** - Hotel industry, Classification of Hotels and other types of Lodging, Hotel Tariff plans, Types of guest rooms and annex, Major departments of a hotel, Organization structure, Duties and responsibilities of Front office personnel, Inter-department coordination.

**UNIT- II FRONT OFFICE OPERATIONS** - Sections and Layout, Room tariffs and calculation of rates, Reservation, Registration, Guest services, Check out and settlement, Front office accounting, Night auditing, Safety and security.

**UNIT- III FRONT OFFICE MANAGEMENT** - Evaluating Hotel performance, Revenue per available room, Market share index, Evaluation of hotels by guests; - Yield management, Forecasting, Room availability, Sales techniques, Budgetary control.

**UNIT- IV HOUSEKEEPING OPERATION** - Importance of Housekeeping, Organizational structure, Layout, Coordination with other departments, Duties and responsibilities, Hotel guestrooms, Contents and cleaning; – Public areas, Housekeeping control desk

**UNIT- V HOUSEKEEPING MANAGEMENT** - Housekeeping expenses, Controlling expenses, Use of textiles, Linen and uniform room, Laundry, Equipment, agents and process;– Sewing room, Ergonomics in housekeeping, Pest control and waste disposal, Changing trends in hospitality

### COURSE OUTCOME:-

The student understands the best practice in front office and housekeeping operations methodology by the practical application of theoretical knowledge, to a range of front office and housekeeping tasks and situations in a commercial environment.

### Text Books:

- Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009
- G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Management. Second Edition. Oxford, 2nd edition, 2011

### Reference Books:

- Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012
- Casado, M. Housekeeping Management. John Wiley and Sons, Inc., 2nd edition, 2011.
- Ahmed Ismail. Front Office Operations and Management. Cengage Learning. 2008

---

Chairperson  
(Board of Studies)

Dean  
(Academic Council)

(Registrar)  
Seal

## FOOD & BEVERAGE MANAGEMENT

Course Code: 6MMBA 438

### COURSE OBJECTIVE:-

To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.

### Syllabus:

- UNIT- I KITCHEN MANAGEMENT** - Job description – Hierarchy, Attitude and behavior;  
Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.
- UNIT- II MENU** - Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.
- UNIT- III PRE – PRODUCTION** - Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.
- UNIT- IV FOOD AND BEVERAGE PRODUCTION** - Food production methods – Beverage production methods – F & B Service areas – Food and beverage service methods– Specializes services.
- UNIT- V CATERING MANAGEMENT** - Types of catering – fast-food and popular catering –hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

### COURSE OUTCOME:-

The students will understand the fundamental principles of food preparation, cooking techniques, material handling, heat transfer and professionalism.

### Text Books:

- Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 2012
- John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2011.

### Reference Books:

- Parvinder S.Bali. Food Production Operations. Oxford. 2011
- Denney G. Rutherford and Michael J. O’Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2010
- Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010

## FACILITY & SECURITY MANAGEMENT

Course Code: 6MMBA 439

### COURSE OBJECTIVE:-

To prepare students for responsible, educated, effective and efficient management of the physical plant demands; especially in the areas of energy, water and waste as related to impact on the environment and facilities management.

### Syllabus:

**UNIT- I INTRODUCTION TO FACILITY MANAGEMENT** - Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.

**UNIT- II MAINTENANCE MANAGEMENT SYSTEM** - Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.

**UNIT- III HEATING, ELECTRICAL, LIGHTING AND LAUNDRY SYSTEMS** – Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment- design factors- maintenance- emerging trends.

**UNIT- IV ENVIRONMENT AND SUSTAINABILITY MANAGEMENT** - Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships

**UNIT- V SAFETY AND SECURITY SYSTEMS** - Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, antisocial and extra ordinary events.

### COURSE OUTCOME:-

The students should be able to i) explain goals and objectives of facilities and maintenance management and describe the theoretical aspects of utility systems, energy conservation, and mechanical equipment and building design.

### Text Books:

- David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2012.
- Darrell Clifton, Hospitality security- Managing security in today’s hotel, lodging, entertainment and tourism environment, CRC Press, Taylor & Francis group, 2012



## **Reference Books:**

- Sujit Ghosal, Hotel Engineering, Oxford University Press, NewDelhi, 2011.
- John Edwards, Applied facilities management for the hospitality industry, Cognella Academic Publishing, 2011.

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## FOOD SAFETY & QUALITY

Course Code: 6MMBA 440

### COURSE OBJECTIVE:-

To study the importance of personal cleanliness; sanitary practices in food preparation; causes, investigation, control of illness caused by food contamination (Hazard Analysis Critical Control Points); and work place safety standards

### Syllabus:

- UNIT- I** FOOD SAFETY - Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods
- UNIT- II** FOOD MICROBIOLOGY - General characteristics of micro-organisms – common food borne microorganisms- Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.
- UNIT- III** FOOD QUALITY - Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.
- UNIT- IV** HYGIENE AND SANITATION - General principles of food hygiene – general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage – Food spoilage – Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.
- UNIT- V** RECENT TRENDS - Emerging pathogens - Genetically modified foods – Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)

### COURSE OUTCOME:-

The students will able to assess the quality of food and to provide safe and quality food

#### Text Books:

- Jacob M. Safe Food Handling: A Training Guide for Managers of Food Service Establishments, Geneva: World Health Organization, 1996.
- James M. Jay, Martin J. Loessner, David A. Golden, Modern Food Microbiology. Seventh edition. Springer, 2006.

#### Reference Books:

- Rangana S. Handbook of analysis and Quality Control for fruits and vegetables. Tata Mc Graw Hill, 1986.
- World Health Organization, Food borne Disease: A Focus for Health Education. Stylus Pub Llc, 2000.

## **E-TOURISM MANAGEMENT**

**Course Code: 6MMBA 441**

### **COURSE OBJECTIVE:-**

This subject deals with use and implication of internet and information technology in tourism practices and management.

### **Syllabus:**

- UNIT- I** Introduction to e-tourism- Historical development- Electronic technologies for data processing and communication- Hardware and Software-Strategic, tactical, and operational use of IT in tourism
- UNIT- II** Internet and the World Wide Web- Regulatory framework- Internet economics- Using IT for competitive advantage- Case studies
- UNIT- III** E-commerce- Starting an e-business- E-marketing of tourism products-Typologies of e-tourism- Business models in the wired economy- Case studies
- UNIT- IV** Online consumer behavior- Service quality- Customer satisfaction-Loyalty- Case studies
- UNIT- V** Current debates in e-tourism- Future of e-tourism- Case studies

### **COURSE OUTCOME:-**

After completion of this subject students will able to develop understanding about the concept of e-tourism management and usage of information technology in tourism practices.

#### **Text Books:**

- Buhalis, D. E Tourism: Information technology for strategic tourism management: PHI Learning, 2004
- Poon, A. Tourism, Technology, and Competitive strategies: CABI,1998

#### **Reference Books:**

- Sampad Kumar Swain & Jitendra Mohan Mishra, Tourism principles and practices, Oxford University Press, 2008
- Foster Dennis L., The Business Of Travel Agency Operations and Administration Macmillan/ McGraw, Singapore, 1993

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**

## **FINAL PROJECT & VIVA**

Course Code: 6MMBA 442

### **COURSE OBJECTIVE:-**

After completing third semester, the Faculty members will be assigned as guides to the students to work on the topic selected from their area of specialization for conducting a field research or research work with reference to their selected organization / firm / company etc. where they learn the actual research process to come up with a solution to the problems identified. After the final semester exams, reports of the research will be submitted in the department which is evaluated by the external examiner followed by viva voce/presentation. The research report should show how students has conducted the research and what solutions will they able to provide based on their analytical capabilities and experience.

### **COURSE OUTCOME:-**

After successful completion of research project, students will able to know the actual research process and its usefulness in the organization as a problem solving technique. They will also able to know the potential opportunities persist in the market for extending the business operations and come up with the ways to tap the opportunities.

### **DISSERTATION/ PROJECT FORMAT (SUMMER TRAINING/PROJECT WORK)**

Title of the study (Cover Page)  
Declaration  
Company Certificate (In case of Summer Training)  
Guide Certificate (In case of Final Project)  
Acknowledgement  
Table of Contents  
Table of Graphs & Pictures Used

#### **1. Introduction**

- 1.1. Introduction
- 1.2. Purpose For Undertaking The Research
- 1.2. Significance of the study
- 1.3. Scope of the study
- 1.4. Research Problem
- 1.5. Objective of the study
- 1.7. Hypothesis
- 1.8. Limitations of the study

#### **2. Literature Review (Theory related To Company, Product or Topic)**

#### **3. Research Methodology**

- 3.1. Introduction
- 3.2. Population of the study

- 3.3. Sampling Design
  - 3.3.1. Sampling Technique
  - 3.3.2. Sampling Method
  - 3.3.3. Sample Size
- 3.4. Research Instrument
- 3.5. Sources of data
  - 3.5.1. Primary Data
  - 3.5.2. Secondary Data

#### **4. Data analysis & Interpretation**

#### **5. Findings & Recommendations & Conclusion Bibliography**

---

**Chairperson**  
**(Board of Studies)**

**Dean**  
**(Academic Council)**

**(Registrar)**  
**Seal**