

# UNIVERSITY OF KOTA

NEP-2020

Based Curriculum and Examination Scheme



**Department of Commerce and Management**  
**Faculty of Commerce & Management**

**MBA (Management)**  
**COURSE CODE-10050**

First Year (July 2024 - June 2025)  
Second Year (July 2025 - June 2026)

**UNIVERSITY OF KOTA**  
MBS Marg, Near Kabir Circle, KOTA (Rajasthan)-324 005  
**INDIA**

## **Edition: 2024**

### **Objectives of the Course:**

**Innovation and Employability**-Management is the essence of Business. The Management of Business has become more complex and difficult in the fast changing scenario of global economy. Many new and complex issues have emerged over the years which require focused attention of the policy planners and practitioners. The growing demand of Management Professionals in the corporate world has given significance to this course. The course has been designed keeping in mind skills required by the Industry so that the Management students graduating are place able in the Industry according to the need.

### **Objectives:**

- ✓ To generate managerial skills for dealing with Business.
- ✓ To locate, ensure, recognize and develop the enabling capabilities of students for management of Business.
- ✓ To develop skills in Students so that they are place able in the Industry

### **Course Type:**

Regular course

### **Duration of the Course:**

The course MBA (Management) shall consist of two academic years divided into four semesters.

### **Eligibility for Admission:**

As per the RMAP guidelines

### **Structure of the Programme:**

The MBA (Management) programme consists of:

- (i) Core and Skill based courses of theory as well as practical papers which are compulsory for all students.
- (ii) Summer training/Field work which can be done in an organization (Government, Industry, Firm, Public Enterprise, *etc.*) approved by the Department.

### **Attendance:**

Every teaching faculty handling a course shall be responsible for the maintenance of attendance Register for candidates who have registered for the course. The teacher of the course must intimate the Head of the Department at least seven calendar days before the last instruction

day in the semester about the attendance particulars of all students. **Each student should earn 75% attendance in the courses of a particular semester failing which he or she will not be permitted to appear in the End-Semester Examinations.** However, it shall be open to the authorities to grant exemption to a candidate who has failed to obtain the prescribed 75% attendance for valid reasons and such exemptions should not under any circumstance be granted for attendance below 65%.

### **Teaching Methodologies:**

The classroom teaching would be through conventional lectures or power point presentations (PPT). The lecture would be such that the student should participate actively in the discussion. Student seminars would be conducted and scientific discussions would be arranged to improve their communicative skills. In the laboratory, instructions would be given for the experiments followed by demonstration and finally the students have to do the experiments individually.

### **Maximum Marks:**

Maximum marks of a theory and practical paper shall be decided on the basis of their contact hours/credit per week. One teaching hour per week shall equal to one credit and carry 25 maximum marks and therefore, four teaching hours/credit per week shall carry 100 maximum marks for each theory paper/course. Each four contact hours per week for laboratory or practical work shall be equal to two credits per week and carry 25 maximum marks and therefore, sixteen teaching hours per week shall carry 200 maximum marks for laboratory or practical work.

### **Scheme of Examinations:**

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory paper shall be divided into two parts in which first part is continuous assessment or internal assessment (30% of maximum marks) and second part is semester assessment or external assessment (70% of maximum marks). For practical papers there will be only one external assessment (100% of maximum marks).
- b) The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. There will be one internal assessment tests of 30% weightage, for theory papers in each semester. Internal assessment test shall be of one hour duration for each paper and shall be taken according to academic calendar notified by the

University. One internal assessment test shall be written based examination (20 marks) whereas second internal assessment(10 Marks), will be on the basis of his/her participation in departmental activities (i.e., Group discussion, seminars, workshops, fun - learning activities, PPT presentation or assignment etc.) on any topic of each paper given by teacher concerned. There will be no internal examination in the practical paper.

- c) A student who remains absent (defaulter) or fails or wants to improve the marks in the internal assessment may be permitted to appear in the desired paper(s) (only one time) in the same semester with the permission of the concerned Head of the Department. A defaulter / improvement fee of Rupees 250/- per paper shall be charged from such candidates. Duly forwarded application of such candidates by the teacher concerned shall be submitted to HOD who may permit the candidate to appear in the internal assessment after depositing the defaulter/ improvement fee. A record of such candidates shall be kept in the Department.
- d) The external assessment shall be of three hours duration for each theory paper and six hours duration for practical paper. The practical examination shall be taken by the panel of at least one external and one internal examiner at the end of each semester.
- e) *'Student should qualify both internal & external assessment separately to pass the paper i.e. if candidate passes in external & fails in internal, the candidate has to reappear in internal & external exam of that paper. But if candidate passes in the internal & fails in the external, the candidate has to reappear in external exam of that paper and in internal examination he has option either to forward the obtained internal marks of that paper in the previous attempt (on the basis of the application submitted by the candidate and approval of Head of Department for the same) or can reappear in the internal examination if he want to improve his marks in that paper.'*

The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into the two sections as mentioned below:

Section-A shall have 01 compulsory question comprising 10 questions (maximum 40 words answer) taking two questions from each unit. Each question shall be of two mark and total marks of this section will be 20. This section will be compulsory in the paper.

Section-B will carry 50 marks with equally divided into five long answer type questions (answer about in 500 words) and examiners are advised to set two questions from each unit and students are instructed to attempt five questions by selecting one question from each unit.

As suggested in Annex.-I (Ord.###50), it is proposed to calculate SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average) as per following grade point calculation as:

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	90-100
A+	9	Excellent	80-89.99
A	8	Very Good	70-79.99
B+	7	Good	60-69.99
B	6	Above Average	50-59.99
C	5	Average	45-49.99
P	4	Below Average / Pass	40-44.99
F	0	Fail	0-39.99
U	0	Unfair means	-----
W	0	Withdrawn	-----
Ab	0	Absent	Absent

Further, the calculation of SGPA will be the ratio of secured credit points (credit x Grade point) and total course credits in each semester. Whereas, the CGPA will be calculated in same way but it will be for all four semesters. To calculate the CGPA into percentage, the multiplication factor will be 9.5.

(xix) As suggested in Annex.-I (Ord.###53), the calculation SGPA and CGPA will be calculated on the credit weighted average of the grade points obtained with letter grades countable in CGPA based on EoSE only.

Where

$C_i$  : Number of credits earned in the its course of semester for which SGPA is to be calculated.

$P_i$ : Grade point earned in ith course.

$i=1,2,3,4,\dots,n$  : Represents the different program/papers in which a student has appeared in EoSE.

The CGPA is also calculated as:

With the details as:

C<sub>i</sub> : Number of credits earned in the i<sup>th</sup> course of course till date for which CGPA is to be calculated.

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be calculated.

P<sub>i</sub>: Grade point earned in i<sup>th</sup> course.

i=1,2,3,4.....n : Represents the different program/papers in which a student has appeared in EoSE so far.

f) The pattern of question paper of internal and external shall be as follows:

**(A) Continuous or Internal Assessment:**

30% weightage of Maximum Marks (30 Marks out of 100 Maximum Marks)

Mid Term – 20 marks (written) + 10 marks (Seminar/Project Report/Presentation)

**DEPARTMENT OF COMMERCE AND MANAGEMENT  
UNIVERSITY OF KOTA, KOTA  
First/Second Internal Test 20.....**

**Duration of Exam: 1.00 Hr**

**Class: M.B.A**

**Subject:**

**No. of Students:**

**Max. Marks: 20**

**Semester:**

**Paper:**

**Teacher:**

**Note:** The question paper contains two sections as under:

Section-A : One compulsory question with 05 parts. Please give short answers in 40 words for each part.

Section-B : 01 questions to be attempted having answers approximately in 500 words.

**SECTION A**

Q.1(a)		2
(b)		2
(c)		2
(d)		2
(e)		2
<b>SECTION B</b>		
Q.2		10
Or		
Q.3		10

**(B) Semester or External Assessment:**

70% weightage of Max. Marks (70 Marks out of 100 Max. Marks)

**Duration of Examination: 3 Hours**

**Max. Marks: 70**

**SECTION-A: 10x2=20 Marks**

(Answer all questions)

(Two question from each unit with no internal choice)

**Q. No. 1**

- (i) ..... **2 Mark**
- (ii) ..... **2 Mark**
- (iii) ..... **2Mark**
- (iv)..... **2 Mark**
- (v)..... **2 Mark**
- (vi)..... **2 Mark**
- (vii)..... **2 Mark**
- (viii)..... **2 Mark**
- (ix)..... **2 Mark**
- (x)..... **2 Mark**

**SECTION-B: 10x5=50**

(Answer all questions)

(One question from each unit with internal choice)

(Maximum two sub-divisions only)

**Q. No. 2. ....**

Or

.....

**10 Marks**

**Q. No. 3. ....**

Or

.....

**10 Marks**

**Q. No. 4. ....**

Or

.....

**10 Marks**

**Q. No. 5. ....**

Or

.....

**10 Marks**

**Q. No. 6.** .....  
Or

.....

**10 Marks**

**Distribution of Marks for Practical Examinations:**

**Duration of Exam: 06 Hours**

**Maximum Marks: 200**

<b>S. No.</b>	<b>Name of Exercise</b>	<b>Marks</b>
1.	Viva-voce	100
2.	Practical Record	100
<b>Total Marks</b>		<b>200</b>

**Rules regarding determination of results:**

Each semester shall be regarded as a unit for working out the result of the candidates. The result of the each semester examination shall be worked out separately (even if he/she has appeared at the paper of the lower semester along with the papers of higher semester) in accordance with the following conditions:

- a) The candidate shall be declared as pass in a semester examination, if he/she secures at least 40% marks in each theory paper separately in external & internal examination and 50% marks in each practical paper and at least 50% marks in project/dissertation with 50% aggregate marks in that semester.
- b) A candidate declared as fail/absent in one or more papers at any odd semester examination shall be permitted to take admission in the next higher semester (even semester) of the same academic session.
- c) A candidate may be promoted in the next academic session (odd semester) if he/she has cleared collectively at least 50% of the papers of both semesters of previous academic session with 50% of the aggregate marks. The candidate who does not fulfil the above condition will remain as an ex-student and will reappear in the due papers along with next odd/even semester exams.
- d) If any student who is provisionally admitted in higher odd semester but could not secure prescribed minimum marks in previous semesters will be treated as ex-student and his/her admission fee will be carry forwarded to the next odd semester of forthcoming academic session.



- e) If a candidate, who is declared as pass, wishes to improve his/her performance in the theory papers of previous semester, he/she may re-appear only one time in these papers in next odd/even semester examinations.
- f) Candidate shall not be permitted to re-appear or improve the marks obtained in the external examination of practical / dissertation in any condition.
- g) If the number of papers prescribed in a semester examination is an odd number, it shall be increased by one for the purpose of reckoning 50% of the papers for considering the student pass/fail.
- h) A candidate may be given only two additional chances for passing the semester thus maximum tenure for completing the two years' postgraduate course will be limited to four years, for three years postgraduate programme up to five years and so on.
- i) The grace marks scheme shall be applicable as per University norms.

#### Classification of Successful Candidates:

The classification of successful candidates after last semester examination shall be as under:

Description of Marks Obtained	Division / Result
• 80% and above marks in a paper.	Distinction in that paper.
• A candidate who has secured aggregate 60% and above marks	First Division
• A candidate who has secured aggregate 50% and above but less than 60% marks	Second Division

#### Course Structure with Distribution of Marks FIRST YEAR

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Assess.	Total Marks	Cont. Assess.	Sem. Assess.
I Year Semester	1.1	MBA10051T	Principles of Management & OB	3 Hrs	4		4	30	70	100	12	28
	1.2	MBA10052T	Marketing Management	3 Hrs	4		4	30	70	100	12	28
	1.3	MBA10053T	Business Environment & Managerial Economics	3 Hrs	4		4	30	70	100	12	28
	1.4	MBA10054T	Accounting for	3 Hrs	4		4	30	70	100	12	28

			Managers									
	1.5	MBA10055P	English Lab and Computer applications-I	Viva		16	8	-	200	200	-	100
	<b>Total</b>					<b>16</b>	<b>16</b>	<b>24</b>	<b>120</b>	<b>480</b>	<b>600</b>	
<b>I Year II Semester</b>	2.1	MBA10061T	Human Resource Mgt & Business Ethics	3 Hrs	4		4	30	70	100	12	28
	2.2	MBA10062T	Business Corporate Laws & Strategic Management	3 Hrs	4		4	30	70	100	12	28
	2.3	MBA10063T	Quantitative Methods & Production Management	3 Hrs	4		4	30	70	100	12	28
	2.4	MBA10064T	Research Methodology & Project Management	3 Hrs	4		4	30	70	100	12	28
	2.5	MBA10065P	English Lab & Computer Applications-II	Viva		16	8	-	200	200	-	100
						<b>16</b>	<b>16</b>	<b>24</b>	<b>120</b>	<b>480</b>	<b>600</b>	

MBA1005P/ MBA2005P English Lab & Computer applications will be evaluated by External Exam

### SECOND YEAR

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Assess	Total Marks	Cont. i. Assess	Sem. Assess
<b>II Year III Semester</b>	3.1	MBA10071P	Comprehensive Viva Voce (Oral test of all IV semesters)	Viva		16	8		200	200	-	100
	3.2	Codes given below	Elective-1	3 Hrs	4		4	30	70	100	12	28
	3.3		Elective-2	3 Hrs	4		4	30	70	100	12	28
	3.4		Elective-3	3 Hrs	4		4	30	70	100	12	28
	3.5		Elective-4	3 Hrs	4		4	30	70	100	12	28
	<b>Total</b>					<b>16</b>	<b>16</b>	<b>24</b>	<b>120</b>	<b>480</b>	<b>600</b>	
<b>I Year IV Semester</b>	4.1	MBA10081P	Internship Program/ Seminar (Viva Voce)	Viva		16	8		200	200	-	100
	4.2	Codes given below	Elective-1	3 Hrs	4		4	30	70	100	12	28
	4.3		Elective-2	3 Hrs	4		4	30	70	100	12	28
	4.4		Elective-3	3 Hrs	4		4	30	70	100	12	28
	4.5		Elective-4	3 Hrs	4		4	30	70	100	12	28
						<b>16</b>	<b>16</b>	<b>24</b>	<b>120</b>	<b>480</b>	<b>600</b>	

*At the end of Fourth semester all students will have to undergo Internship of 45 days with an industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes Internship under the supervision of the department in organizations as approved by the department/ faculty from time to time. Each student will be required to submit a project report to the Department / Faculty (in two hard bind copies) for the work undertaken during this period within two weeks after completion of the internship for the purpose of evaluation in the fourth semester. The Viva voce will be conducted in Semester IV.*

- MBA10071P The Comprehensive Viva voce will be examined by the External and Internal Examiner.
- MBA10081P Internship Program/Seminar will be assessed by Viva and Project report evaluation by the External and Internal Examiner.

**List of Optional Groups for MBA (Third & Fourth Semester)**

**(Semester III M-3 series (2+2) / Semester IV M-4 series (2+2))**

**[FINANCE]**

MBA10072T Security Analysis and Portfolio Management  
MBA10073T Management of Financial Services

MBA10082T Financial Derivatives  
MBA10083T Corporate Taxation

**[MARKETING]**

MBA10074T Advertising Management  
MBA10075T Sales & Distribution Management

MBA10084T Consumer Behavior & Market Research  
MBA10085T Marketing of Services

**[HUMAN RESOURCE MANAGEMENT]**

MBA10076T Training & Development  
MBA10077T Strategic Human Resource Management

MBA10086T Leadership Skills & Change Management  
MBA10087T Human Resource Planning

**[PRODUCTION AND OPERATION MANAGEMENT]**

MBA302 Total Quality Management  
MBA303 Production Planning & Control

MBA402 Logistics Management  
MBA403 Service Operations Management

**[INFORMATION TECHNOLOGY MANAGEMENT]**

MBA302 Strategic Management of Information Technology

S  
t MBA303

MBA402  
MBA403

Data Base Management  
Management Support System  
E-Business

**FIRST YEAR**

**Semester-I**

**M-101**

**Principles of Management & OB**

**Course/Paper : MBA10051T**

**Max.Marks : 70**

**MBA Semester-I**

**Time : 3 Hrs.**

**Objective**

*This course provides the student with an understanding of how the philosophy of management underlies the MBA course taught on the Programme. The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organisation.*

**Unit 1**

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, Fundamentals of Planning-concept,process, Fundamentals of Organizing-concept, structures/types, Staffing, Direction-concept

**Unit II**

Control- concept, nature and purpose, control technique, control of overall performance, span of control.

Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, best leadership style selection

**Unit III**

Organizational Behaviour - Definition - assumptions- - significance, -trends, impact of globalization, learning organisation and Knowledge management.

Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee.

**Unit IV**

Motivation: nature and importance, basic process, Theories of motivation: Maslow theory, Two factor theory, Theory X and Y, and Theory Z.

**Unit V**

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication, Report writing

**BOOKS**

- Koontz & O'Donnel, Essentials of Management,
- Weihrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12th Edition, Mcgraw Hill
- Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6th edition, PHI
- Terry, G.R., Principles of Management
- Peter F. Drucker, Management Task and Responsibility
- Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.

**E-Resources**

- <https://www.uok.ac.in/E-Library>

- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Assess managerial practices and choices relative to ethical principles and standards.
- Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
- Determine the most effective action to take in specific situations.

**M-102**  
**MARKETING MANAGEMENT**

**Course/Paper : MBA10052T**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.*

**Unit I**

Introduction of Marketing - Marketing Management: Seller's & Buyers Market, Marketing Mix, Definition.

Customer Satisfaction : Definition, Business components: Stakeholders, Processes, Resources, Organization, Customer Value, Generic Value Chain, Customer Relationship Management.

**Unit II**

Environment & STP- Marketing environment: Competitive Forces- Oligopoly, Monopoly, Monopolistic and Pure, Internal Environment, Micro Environment and Macro Environment. Product : Definition, Nature of Product, Product Policy & Mix, Product Life Cycle

**Unit III**

Market Segmentation: Definition, Types of Market Segmentation , Targeting, Positioning

**Unit IV**

Price & Place- Pricing decision and strategies, Price and Non-Price Competition, Pricing methods

Place or Channel of Distribution : definition, levels, types, distribution strategies- Intensive, selective and exclusive distribution

**Unit V**

Promotion, Communication, modes, Communication model, Promotion mix. Case Studies

**BOOKS**

- Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
- Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2nd ed.
- Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13th ed.
- Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11th ed.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Demonstrate an understanding of fundamental concepts of marketing
- Identify the scope of marketing covering different functions of a marketing manager.
- Identify ethical and legal implication of marketing decisions.

## M-103

### Business Environment and Managerial Economics

Course/Paper : MBA10053T  
MBA Semester-I

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects.*

#### Unit I

Business Environment - Nature, Concept and Significance of Internal environment.

Management of organizational resources, Overview of Organizational change

#### Unit II

External Environment-Nature & Significance, Factors influencing Business Environment, Changing role of Government, Concept of LPG,

Critical evaluation of latest economic policies of India, role of Indian businesses

#### Unit III

Nature and Scope of Managerial Economics,

Theory of Demand & Supply- Concept, determinants ,Function , Forecasting, Elasticity of Demand, Concept of Consumer's surplus.

#### Unit IV

Market structure and pricing decisions

#### Unit V

National income-concept and measurement. Business cycles, Balance of Payments

#### BOOKS

- Joel Dean, Managerial Economics
- Paul A Samuelson, Economics, Mc Graw Hill International , New York
- D.N. Dwivedi Managerial Economics, Vikas, New Delhi
- N.D. Mathur., Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur
- Rajeev Jain, Business Environment, Apex publishing house, Udaipur

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### Course Learning Outcome

- Apply the concept of opportunity cost
- Employ marginal analysis for decision making
- Analyze operations of markets under varying competitive conditions
- Analyze causes and consequences of unemployment, inflation and economic growth



**M-104**  
**Accounting for Managers**

**Course/Paper : MBA10054T**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.*

**Unit I**

Introduction to Management Accounting - Origin, scope, functions and Principles. Indian Corporate Sector. Management Accounting, Basic financial accounting, Preparation of Final Accounts.

**Unit II**

Financial statement analysis, Ratio analysis, Comparative and common size financial statement. Preparation and calculation of Fund Flow and Cash Flow statement  
Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing,

**Unit III**

Financial Management – Introduction to finance, objectives of financial management–wealth maximization. Changing role of finance managers. Organization of finance function. Time value of money

**Unit IV**

Sources of long term funds, Cost of capital, Leverages, Capital Budgeting, techniques & calculations.

**Unit V**

Working capital management, Dividend policy

**BOOKS**

- Anderson, Sweeney and Williams, An Introduction to Management Science
- Vohra, N.D. Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill
- Taha, H.A., An introduction to Operation Management
- Tulsian and Pandey, Quantitative Techniques, Pearson Education
- Sharma J. K., Operations Research

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Understand the nature of management accounting concepts and conventions.
- Understand how accounting information is employed to guide decision making and resource allocation.
- Apply standard accounting techniques to assess and evaluate different outcomes.

## M-105

### English Lab and Computer Applications -I

Course/Paper : MBA10055P

Max.Marks : 200

MBA Semester-I

Viva

#### Objective

*Objectives : To build learning of English language spoken, listen and written to make the management students placeable in the Industry*

#### Unit I

LSRW Skills and Methodologies, Introducing Oneself, Meeting, Parting, Thanking, Apologizing, Phonetics, Dictionary Skill, Word Game- Spelling Antakshari,

#### Unit II.

Asking and Telling Time, Exercises on Things Around you. Motivational Videos, Getting Information and giving instruction, Requesting, Offering, Inviting, Exercises on Event Narration,

#### Unit III

getting help in Mall, spot the difference, Story Telling, Commonly confused words, Idioms , Image representation, Making tongue twister.

#### Unit IV

Story in Maze, Know your friend well, You can do this, Apply your Imagination (Extempore), Role Plays, Become Invisible

#### Unit V

Typing Tutorial, MS Word- New, Open file, Cut/copy/paste, Insert features, References, Mailings, review, View, Design & layout, Formatting

#### BOOKS

- William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
- C. C. Parkhurst, English for Business
- Robert D Hay and P V Lesakar, Business Report Writing
- Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed
- Courter, Gini and Marquis, Annette, Mastering Microsoft Office 2000 professional edition, BPB Publications, New Delhi, 2002.
- Norton, Peter, Introduction to Computers, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006, 6th ed.
- Jawadekar, Waman S., Management Information Systems Text & Cases A digital-firm perspective, Tata McGraw-Hill Education Pvt. Ltd., New Delhi, 4th ed.

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### Course Learning Outcome

- Better Understanding of nuances of language through audio- visual experience and group activities.

- Neutralization of accent for intelligibility.
- Speaking with clarity and confidence thereby enhancing employability skills of the students.
- Gain computer's basic knowledge to work in competitive environment.

## SEMESTER - II

### M-201

#### Human Resource Management & Business Ethics

Course/Paper : MBA10061T

Max.Marks : 70

MBA Semester-II

Time : 3 Hrs.

#### Objective

*The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.*

#### Unit I

Introduction of Human Resource Management, Nature, Functions, Role & Significance

Human resource planning-concept, process.

#### Unit II

Recruitment – Concept, Sources

Selection - Steps in selection procedure, Recruitment vs. Selection

Mobility of personnel:- transfer, promotion, demotion, separation, retirement,

Job Design, Job Enrichment, Job enlargement, Job Description, and Job Specifications. Job Analysis

#### Unit III

Training and Development:- need, significance, Methods, Process of Designing a Training program. Career Development-Meaning, Phases, Performance Appraisal-Concept, Tools and Techniques

#### Unit IV

Business Ethics: Nature, scope, importance of Ethics, Values: Meaning, Types of values,

Work Ethics and etiquettes

#### Unit V

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Pillars of Corporate governance, Models.

#### BOOKS

- Yatharth geeta, shri swami adgadanadji, www.google.com
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
- Boatright, John R, Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
- Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6th ed.
- Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3rd ed.
- Dessler, Gary, Human resource management, Pearson Education, Delhi, 2005, 9th ed.
- Sudha, G.S., Human Resource Management, Ramesh Book Depot, Jaipur, 2009, MBA ed.

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### Course Learning Outcome

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.
- Demonstrate competence in development and problem-solving in the area of HR Management.
- Provide innovative solutions to problems in the fields of HRM.
- To understand the Business Ethics and to provide best practices of business ethics.
- To learn the values and implement in their careers to become a good managers.

## M-202

### Business Corporate Laws & Strategic Management

Course/Paper : MBA10062P

Max.Marks : 70

MBA Semester-II

Time : 3 Hrs.

#### Objective

*The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.*

#### Unit I

Contract Act: Contract vs. Agreement, Element of valid contract, Offer and Acceptance ñ Rules regarding revocation of offer and acceptance, Consideration ñ Essential elements, Consideration, Capacity to contract, Free consent, coercion, undue influence, misrepresentation, fraud & Mistake , Bailment ñ Duties of bailer & bailee, Law relating to agency - types of agency, agents responsibility and rights

#### Unit II

Companies Act, 2013: Company ñ meaning & characteristics and kinds, lifting the corporate veil Registration & Incorporation, Memorandum of Association, Doctrine of Ultravires, Consequences of Ultravires transaction, Articles of Association,

#### Unit III

Rule of Constructive Notice, Doctrine of Indoor Management, Prospectus, Shares, Shareholders & Members, Directors: Position, appointment, removal, power & duties, Meetings, Majority powers & minority rights Prevention of oppression and mis-management, Winding up- Modes of Winding up.

#### Unit IV

Strategic Management: Role, Process, Formulation, Implementation, Evaluation and Control, Strategic Intent: Vision and Mission, Goals and Objectives, Strategic Analysis and Choice., Strategy Formulation , Different level of Strategies

#### Unit V

The External Environment: Identifying opportunities and Threats, Internal Environment: Determining Strengths and Weaknesses

Case Study

#### BOOKS

- Jauch & Glueck, Business Policy and Strategic Management
- Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
- Michael Porter, Competitive Advantage of Nations.
- Azhar Kazmi, Business Policy and Strategic Management
- Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### Course Learning Outcome

- Students would be able to remember some important articles of constitution relating to

- rights and duties
- of citizen and the principal legislations relating to business.
  - The outcome of this programme will help to accumulate and analyse requisite legal knowledge and its
  - application about the legal framework for starting a business venture.
  - At the end of the course, students would be able to, interpret various legal provisions and learn how to apply them in building their career through an exposure to various case studies and clinical legal education.
  - Learn a simple strategic planning model. Understand how to apply the model in a organisation.
  - Recognise and understand common strategic planning terminology.

## M-203

### Quantitative Methods & Production Management

Course/Paper : MBA10063T  
MBA Semester-II

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*The objective of the course is to enable the students, in developing the understanding in the subject.*

#### Unit I

Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices.

#### Unit II

Linear Programme, Problem formulation and geometric methods of solution. Simplex method. Two phase method, Elementary ideas about duality, Dynamic Programming problem.

#### Unit III

Decision Theory, Decision making under uncertainty, Decision making under risk Decision Tress-Game Theory-Types of Games, Transportation & Assignment.

#### Unit IV

Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts, Material Handling- Principals-Equipments, Line Balancing-Problems, Operations decisions-Production Planning and Control -In Mass Production and in Batch/Job Order Manufacturing.

#### Unit V

Concepts-Work Study, Method Study, Work Measurement, Work Sampling and Work Environment; Inventory Control.

Concept of Total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management.

Case study.

#### BOOKS

- Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5th ed.
- Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2nd ed.
- Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8th ed.

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>



### **Course Learning Outcome**

- Relate a formal quantitative approach to problem solving and decision making
- Apply the concepts of probabilistic distributions in solving problems
- Extend the ability to solve linear programming problems by graphical and simple methods.
- Outline quantitative models to decision making and problem analysis, and their interpretations in transportation problems and game theory.
- Gaining knowledge about managing production processes.
- How to run operations effectively.
- Better understanding of modern production techniques. Better understanding of quality management.

**M-204**  
**Research Methodology & Project Management**

**Course/Paper : MBA10064T**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies and to make familiar with the art of using different research methods and techniques. o understand the concept and process of Business research in business environment.*

**Unit – I**

Research: Definition, Importance, Types, Steps in Research Methodology, Defining Research Problem; Research Design.

**Unit – II**

Sampling Design: Types of Sample, Purpose and advantages of sampling, Measurement and Scaling, Multi-dimensional scaling.

Types of Data: Primary, Secondary; Techniques of Data Collection: Questionnaire, Interview and Schedule and their formats.

**Unit – III**

Hypothesis Formulation: Meaning, Nature, types, characteristics of a useful hypothesis, importance of a Hypothesis, testing hypothesis.

Research Report Writing, Referencing: APA and MLA, Bibliography.

**Unit IV**

**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, project life cycle.

**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis.

**Unit V**

**Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

Calculation of PERT and CPM including crashing, Resource Allocation.

**BOOKS**

- Kothari, C.R., Research methodology Methods & techniques, New Age International (P) Ltd., Publishers, New Delhi, 2007, 2nd ed.
- Panneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi, 2009.
- Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to management research methods, Blackwell Publishing Ltd., 2004.
- Bhattacharyya, Dipak Kumar, Research methodology, Excel Books, New Delhi, 2006, 2nd ed.
- Vijayalakshmi, G. and Sivapragasam, C., Research methods Tips and techniques, M.J.P. Publishers, Chennai, 2008.

**E-Resources**

- <https://www.uok.ac.in/E-Library>

- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Demonstrate the ability to choose methods appropriate to research aims and objectives.
- Understand the limitations of particular research methods.
- Develop skills in qualitative and quantitative data analysis and presentation.
- Develop advanced critical thinking skills.
- Define and manage the overall scope of the project, documenting project goals, deliverables, constraints, performance criteria and resource requirements in consultation with project stakeholders.

**M-205**  
**English Lab and Computer Application-II**

**Course/Paper : MBA10065P**  
**MBA Semester-II**

**Max.Marks : 200**  
**Viva**

**Objective**

*Objectives : To build learning of English language spoken, listen and written to make the management students placeable in the Industry*

**Unit I**

LSRW Skills & Methodologies, Introducing oneself, Paying compliments, Agreeing and Disagreeing, Pronunciation

**Unit II**

Tele Manners, Point out the difference, Relay (Passing a story), Once upon a time, Stress Management

**Unit III**

word stress, sentence stress, Press conference, Role Play, What would happen if.., World after 50 years, Time Management

**Unit IV**

CV preparation, GD, Personal Interviews, Corporate Etiquettes Do's and Don'ts, Expectation Management

**Unit V**

Powerpoint : Making of a presentation, Opening existing and new slide, Cut/ copy / paste, Insert features, Designs, Animations, Slide show, review and view features.

Making a powerpoint presentation and presentation.

Ms-Excel- Open spreadsheet, New, Cut/ copy/ paste, Insert features, Page Layout, References, Mailings, Review, view, Calculating formulas

\*External Viva to be conducted for Assessment.

**BOOKS**

- Robert L. Shurter and J Peter Williamson, Written Communication in Business
- Heta A Murphy and Charles E Peck, Effective Business Communication
- William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
- C. C. Parkhurst, English for Business
- Robert D Hay and P V Lesakar, Business Report Writing
- Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed.
- The Seven Habits of Highly Effective People - Stephen R. Covey.
- Who Moved My Cheese - Dr. Spenser Johnson.
- Seven Spiritual Laws of Success - Deepak Chopra.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- Better Understanding of nuances of language through audio- visual experience and group activities.
- Neutralization of accent for intelligibility.
- Speaking with clarity and confidence thereby enhancing employability skills of the students.
- Gain computer's basic knowledge to work in competitive environment.

<b>SECOND YEAR</b>
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**MBA10071P**  
**Comprehensive Viva Voce**

**Course/Paper :MBA4001P**  
**MBA Semester-III**

**Max.Marks : 200**  
**VIVA**

Course Objective:

The Comprehensive viva voce is scheduled at the end of Third semester in order to judge the understanding as well as application of the knowledge gained by the student during the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to Internalize what is being taught in two year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 200 marks.

**MBA10081P**  
**Internship Program/ Seminar (Viva Voce)**

**Course/Paper :MBA3001P**  
**MBA Semester-IV**

**Max.Marks : 200**  
**VIVA**

*At the end of Fourth semester all students will have to undergo an internship of 45 days with an industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes internship under the supervision of the department in organizations as approved by the department/ faculty from time to time.*

*Each student will be required to submit a project report to the Department / Faculty (in 2 hard bind copies) for the work undertaken during this period within two weeks of the completion of the Internship for the purpose of evaluation in the fourth semester. The Viva voce will be conducted in Semester IV.*

*The Internship Program can also be conducted by conducting Seminar by Industry/ Academician Expert.*

## FINANCE SPECIALIZATIONS

F-302

### **Security Analysis & Portfolio Management**

**Course/Paper : MBA10072T**

**Max.Marks : 70**

**MBA Semester-III**

**Time : 3 Hrs.**

**Objective:**

*The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market.*

**Unit I**

Investment Scenario & Security Markets: concept, objectives and constraints security and non security forms of investment.

**Unit II**

Securities markets: New Issue Market, functions, methods of raising capital, development of stock market in India-listing, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI).

**Unit III**

Risk and Return: total risk and its factors-concept and components of total risk- security returns: measuring historical and ex ante (expected) returns-systematic and unsystematic risk-quantifying portfolio risk and return-benefits of diversification-capital market line and capital assets pricing model.

**Unit IV**

Introduction to portfolio management: The investment process-definition of investments-investment categories. Capital market theory: CAPM, CML-application of the security market line, APT. Portfolio analysis: diversification, portfolio risk and return-Markowitz risk return optimization-single index model-the Sharpe index model-portfolio beta, optimum portfolio selection, measurement of portfolio performance

**Unit V**

Economic analysis, Industry analysis, Company analysis, Technical analysis.

Case and Problems

**BOOKS**

- Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
- Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed.
- Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
- Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
- Sharpe & Alexander, Investments, Prentice Hall of India

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- At the end of this course students should be able to understand the theoretical and

practical background in the field of investments.



## F-303

### Management of Financial Services

Course/Paper : MBA10073T  
MBA Semester-III

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.*

#### Unit I

Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India.

#### Unit II

Indian financial system: an overview of Indian financial institutions, types of financial services - fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

#### Unit III

Capital markets: government securities market, monetary money market.

Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, primary market in India and abroad,

#### Unit IV

SEBI guidelines, Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services: Lease, Hire purchase,

#### Unit V

consumer finance, factoring, bill financing, credit cards, securitization/mortgages.

Case and Problems

#### BOOKS

- Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
- Tripathy, Naline Prava, Financial Services, PHI Learning.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
- Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
- Padmalatha & Justin Paul, Management of Banking and financial services, 2/e, Pearson, 2010.

#### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### Course Learning Outcome

- The student will be able to demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

**F-402**  
**Financial Derivatives**

**Course/Paper : MBA10082T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments

**Unit I**

Definition of Derivative Securities- Structure of derivative markets in India, forwards, futures, options, swaps etc.

**Unit II**

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes. Trading Strategies involving Options and Futures. Interest rate derivatives,

**Unit III**

Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: Determination of Fair value

**Unit IV**

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

**Unit V**

Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, Evaluation of currency and Interest rates

**Case and Problems**

**BOOKS**

- Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
- Gupta, S. L., Financial Derivatives – Theory , concepts and practice, Prentice Hall of India
- John, C. Hull, Options, Futures and other Derivative Securities, PHI Learning
- Keith, Reqhead, Financial Derivates an Introduction to Futures, forwards, options and SWAPs, PHI Learning
- John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets.
- Identify how derivative instruments can be used to change or hedge risk and evaluate risks and payoffs associated with trading such instruments and their implications.

**F-403**  
**Corporate Taxation**

**Course/Paper : MBA10083T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The objective of the course is to develop the skills required for understanding India's most challenging and important financial services i.e. Taxation. Corporate Taxation will enable the management student to have an insight about the taxation which corporate has to take care of it and how it works.*

*Unit I*

**Introduction to Taxation:** Meaning, Types, Principles of Direct and Indirect Taxation; Basic Concepts of Taxation; Residential status of Individual, HUF, Firm, Company.

**Tax Planning:** Tax Planning, Tax Evasion, Tax Avoidance and Tax management; Need and Importance of Corporate Tax Planning.

Unit II

**Capital Gain & Taxation:** Basis of charge, Capital asset and Transfer of capital asset, Cost of acquisition, Cost of improvement, Indexation, Simple Problems on Computation of Capital Gains in certain special cases

Unit III

**Treatment of Losses and Unabsorbed items:** Set Off and Carry Forward of Losses. Tax planning in the context of Merger, Amalgamation, Demerger and Employees Remuneration. Penalties and Prosecution, Appeals and Revisions

Unit IV

**Wealth Tax:** Charge and scope, Assets – Deemed Assets and Exempted Assets; Valuation of Assets, Computation of Net Wealth.

Unit V

**GST:** General framework of different Acts related to GST, Basic Concepts, Levy and Collection. Supply – Characteristics, Nature and Place of Supply; Time of Supply, Value of Supply Input Tax Credit, Reverse Charge Mechanism, Composition Scheme, Anti-profiteering Measures. Trends in Tax Management: Faceless, Use of Artificial Intelligence in Tax Management, Retrospective tax.

**BOOKS**

- Shekar & Shekar, Banking Theory and Practice, Vikas, 20/e, 2011.
- Vij & Dhavan, Merchant Banking & Financial services, 1/e, McGraw Hill, 2011.
- Machiraju, Indian Financial System, 4/e, Vikas, 2010.
- Agrawal, O.P., Management of Financial services, Himalaya Publishing House.
- Tripathy, Naline Prava, Financial Services, PHI Learning.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India.
- Clifford Gomez, Banking and Finance, Theory and Practice, 1/e, PHI, 2011.
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010..

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- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- After completion of this course, the student will be able to understand the implementation of taxation in corporate.

## MARKETING ELECTIVES

M-302

### Advertising Management

Course/Paper : MBA10074T  
MBA Semester-III

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.*

#### Unit I

Foundations for Communication: Old Concept & New Concept of Marketing, 4 P's : *Product, Price, Place, Promotion*. Definition, Communication : Definition, Marketing Communication Process: *Wilbur Schramm's Model- Source, encoding, Medium, Decoding, Response & Feedback, Noise*. Marketing Communication Mix tools: *Introduction to Advertising, Personal Selling, Sales Promotion*

#### Unit II

Advertising: *Definition, Characteristics*. Types; *Classification on basis of Function, Region, Target Market*. Mass Media Promotions- *Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising- Advantages and Disadvantages*.

#### Unit III

Models of Advertising: Attention, Interest, Desire, and Action. (*AIDA Model*), *Defining Advertising Goals for Measured Advertising Results (DAGMAR Model)*, Consumer Behavior: Definition, Consumer Decision process: *Need Problem recognition, Information search, Evaluation of alternatives, Purchase decision, Post Purchase Decision*.

#### Unit IV

Advertising Planning: Steps in Advertising Planning: *Prototype, Initial Briefing, Contact Report, Report to Client, Briefing, Proposition, and Presentation to client*. Factors Influencing the Advertising Planning. Advertising appeals: *Essentials, Emotional Appeal & Rational Appeal*.

#### Unit V

Testing and Measuring Performance - Copy Testing : Pre-Testing : Pre-Testing – (i) Qualitative method : Focus group, In-depth, Projective technique (ii) Quantitative method : Checklist, consumer jury, sales area test, Questionnaire method, Recall test, Reaction, Readability, eye movement. Concurrent Testing : *Consumer Diaries, Co-incidental Telephone method, Electronic Devices*. Post Testing: *Starch Test, Bruzzone test & Recall test*. Ethics in Advertising

#### Books

- Advertising Theory and Practice : Chunawalla, Kumar, Sethia, Subramanian, Suchak, Himalaya Publishing House
- Advertising Management & Sales Promotion – SHH Kazmi & Satish K Batra, Himalaya Publishing House.
- Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
- Arens and Bovee, Contemporary Advertising, Irwin, 1995.

- Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.

### **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- To understand effective design and implementation of advertising strategies.
- To present a general understanding of content, structure, and appeal of advertisements

## M-303

### Sales & Distribution Management

Course/Paper : MBA10075T  
MBA Semester-III

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution*

#### Unit I

The Sales Management – *Concept, Definition, Characteristics, Nature & Scope, Importance.*  
Sales organization Structure: *Flat, Tall, Line & Staff Sales Organization, Functional, Geographic, New Forms (Strategic Alliance, Matrix).* Sales Manager: Functions

#### Unit II

Sales planning: *Need, Elements.* Sales Planning Process: *Setting Objectives, Determining necessary actions, Organizing actions, Implementation, Measuring Results, Re-Evaluating.*  
Sales Budget : *Definition, Methods-Affordable, Percentage, Competitor's Parity, Objective & Task, Zero Based.* Sales forecasting: Definition, Need

#### Unit III

Sales Quotas : *Purpose & Types.* Organizing and Directing the sales Force – Sales Organization principles : *Span of Control, Unity of command, Stability & Continuity, Centralization & De-Centralization, Line & Staff, Coordination & Integration, Specialization.*

Sales Training : *Definition, Characteristics.* Execution of Sales Training, Methods of Sales Training : *Lecture, Conference, Case-Study, On-the-Job, Audio-Visual, Management games, Role-Playing.*

#### Unit IV

Sales Personnel Compensation: *Designing Compensation, Types: Straight Salary, Straight Commission, Mixed. Compensation Tools & Technique: Pay, Salary, Performance, Merit, Incentive, Scheme, Benefit Scheme.* Motivating & Leading the Sales Force : *Concept, Need for Leading the Sales force, Methods : Extrinsic, Intrinsic rewards, Job Redesigning, Job Enlargement, Job Enrichment.* Performance Evaluation : *Definition & Problems faced in Evaluation*

#### Unit V

Distribution Management – *Direct marketing & Marketing with Intermediaries.*

Channel control, Channel Institutions : *Agent/ Brokers , Wholesaling &- Retailing, Distributor, Retailer, Franchisee, Mail order, Factory direct to home, Internet, B2B.* Evaluating Channel performance.

#### BOOKS

- Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
- Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
- Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
- Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.

- Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
- Calvin; Sales Management; Tata McGraw Hill, New Delhi.
- Futrell, Charles, Sales Management, Thomson Learning, Mumbai.
- Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
- Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.

### **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- On successful completion of the course students will be able to understand sales and distribution strategies and their implications in managerial decision making.
- Further the application of these strategies will help them in better corporate performance



**M-402**  
**Consumer Behavior & Market Research**

**Course/Paper : MBA10084T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*At the end of the course it is expected that the students will be :proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner*

**Unit I**

**Consumer Behavior:** Definition. Consumer Decision Process: *Need/Problem recognition, Information search, Evaluation of alternatives, Purchase decision, Post-purchase decision.*  
Decision Rules : Compensatory buying decision: *Routine, Limited, Extensive, Non-Compensatory buying decision : Congjunctive, Disjunctive, Lexicographic.*

**Unit II**

**Consumer Research:** Definition of Research, Consumer Research, Characteristics, Scope, Benefits. Consumer Research Process: *Define Research problem, Review literature, Research design, Primary and Secondary data, Analysis & Interpretation .*

**Unit III**

STP (Segmentation, Targeting & Positioning) Segmentation: Types -*Demographic, Geographic, Socio-Cultural, Benefit, Hybrid.* Targeting : Concept, Types –*Undifferentiated, Concentrated & Differentiated.* Positioning

**Unit IV**

Motivation : Introduction, Process, Motives. *Maslow's Theory of Need Hierarchy: Basic, Safety, Social, Self-Esteem, Self Actualization.* Motivational Direction : *Approach-Approach, Approach-Avoidance, Avoidance-Avoidance.*

**Unit V**

Personality: Definition, Types of Personality : *Extrovert, Introvert, Ambivert.* Defense mechanisms: *Aggressive, Regression, Withdrawal, Projection Autism, Repression mechanism.* Evaluating Psychoanalytical perspective : *ID, Ego, Super Ego, Self Image, Assessing & evaluating Self.*

**BOOKS**

- Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
- 2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
- Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
- Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
- Loudon & Loudon; Consumer Behavior; TMH; New Delhi
- Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- On successful completion of the course students will be able to appreciate the importance consumer in the market place.
- This course also will provide an opportunity to develop an understanding about individuals and organizational consumers and factors that influence their buying process of both types of the consumers.
- This course will help the students aspiring to be marketing professionals in better dealing with consumers in the market place.

**M-403**  
**Marketing of Services**

**Course/Paper : MBA10085T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.*

**Unit I**

Introduction to Service Marketing – Concept , Nature, Classification  
Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service expectations

**Unit II**

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps.

**Unit III**

The marketing mix elements, Product, price place, promotion & communication services, and extended marketing mix - people, process physical evidence in services.

**Unit IV**

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service marketing

**Unit V**

Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service Case and Problems

**BOOKS**

- J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.
- Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
- Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
- Shankar, Ravi, Service Marketing, Excel, 2002.
- Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
- McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.
- S.M. Jha, Service Marketing, Himalaya Publishing House, New Delhi.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- On successful completion of the course students will be able demonstrate their knowledge of all aspects of services in the market place and the role of service sector in the Indian economy.
- This course along with consumer behaviour will help in understanding the importance of service quality and their implications in developing appropriate marketing strategy.

## H-302

### Training and Development

Course/Paper : MBA10076T

Max.Marks : 70

MBA Semester-III

Time : 3 Hrs.

#### Objective

*The Purpose of this paper is to provide an in-depth under-standing of the role of training in the HRD and to enable the course participants to manage the Training system and processes.*

#### Unit I

**Training**– Meaning, Definition, Objectives, Importance, Functions, Scope, **Training-Education-Development. Training need Assessment** : Steps in TNA, GAP Concept, Types of TNA, Reason for TNA, Advantages

#### Unit II

**Training Design**: Definition, Steps to Training Process, Creating Training Program with AIDDE Model. **Training Managers**: Role, Responsibilities, Challenges.

**Learning Process**: Definition, Concept, Principles, Pedagogy, Adult Learning : Features of Adult Learning, Methods of Learning.

#### Unit III

**Instruction Objectives**: Writing S.M.A.R.T objectives. Lesson Planning : Principles, Format of Lesson Planning, Essentials. **Training Climate**: Meaning, How to create, Characteristics of Learning. **Pedagogy** : Principles, Model of Information processed in brain.

**Trainer**: Trainer's Profile, Trainer as a Change Agent, Maxims of Teaching.

#### Unit IV

**Training Methods** : OJT -Coaching, Under-study, Position Rotation, Mentoring, Lecture Method, Case-Study method, Role Playing, Management Games, In-basket method, Sensitivity training, Video conferencing, E-Learning, Syndicate method, Talk, demonstration, Simulation, Brain Storming, Buzz group, Question & Answer, Learning Center method. Choosing the right training Method.

**Training Objectives** : Elements, Advantages. Training Modules : Concept, Salient Features, Advantages & Limitations, Consideration while designing Training Modules.

#### Unit V

**Training Strategy** : Lewins 3 stage change model. Direct Contact & distance training, Formal & Non-Formal, Centralized & Dispersed. **Training Evaluation** : Steps, Criteria for Evaluating Training Effectiveness : Techniques- Post-course assessment, Pre- and post-course tests, Management briefing, Management debriefing, Questionnaires, Appraisals, Training for promotion, Assessment/development centres, Repertory grids, Surveys, Trainer interviews, Trainer-observed behavior, Participant observation, Records of performance, Action plan follow-up

#### BOOKS

- Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- Buckley, R. and Caple, Jim, The Theory & Practice of Training, London, Kogan Page.
- Janakiram, B., Training & Development, New Delhi, Biztantra.
- Pareek, Udai, Training for Development, New Delhi, Vistaar.
- Pepper, Allan D., Managing the Training and Development Function, Alderson, Gower
- Reid, M.A., Training Interventions: Managing Employee Development, London: IPM.

## **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

## **Course Learning Outcome**

### **The students will be able to:**

- Study training programs and processes in different organizations and analyze their effectiveness.
- Design a training program for a specific job role.
- Conduct a mock training session including need identification and evaluate the effectiveness of the same.

## H-303

### Strategic Human Resource Management

Course/Paper :MBA10077T  
MBA Semester-III

Max.Marks : 70  
Time : 3 Hrs.

#### Objective

*The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.*

#### Unit I

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

#### Unit II

Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource - non-substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices - marginal utility models - auditing HR practices and department, linking strategy to HRM practices.

#### Unit III

HR Strategy in work force utilization: Efficient utilization of human resource - cross training and flexible work assignment - work teams - non unionization, strategies for employee shortages, strategies for employee surpluses.

#### Unit IV

Evaluating HR Function : Overview of evaluation - scope - strategic impact - level of analysis - criteria - level of constituents - ethical dimensions, approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - out come and process criteria, balanced score card perspective, bench marking,

#### Unit V

HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring

#### Case and Problems

#### BOOKS

- Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
- Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
- Michael Armstrong, Strategic Human Resource Management: Strategy and Action, Kogan
- Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
- Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.
- Beardwell and Holden, 1996, Human Resource Management, London Pitman.

## **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

## **Course Learning Outcome**

- Explain the scope of HRM
- Understand the meaning and nature of strategic HRM
- Appreciate how HR strategies are related to business strategies
- Describe how HR strategies can be informed by a knowledge of labour markets and product markets locally, nationally and internationally
- Describe the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.



**H-402**  
**Leadership Skills & Change Management**

**Course/Paper : MBA10086T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles. Understanding the change, its role and implementation.*

**Unit I**

**Leadership:** Meaning, Nature, Importance, Characteristics, Functions, Types of Leadership : Positive, Negative, Autocratic, Democratic, Free-regin, Creative, Charismatic, Visionary, Transactional, Transformational Leadership.

**Organizational performance:** Measures -Productivity, Organizational Effectiveness, Organizational Ranking. Impact of Leadership on Organizational Performance.

**Unit II**

**Traits :** Characteristics and Quality of a Good leader. Principles of Leadership : Intention, Responsibility & Services.

**Effective Leadership :** Meaning, Types of Effective Leadership Behaviors. Skills for Effective Supportive Leadership, Situational Factors that support Effective Leadership.

**Unit III**

**Gender differences in leadership style – Sex, Gender, Gender difference, Communication behaviours. 360 degree feedback for fine tuning of Leadership :** Four kinds of Feedback, What does it measure, Benefits.

**Unit IV**

**Team Leadership :** Meaning, Solo Leadership, Leader role in Team based Organization, Team Advantages, Disadvantages.

**Team Development :** Four Stages – Forming, Storming, Norming, Performing.

**Unit V**

**Leadership Roles :** 7 Sources of Satisfaction of being a Leader, frustrations of a leader.

**Great Leadership Behaviours :** Ethics, integration, Trust, Co-ping, Inspiring, Making decisions, Innovation, Reward achievement.

**BOOKS**

- Nilakant V. and Ramnarayan S., Change management, Response books 2006.
- Palmer, Dunford and Akin, Managing organizational change, 2011.
- Kavitha Singh, Organizational Change and Development, Excel Books, 2010.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- You will become more confident as a leader and find new ways of influencing the teams you lead.
- You will learn how to effectively connect to people, developing the ability to give

- constructive feedback, and critically seek the feedback of your team.
- Demonstrate advanced understanding of principles, concepts, and methods of change management in organisations; the change management process and change planning.
  - Demonstrate an ability to critically evaluate the role of a leader in change management.
  - Critically evaluate change management plans in different business environments.
  - Critically evaluate contemporary issues in managing and leading change.

**H-403**  
**Human Resource Planning**

**Course/Paper : MBA10087T**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

To create practical awareness about the current trends in human resource planning in global companies.

**Unit I**

**Human Resource Planning** : Concept, Features, Need, Benefits. **Human Resource Planning Process**, Dealing with Surplus Manpower.

**Unit II**

HR Planning model. **Staffing system** : Definition , Process of Staffing

**Job analysis**: meaning and definition, Job analysis process, Job Description, Job Specification, Method of Job Analysis, Methods of Job Analysis.

**Unit III**

**HR Forecasting**: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique

**Unit IV**

Career planning: definitions, Stages of career development process, Benefit of Career Planning for Organizations, Manager's Role in Career Development, Career Anchors

**Unit V**

Succession management process, requirement for building the managers for succession management, Challenges, Importance

Management Development Programs: Objectives, Methods – Coaching, Job Rotation-Objectives, Advantages, Disadvantages.

Case and Problems

**BOOKS**

- Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
- Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw- Hill Bombay.
- Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
- Dale Yoder and Staudahar Paul D; Personnel Management and Industrial Relations, Prentice-Hall, Englewood Cliffs.
- B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai, Delhi, 2000.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

### **Course Learning Outcome**

- The students will be able to forecast the future human resource in an organization and review every aspect of management of HR to determine the effectiveness through HR audit and HRIS
- To help prevent future roadblocks and satisfy their objectives, HR managers have to make plans to do the following: Find and attract skilled employees. Select, train, and reward the best candidates.

## **PRODUCTION ELECTIVES**

**P-302**

### **Total Quality Management**

**Course/Paper : MBA302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective**

*To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.*

#### **Unit I**

**Introduction:** Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture.

**Customer Focus and Satisfaction:** Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.

#### **Unit II**

**Philosophy of TQM:** Philosophies of Deming, Crosby, Juran and Taguchi, PDCA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

#### **Unit III**

**Pre-requisite for TQM:** Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS , Organizing for quality.

#### **Unit IV**

**Quality by Design:** Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

**Bench Marking:** Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

#### **Unit V**

**Tools of TQM:** Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

Case and Problems

#### **BOOKS**

- Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
- 2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2014.

#### **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Focused process that focuses on consistently improving business operations management.
- It strives to ensure that all associated employees work toward the common goals of improving product or service quality, as well as improving the procedures that are in place for production.

**P-303**  
**Production Planning and Control**

**Course/Paper : MBA303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

**Unit I**

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

**Unit II**

Production systems, type of production, Functions of production, planning and control, production procedure.

Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques:

**Unit III**

Production order: Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

**Unit IV**

Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

**Unit V**

Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

Case and Problems

**BOOKS**

- Seetharama, Peter J., Dennis W, Production planning & inventory control by. – Pub. PHI
- Production and operation management- S N Chary- Tata Mc Graw hill
- Groover, M. P., Automation, Computer Integrated Manufacturing System,
- R. B Khanna, Production and operation management by–Pub. PHI
- Aswathappa & Bhat, Production and operation management- Pub. - HimaLaya pub. House

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Ensuring that the manufacturing process successfully completes orders on time and reducing lead times.
- This ensures that customer orders are fulfilled on time and within a short time frame and will improve customer satisfaction with your company.



P-402

## Logistics Management

Course/Paper : MBA402  
MBA Semester-IV

Max.Marks : 70  
Time : 3 Hrs.

### Objective

*To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.*

#### Unit I

Logistics Management- Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management

#### Unit II

Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

#### Unit III

Customer Service- Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

#### Unit IV

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

#### Unit V

Transportation- Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

Case and Problems

### BOOKS

- Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
- Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
- Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.
- Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

### E-Resources

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- learn how to reduce the Logistics costs to minimum by applying the techniques
- Have knowledge about warehouse management.
- learn logistics trends
- Establish a logistics distribution system.
- Design a logistics network and formulate a mathematical model.

**P-403**  
**Supply Chain Management**

**Course/Paper : MBA403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course is designed to acquaint the students with due basic management decisions encountered in the organization of function and the effective utilization of materials and its supply.*

**Unit I**

Introduction: What is supply chain management - Global optimization - managing uncertainty - Why supply chain management - key issues in supply chain management - supply chain performance - achieving strategic fit.

**Unit II**

Logistics Network Configuration: Introduction - data collection - data aggregation - Transportation rates - mileage estimation - warehouse costs - warehouse capacities - potential warehouse locations - service level requirements - future demand - model and data validation -

**Unit III**

Inventory management and Risk pooling: Introduction - single warehouse inventory - the economic lot size model - the effect of demand uncertainty - supply contracts - multiple order opportunities - continuous review policy - variable lead times - periodic review policy - risk pooling

**Unit IV**

Customer value and supply chain management: Introduction - the dimensions of customer value - conformance to requirements - product selection - price and brand - value added services - relationships and experiences - strategic pricing - revenue management - customer value measures - information technology and customer value.

**Unit V**

Decision-support systems for supply chain management: Introduction - the challenges of modeling - structure of decision support systems - input data - analytical tools - presentation tools - supply chain decision - support systems. Case and Problems

**Books**

- Donald J Bowersoy & David J Closs , Logistical Management- - Tata Mc GrawHill
- R P Mohanty & S G Deshmukh, Supply Chain Management- Theories & Practice — Pub: Biztantra House
- Sunil Chopra, Supply Chain Management—Pub: Peter Meindi

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- After studying the module the student will be aware of all the related aspects of SCM and also the issues related to it.

- Apply knowledge to evaluate and manage an effective supply chain. Understand the foundational role of logistics as it relates to transportation and warehousing.

## **INFORMATION TECHNOLOGY ELECTIVES**

**IT- 302**

### **Strategic Management of Information Technology**

**Course/Paper : MBA302**

**Max.Marks : 70**

**MBA Semester-III**

**Time : 3 Hrs.**

#### **Objective**

*This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.*

#### **Unit I**

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

#### **Unit II**

Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

#### **Unit III**

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

#### **Unit IV**

Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level.

#### **Unit V**

Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.

#### **Cases and Problems.**

#### **BOOKS**

- Strategic Management in Information Technology, David B. Yoffie
- Executive Strategy: Strategic Management and Information Technology, Frederick Betz
- Management Strategies for Information Technology (Business Information Technology), Earl (Author)
- Etourism: Information Technology for Strategic Tourism Management, Dr Dimitrios Buhalis
- Strategic Information Technology and Portfolio Management, Albert Wee Kwan Tan

#### **E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

#### **Course Learning Outcome**

- Evaluate the role of information systems in today's competitive business environment.
- Define an information system from both a technical and business perspective and distinguish between computer literacy and information systems literacy.

**IT-303**  
**Data Base Management**

**Course/Paper : MBA303**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.*

**Unit I**

File System and Databases: Introducing the database - files and file systems - database systems - introduction to database models - data base models and internet.

**Unit II**

The Relational Database Model: A Logical view of data - keys - integrity rules - relational database operators - relationships within the relational database - data redundancy indexes.

**Unit III**

Structured query language: SELECT Statement - distinct clause - handling of null values - ORDER BY clause, WHERE clause - relational operators - logical operators (AND, OR, NOT), SQL Operators - (BETWEEN, AND, IN, LIKE) - numeric functions - string functions - date functions - conversion functions - GROUP BY clause - group functions - HAVING clause - joining tables - SET Operators (UNION, INTERSECTION, MINUS) - Sub queries.

**Unit IV**

Object oriented databases: Object oriented concepts - features of an object oriented DBMS - How object orientation affects database design - Advantages and disadvantages of OODBMS.

Web based databases

**Unit V**

Database security and administration: Database security - access control - GRANT, REVOKE - GRANT, REVOKE on views and integrity constraint - data as a corporate asset - the evolution of database administration function - The DBA's managerial role.

Cases and Problems.

**BOOKS**

- “Database System Concepts” by Abraham Silberschatz, Henry Korth, and S. Sudarshan
- “Database Management Systems” by Raghu Ramakrishnan
- “An Introduction to Database Systems” by Bipin Desai
- “Principles of Database Systems” by J. D. Ullman
- “Fundamentals of Database Systems” by R. Elmasri and S. Navathe
- “Foundations of Databases” by Serge Abiteboul, Richard Hull and Victor Vianu

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- After successful completion of the course students can understand design and use of database for organization. It also helps students to know practical application of DBMS.

**IT-402**  
**Management Support System**

**Course/Paper : MBA402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course introduces students to the use of computer-based systems in support of managerial decision making in organizations.*

**Unit I**

Overview of management support systems. Decision making and decision makers.

**Unit II**

Introduction to decision support systems. Decision modeling

Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

**Unit III**

Introduction to Data warehousing and development process: concept, why, framework- options-developing. The business driven approach-requirements management control- development life cycle-development methodologies.

**Unit IV**

Data warehousing applications: CRM, SCM, Banking sector, insurance sector.

Group decision support systems.

**Unit V**

Enterprise/Executive information systems, Implementation, integration & impacts of MSS ,

**Case and Problems**

**BOOKS**

- V.V Sople- Logistics Management-Pub.- Pearson edition-2013
- Desai K D – Six Sigma, Pub. Himalaya Publishing house
- Ray & Ruben- Stores Management, Pub. Himalaya Publishing House

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- Evaluate the role of information systems in today's competitive business environment.
- Define an information system from both a technical and business perspective and distinguish between computer literacy and information systems literacy.

**IT-403**  
**E-Business**

**Course/Paper : MBA403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective**

*This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers.*

**Unit I**

Introduction, background and current status: digital economy, principles of e-business, e-business models.

**Unit II**

E-business frameworks: E-selling process, e-buying planning, e-procurement, convergence strategies, e-business design and e-markets: overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

**Unit III**

Integrating supply chain management process: definitions, components of e-supply chain, managing relations in e-supply chain.

**Unit IV**

Integrating enterprise resource planning process: enterprise architecture planning, lead time reduction, improved supplier performance.

Selling chain management process: definition, business and technology drivers, infrastructure, sales and distribution configuration.

**Unit v**

E-CRM processes and their integration, e-banking, e-governance.

E-Business strategy into action, Challenges, e-Transition and Summary. e-Security.

Case and Problems

**BOOKS**

- J Deitel, Deitel & Nieto Internet and World Web. How to Program
- Deitel, Deitel & Nieto e-Business and e-Commerce. How to Program
- E-Business and E-Commerce, 2/E , Dave Chaffey, Prentice Hall.

**E-Resources**

- <https://www.uok.ac.in/E-Library>
- <http://community.worldlibrary.in/?AffiliateKey=NDL-ER1205>

**Course Learning Outcome**

- After successful completion of the paper students can apply concepts, tools and techniques of e-commerce applications for online transactions in a business scenario



## **NATIONAL JOURNALS**

- ✓ *Vikalpa*, IIM Ahmedabad, This is a peer reviewed journal publishing contemporary research papers and cases on marketing, finance, HR, systems and other areas of management. Price Rs 1000 Frequency quarterly.
- ✓ *IIM Bangalore Management Review*. This is a peer reviewed journal publishing contemporary research papers, roundtables and cases on marketing, finance, HR, systems and other areas of management., Price 1600 Frequency-Quarterly.
- ✓ *Decision*, IIM Calcutta, This is a peer reviewed journal publishing contemporary research papers, roundtables and cases on marketing, finance, HR, systems and other areas of management. Price Rs 2000.00 Frequency half yearly.
- ✓ *The Journal of Entrepreneurship* : Editor: Sasi Misra, Entrepreneurship Development Institute of India,Ahmedabad, This journal is designed to disseminate the fruits of research and results of innovative experiments, with particular focus on countries like India. The journal focuses on the changing contours of entrepreneurial research and training and acquaints the readers with the latest trends and directions of explorations in the theory and practice of entrepreneurship. Price: Rs. 1,450 Frequencies: Twice a Year.
- ✓ *Udyog Pragati* : *The Journal for Practising Managers*, NITIE, Mumbai, Rs.300/- Frequency-Quarterly.
- ✓ *Forgien Trade Review*: Editor: Indian Institute of Foreign Trade New Delhi, Price: Rs.2, 800/-, Frequency: Quarterly. SAGE.
- ✓ *Journal of Human Values* : Editor: SK Chakarborty , IIM Calcutta. **The Journal of Human Values (JHV)** addresses the topics of human values from a multidisciplinary perspective and provides a fresh approach to understanding the relevance of human values in the present context. Price: Rs.1780/-, Frequency: Twice a Year. SAGE
- ✓ *Vision*.*The Journal of Business Perspective*: Editor: Debi S Saini, Management Development Institute,Gurgaon. This journal carries papers in all functional areas of management, including economic and business environment. The papers are based on original research that help bridge the gap between the known and the unknown, and often between perspectives of academics and those of the corporate world.The journal is premised on creating influence on the academic as well as corporate thinkers. Price: Rs.1,810/- Frequency: Quarterly.
- ✓ *ASCI Journal of Management* Rs 500.00 - Frequency: half yearly.
- ✓ *Productivity Journal* Rs 2300.00 Frequency: Quarterly.

## **INTERNATIONAL JOURNALS**

- ✓ *Harvard Business Review* Rs 13,500.00 Frequency: yearly 10.
- ✓ *Supervision*, US \$ 356.96.
- ✓ *Academy of Management Journal*, US \$ 570.
- ✓ *Academy of Management Perspectives*, US \$ 465.
- ✓ *Marketing Research* US \$ 540.
- ✓ *Journal of Finance* US \$ 540.

## **MARKETING**

- ✓ *Indian Journal of Marketing* – Rs 1200.00 Frequency: monthly.
- ✓ *MICA Communications Review* – A Marketing Communications Journal, Mudra Institute of
- ✓ *Communications*, Ahmedabad. This journal publishes research papers and cases related to market
- ✓ *Research, consumer behaviour, marketing communication*. Price Frequency. Bi Annual.

## **FINANCE**

- ✓ *Chartered Accountant Rs 1000.00 Frequency: Quarterly.*
- ✓ *Finance India Rs 1800.00 Frequency: Quarterly.*
- ✓ *Human Capital Rs 600.00 Frequency: Monthly.*
- ✓ *Management Accountant Rs 600.00 Frequency: Monthly.*
- ✓ *Journal of Accounting & Finance Rs 1200.00 Frequency: Half yearly.*

## **HR**

- ✓ *Indian Journal of Industrial Relation Rs 1000.00 Frequency: Quarterly.*
- ✓ *NHRD Journal of Career Management, National HRD, Calcutta. This journal focuses on the issues related to career management in organizations. Price Frequency. SAGE*
- ✓ *Management and Labour Studies: Editor: Sanjay Patro XLRI, Jamshedpur, Management and Labour*
- ✓ *Studies (MLS) are the official publication of XLRI, Jamshedpur.*
- ✓ *Price: Rs.2200/- Frequency: Quarterly. SAGE.*
- ✓ *Personnel today Rs 700.00 Frequency: Quarterly.*
- ✓ *Leadership excellence (Indian Edition) Rs 1200.00 Frequency: Monthly.*
- ✓ *Indian Journal of Training & Development Rs 750.00 Frequency: Quarterly.*

## **E-Resources**

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<https://www.jstor.org/journal/acadmanaj>

<https://www.cambridge.org/core/journals/journal-of-management-and-organization>

## **MAGAZINES:**

1. *Indian Management Rs 600.00 Frequency: Monthly.*
2. *Business India Rs 290.00 Frequency: 26 yearly.*
3. *Business World Rs 720.00 Frequency: 52 yearly.*
4. *Business Today Rs 780.00 Frequency: 26 yearly.*
5. *Fortune International Rs 2834.00 Frequency: 26 yearly.*
6. *University News Rs 950.00 Frequency: 52 yearly.*
7. *Capital market Rs 1300.00 Frequency: 26 yearly*