UNIVERSITY OF KOTA

SCHEME OF EXAMINATION

AND

COURSES OF STUDY

Department of Commerce and Management
Faculty of Management

MBA (Management)

First Semester (July, 2016-June, 2017)
Second Semester (Jan, 2017-June, 2018)

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

Edition: 2017

Course Structure with Distribution of Marks

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 placeable 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 placeable in the Industry

Duration of the Course:

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

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)Dissertation/Project Work/Summer training/Field work which can be done in an organization (Government, Industry, Firm, Public Enterprise, *etc*.) approved by the Department.

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 two internal assessment tests each of 15% weightage, for theory papers in each semester. Each internal assessment test shall be of one hour duration for each paper and shall be taken according to academic calendar notified by the University. 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) The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into three sections as mentioned below:

- ***Section-A*** *shall have 01 compulsory question comprising 10 questions (maximum 20 words answer) taking two questions from each unit. Each question shall be of one mark and total marks of this section will be 10. This section will be compulsory in the paper.*
- ***Section-B*** *will carry 25 marks with equally divided into five long answer type questions (answer about in 250 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.*
- ***Section-C*** *will contain five long answer type questions. One compulsory question of 15 marks and four questions of 10 marks each. Students are instructed to attempt total three questions with one compulsory question (answer about in 500 words) of and any two more questions (answer about in 400 words) out of remaining four questions. Paper setter shall be instructed to design question paper covering from all five units.*

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)

DEPARTMENT OF COMMERCE & MANAGEMENT
UNIVERSITY OF KOTA, KOTA
First/Second Internal Test 20…….

Duration of Exam: 1.00 Hr **Max. Marks: 15**

Class: MBA **Semester:**

Subject: **Paper:**

No. of Students: **Teacher:**

Note: The question paper contains three sections as under:

Section-A : One compulsory question with 04 parts. Please give short answers in 20 words for each part.

Section-B : 02 questions to be attempted having answers approximately in 250 words.

Section-C : 01 question to be attempted having answer in about 500 words.

SECTION A

Q.1(a)		1
(b)		1
(c)		1
(d)		1
	SECTION B	
Q.2		3
Q.3		3
Q.4		3
Q.5		3
	SECTION C	
Q.6		5
Q.7		5

(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: 10x1=10

(Answer all questions)

(Two question from each unit with no internal choice)

Q. No. 1

(i) ……..…… **1 Mark**
(ii) ……..…… **1 Mark**
(iii) ……..…… **1 Mark**
(iv)……..…… **1 Mark**
(v)……..…… **1 Mark**
(vi)……..…… **1 Mark**
(vii)……..…… **1 Mark**
(viii)……..…… **1 Mark**
(ix)……..…… **1 Mark**
(x)……..…… **1 Mark**

SECTION-B: 5x5=25

(Answer all questions)

(One question from each unit with internal choice) (Maximum two sub-divisions only)

Q. No. 2. . ……..……

Or

……..…….

5 Marks

Q. No. 3. ……..……

Or

……..……...

5 Marks

Q. No. 4. ……..……

Or

……..……

5 Marks

Q. No. 5. ……..……

Or

……..……...

5 Marks

Q. No. 6. ……..**.....**

Or

……..……

5 Marks

SECTION-C: 1x15 + 2x10=35

(Answer any three questions including compulsory Q.No. 7)

(Maximum four sub-divisions only)

Q. No. 7. …… **15 Marks**

Q. No. 8. …… **10 Marks**

Q. No. 9. …… **10 Marks**

Q. No. 10. …… **10 Marks**

Q. No. 11. …… **10 Marks**

Distribution of Marks for Practical Examinations:

Duration of Exam: Interview based Maximum Marks: 100

S. No.	Name of Exercise	Marks
1.	Project Report	40
2.	Viva-voce	60
	Total Marks	**100**

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 fulfill 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 marks secured in the Gen Hindi, Gen English, Elementary Computer applications and Environment studies shall not be counted in awarding the division to a candidate. The candidate shall have to clear the compulsory subjects in the additional three chances and non-appearance or absence in the examination of compulsory subjects shall be counted as chance and shall be declared fail in that examination.
j) 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

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	Conti. Assess.	Sem. Assess.
I Year I Semester	1.1	M-101	Principles of Management & OB	3 Hrs	5		5	30	70	100	12	28
	1.2	M-102	Marketing Management	3 Hrs	5		5	30	70	100	12	28
	1.3	M-103	Business Environment & Managerial Economics	3 Hrs	5		5	30	70	100	12	28
	1.4	M-104	Accounting for Managers & QT	3 Hrs	5		5	30	70	100	12	28
	1.5	M-105	English Lab and Computer applications-I	Viva	5		5	-	100	100	-	50
	Total				**25**	**4**	**25**	**120**	**340**	**500**		
I Year II Semester	2.1	M-201	Human Resource Mgt & Ethics	3 Hrs	5		5	30	70	100	12	28
	2.2	M-202	Business Corporate Laws & Strategic Management	3 Hrs	5		5	30	70	100	12	28
	2.3	M-203	Financial & Production Management	3 Hrs	5		5	30	70	100	12	28
	2.4	M-204	Research Methodology & Project Management	3 Hrs	5		5	30	70	100	12	28
	2.5	M-205	English Lab & Computer Applications-II	Viva	5		5	-	100	100	-	50
					25	**4**	**25**	**120**	**340**	**500**		

M-105/ M-205 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	Conti. Assess	Sem. Assess
II Year III Semester	3.1	MBA-301	Summer Internship Program	Viva		8	4		100	100	-	50
	3.2	302	Elective-1	3 Hrs	5		5	30	70	100	12	28
	3.3	303	Elective-2	3 Hrs	5		5	30	70	100	12	28
	3.4	304	Elective-3	3 Hrs	5		5	30	70	100	12	28
	3.5	305	Elective-4	3 Hrs	5		5	30	70	100	12	28
	Total				**20**	**8**	**24**	**120**	**340**	**500**		
I I Year IV Semester	4.1	MBA-301	Major Research Project	Viva		8	4		100	100	-	50
	4.2	302	Elective-1	3 Hrs	5		5	30	70	100	12	28
	4.3	303	Elective-2	3 Hrs	5		5	30	70	100	12	28
	4.4	304	Elective-3	3 Hrs	5		5	30	70	100	12	28
	4.5	305	Elective-4	3 Hrs	5		5	30	70	100	12	28
					20	**8**	**24**	**120**	**340**	**500**		

At the end of second semester all students will have to undergo summer training of 8-10 weeks 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 summer training 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 for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. The Viva voce will be conducted in Semester III.

- MBA-301 Summer Training Project will be assessed by Viva and Project report evaluation by the External Examiner.
- MBA-401 The Project Study will be examined by the external Examiner on basis of Viva and Project report

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

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

F-302	Security Analysis ,Portfolio Management
F-303	Management of Financial Services
F-402	Financial Derivatives
F-403	Banking Services Operation

[MARKETING]

M-302	Advertising Management
M-303	Sales & Distribution Management
M-402	Consumer Behavior & Market Research
M-403	Marketing of Services

[HUMAN RESOURCE MANAGEMENT]

H-302	Training & Development
H-303	Strategic Human Resource Management
H-402	Leadership Skills & Change Management
H-403	Human Resource Planning

[PRODUCTION AND OPERATION MANAGEMENT]

P-302	Total Quality Management
P- 303	Production Planning & Control
P-402	Logistics Management
P-403	Service Operations Management

[INFORMATION TECHNOLOGY MANAGEMENT]

I-302	Strategic Management of Information
I-303	Data Base Management
I-402	Management Support System
I-403	E-Business

FIRST YEAR

I Semester MBA

M-101

Principles of Management & OB

Course/Paper : 101 **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 - Objectives, Strategies, Policies, Decision making. Fundamentals of Organizing- Nature and purpose, Direction-concept

Unit II

Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination.

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

Unit III

Organizational Behaviour - Definition - assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, 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, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Cleland's Achievement Motivation Theory, Cognitive and behavioral theories- expectancy,. Equity, goal-setting theories.

Unit V

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication. Case Study.

SUGGESTED 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

M-102

MARKETING MANAGEMENT

Course/Paper : 102 **Max.Marks : 70**
MBA Semester-I **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, Utilities –Form, time, place & possession

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- Demographic, Political, Technology, Cultural, Natural and Legal, **Product-** Product : Definition, What makes a Product, Nature of Product, Product Policy & Mix – Length, Breadth, Width & Consistency, Product Life Cycle- Stages

Unit III

Market Segmentation: Definition, Market Segmentation: Demographic, Geographic, Psychological, Socio-Cultural, Benefit and Hybrid , Targeting: Undifferentiated, Concentrated and differentiated, Positioning as per changing Pattern Of Indian consumer levels of Market Segmentation

Unit IV

Price & Place- Pricing decision and strategies, Price and Non-Price Competition, Pricing methods , Place or Channel of Distribution : definition, reducing transactions through marketing intermediaries, levels, types, distribution strategies- Intensive, selective and exclusive distribution

Unit V

Promotion -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.
- Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.

M-103

Business Environment and Managerial Economics

Course/Paper : 103 **Max.Marks : 70**
MBA Semester-I **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 for developing effective Internal organisational environment, introducing organizational change when this equilibrium is found.

Unit II

External Environment-nature and significance - Economic, Socio- Cultural, Political and Technological factors influencing Business Environment - Changing role of Government - Indian - Economy.

Impact of liberalization and privatization on Indian economy. Critical evaluation of latest economic policies of India, role of Indian business houses in the world.

Unit III

Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. Theory of Demand- concept, determinants of Demand, Demand Function , Demand Forecasting, Elasticity of Demand- concept, measurement. Concept of Consumer's surplus.

Unit IV

Market structure and pricing decisions-the competitive, monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit V

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

SUGGESTED 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

M-104

Accounting for Managers and Quantitative Techniques

Course/Paper : 104 **Max.Marks : 70**

MBA Semester-I **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. Understanding Indian Corporate Sector. Management Accounting- Understanding basic financial accounting, Preparation of Final Accounts- as a backdrop to management accounting and Cost Accounting.

Unit II

Financial statement analysis- Ratio analysis- types and calculation. Comparative and common size financial statement. Analysis of Corporate Performance: 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

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 IV

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

Unit V

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

Cases/Problems.

Suggested Readings:

- 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

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

M-105

English Lab and Computer Applications in Management

Course/Paper : 105 **Max.Marks : 100**

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, Project discussion, Word Game- Spelling Antakshari, forms of 'to be', An Apple a Day (Article)

Unit II.

Asking and Telling Time, Asking and giving Direction, Exercises on Things Around you. Motivational Videos, Getting Information and giving instruction, Tenses, Giving Opinions and wishing, Picture composition Exercises, Noun and Adjectives, Verbs and Adverbs, Pronoun**,** Requesting, Offering, Inviting, Exercises on Event Narration,

Unit III

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

Unit IV

Story in Maze, Know your friend well, You can do this, Apply your Imagination (Extempore), Scan, sort Earn, Role Plays, Become Invisible, Project submission and Presentation

Unit V

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

Suggested Readings:

- 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.

SEMESTER - II

M-201

HUMAN RESOURCE MANAGEMENT & Ethics

Course/Paper : 201 **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:- The Human Factor at work-Nature and Functions of HRM-Role of Human resource manager-Significance of Human Resource ,

Human resource planning:- Meaning, Objectives, Phases, Elements of, process of, difficulties

Unit II

Recruitment :- sources of recruitment, recruitment procedure-Selection:- steps in selection procedure, recruitment vs. selection, Mobility of personnel:- transfer, promotion, demotion, separation, voluntary retirement,

Job Design:- Concept, approaches, Job Enrichment, Job enlargement, , Job Description, and Job Specifications. Job Analysis: - Concept, Benefits, steps

Unit III

Training and Development-Training:- need of training, significance of Training, Types/Methods of Training, Process of Designing a Training program-Career Development:-Concept of Career Development, Career Stages, Process of Career Planning, Benefits of Career Planning, Problems in Career Planning and Development. Performance Appraisal, Case Study

Unit IV

Business Ethics**:** Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making. Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Work Ethics and etiquettes

Unit V

Relevance of Bhagvad Gita: Doctrine of Karma i..e *Nishkama Karmayoga*, *Guna* Theory (SRT i.e. *Sat, Raj & Tam* Model), Theory of *Sanskaras*, Bhagvad Gita & Self Management. Geeta Saar, Fundamentals of 18 chapters of Geeta

Case study

Suggested 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.

M-202

Business Laws , Corporate Strategies and Strategic Management

Course/Paper : 202 **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. Privity of contract and consideration, Capacity to contract, Free consent ñ coercion, undue influence, misrepresentation, fraud. Mistake ñ as to identity, as to subject matter, as to nature of promise, Legality of the object ñ void agreement, voidable agreement,

Unit II

Bailment ñ Duties of bailer & bailee, Law relating to agency - types of agency, agents responsibility and rights. 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, Winding up by court, Voluntary winding up, Winding up subject to supervision of court, Conduct of winding up.

Unit IV

Strategic Analysis The role of Strategic Management, The Strategic Management Process, Formulation of Strategy, Implementation Strategy, Evaluation and Control of Strategy, Strategic Intend: Vision and Mission, Goals and Objectives, The Decision Environment and The Establishment of objective, Identifying Mission and Strategy, Generic Strategy Alternatives

Unit V

The External Environment: Identifying opportunities and Threats , Assessing the Internal Environment: Determining Strengths and Weaknesses , Strategic Analysis and Choice., Strategy Formulation , Different level of Strategies, Strategic Management at the Business level, Strategy Implementation, Strategic Evaluation and Control

Case Study

BOOKS

- Jauch & Glueek, Business Policy and Strategic Management
- Thampson 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.

M-203

Financial & Production Management

Unit I

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

Time value of money – Time Lines & notation, Future value of single cash flow & annuity, present value of single cash flow, annuity& perpetuity. Risk and Return – Risk & return of single asset, portfolio, Measurement of market risk.

Unit II

(i) Sources of long term funds,Cost of capital – basic concepts. & calculations CAPM model).

(ii) Leverages – Determination of operating leverage, financial leverage and total leverage.

(iii)Capital Budgeting, techniques & calculations.

Unit III

(i) Working capital management–factors influencing working capital requirements.Determination of operating cycle and cash cycle.Estimation of workingcapital requirements of a firm.

(ii) Dividend policy – Factors affecting the dividend policy - dividend policies

(iii) Operation Management-Introduction. Operation Research and operation strategy, forecasting

demand and Linear regression, transportation and assignment problems, allocation of resources.

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 in Batch/Job Order Manufacturing.

Unit V

Concepts-Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems. 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, project management-PERT & CPM.

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.

M-204

RESEARCH METHODS IN MANAGEMENT

Course/Paper : 204 **Max.Marks : 70**
MBA Semester-II **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.

Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.

Recommended reading:

- 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.

M-205
English Lab and Computer Application-II

Course/Paper : 205 **Max.Marks : 100**
MBA Semester-II **Viva**

Unit I

LSRW Skills & Methodologies, Introducing oneself, Paying compliments, Agreeing and Disagreeing, Pronounciation, Replace with the realone

Unit II

Tele Manners, Present Timeline, Point out the difference, Relay (Passing a story), Once upon a time, Complaining & Restraining, From a cricket field

Unit III

Future timeline, Twenty-Twenty, Modal Auxilary verbs , Money Matters, Find one get one free, I and you are friends but…, WH Questions, My Memorable moments, Consonants and vowels, word stress, sentence stress, Press conference, Roe Play, What would happen if.., World after 50 years

Unit IV

CV prepration, GD, Personal Interviews, Corporate Etiquettes Do's and Donts, Expectation Management, Project Submission

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.

SECOND YEAR

MBA-301
SUMMER TRAINING PROJECT

Course/Paper :MBA- 301 **Max.Marks : 100**
MBA Semester-III **VIVA**

- *At the end of second semester all students will have to undergo summer training of 8-10 weeks 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 summer training 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 for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. The Viva voce will be conducted in Semester III.*

FINANCE SPECIALIZATIONS

F-302

Security Analysis & Portfolio Management

Course/Paper : F-302 **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 of investment-investment objectives and constraints-security and non security forms of investment.

Unit II

Securities markets: markets and their functions-methods of raising capital-development of stock market in India-demat, 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

Suggested Readings :

- 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

F-303

MANAGEMENT OF FINANCIAL SERVICES

Course/Paper : F- 303 **Max.Marks : 70**
MBA Semester-III **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

Suggested Readings:

- 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.

M-402

FINANCIAL DERIVATIVES

Course/Paper : 406 **Max.Marks : 70**
MBA Semester-IV **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

Suggested Readings:

- 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

F-403
BANKING SERVICES OPERATION

Course/Paper : F-403 **Max.Marks : 70**
MBA Semester-IV **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 sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.
Unit I

Indian financial system: the financial system - nature - evolution and structure - the functions of financial intermediaries - financial instruments - the role of financial system in economic development - the Indian financial system.

Unit II

Deposit products: types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Credit policy: Need for credit policy, credit policy components of credit policy, credit policy pursued by the government, credit culture.

Unit III

Retail banking: basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

Unit IV

Rural banking and Micro finance: sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDB) - regional rural banks (RRBS), service area approach (SAA) - National Bank for Agriculture and Rural Development (NABARD)

Unit V

Introduction to banking operations: the changing nature of banking operations, importance of customer relationship management in banks - - role of technology in banking operations - the need for Asset-Liability Management. Introduction to electronic banking: an introduction, e-commerce, e-banking in India, internet banking strategies,
risks in e-banking, Payment and settlement systems ; RTGS and NEFT

Case and Problems

Suggested Readings:

- 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.

MARKETING ELECTIVES

M- 302

ADVERTISING MANAGEMENT

Course/Paper : M-302 **Max.Marks : 70**
MBA Semester-III **Time : 3 Hrs.**

Objectives:

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- Marketing Communication; Marketing Communication Process: Source, encoding, Medium, Decoding, Response & Feedback, Noise, Marketing Communication Mix: Advertising, Personal Selling, Publicity & Public Relations, Sales Promotion

Unit II

Understanding the Concept of Advertising Management - Advertising: Definition & Characteristics; Types of Advertising; Mass Media Promotions- Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising

Unit III

Models of Advertising

Understanding Consumer behavior- Consumer Buying Behavior : Problem recognition ; Information Search – Internal and External Search ;Alternative Evaluation – Consumer attitudes/ Integration Process- Conjunctive rule, disjunctive rule, Lexicographic rule ; Purchase Decision ; Post Purchase Evaluation

Unit IV

Advertising Planning- Advertising Plan, Advertising Production Process , Creative strategy, Types of Advertising appeals – Rational / Logical appeal: Price, Quality, Feature, Advantage

The Creation Stage – Idea Generation, Copywriting, Illustrations, Layout, Choosing the basic Page design, working with the copy, working with the Visuals.

Unit V

Testing and Measuring Performance - Copy Testing : Pre-Testing and Post Testing; Environmental Analysis, Media Planning, Measuring Promotional Performance - Advantages and disadvantage, Ethics in Advertising

Suggested Books

- Advertising Theory and Practice : Chunawlla, 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.

M-303

SALES & DISTRIBUTION MANAGEMENT

Course/Paper : 303 **Max.Marks : 70**
MBA Semester-III **Time : 3 Hrs.**

Objectives:
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 - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.
Unit II
Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.
Unit III
Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.
Unit IV
Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.
Unit V
Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution management Case and Problems

Suggested Readings:

- 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.

M-402

CONSUMER BEHAVIOR & MARKET RESEARCH

Course/Paper : 402 **Max.Marks : 70**
MBA Semester-IV **Time : 3 Hrs.**

Objectives:

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, Decision Rules : Compensatory / Non-Compensatory – Conjunctive/Disjunctive/ Lexicographic, Factors affecting Consumer Behavior – Cultural , Social, Personal, Psychological,

Case of Kellogg's , Buying roles – initiator, influencer, decider, buyer, user, maintainer.

Unit II

Consumer Research**:** Introduction. Consumer Research Process, Qualitative and Quantitative data, Attitudinal Scales – Graphical / Semantic/ Ranked & Graphical, Sampling methods – Probability / Non-Probability, Research Proposal.

Unit III

STP (Segmentation, Targeting & Positioning) in Consumer Behavior, Analysis of Segmentation of HUL, Definition of STP, Types of Segmentation – Geographical/ Demographic/ Psychological / Socio-Cultural/ Use-related/ Benefit, Types of Targeting – Differentiated/ Concentrated / Undifferentiated, Positioning.

Unit IV

Motivation : Introduction, Process of Motivation, Motives – Utilitarian/ Hedonic, Motivational Theories : Maslow hierarchal Theory , McGuires Motivational Theory, Motivational Direction : Approach-approach, Approach-Avoidance, Avoidance-Avoidance, Techniques of Motivational Research – Observation , Focus, In-depth, Projective techniques.

Unit V

Personality – Psychoanalytical perspective, Freuds – ID, Ego and Superego, psychosexual stages, Defense mechanisms, Evaluating Psychoanalytical perspective, Traits perspective – The Big 5 Factors, Self Concept or Self Image, Assessing & evaluating Self.

Case and Problems

SUGGESTED 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.

M-403

MARKETING OF SERVICES

Course/Paper : M-403 **Max.Marks : 70**
MBA Semester-IV **Time : 3 Hrs.**

Objectives:
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 - Understanding Service, The Nature of Service Marketing, Classification of service.
Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service exportations, Strategic for influencing customer perception.
Unit II
Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.
Unit III
The marketing mix and services - The marketing mix dements, Traditional marketing mix - 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; Developing & maintain quality ill services, Relationship marketing
Unit V
Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service
Case and Problems

Suggested Readings:

- 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.

H-302
TRAINING AND DEVELOPMENT

Course/Paper : H-302 **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

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration

Unit II

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process;

Unit III

Training Climate and Pedagogy; Developing Training Modules, Training methods, Training Strategy.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

Unit IV

Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism

Unit V

Training Methods and Techniques: Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India. Case Study.

Suggested Readings :

- Blanchared, 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.

H-303

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course/Paper :H- 303 **Max.Marks : 70**
MBA Semester-IV **Time : 3 Hrs.**

Objectives:

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

Suggested Readings :

- 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.

H-402
LEADERSHIP SKILLS AND CHANGE MANAGEMENT

Course/Paper : H-402 **Max.Marks : 70**
MBA Semester-III **Time : 3 Hrs.**

Objectives:

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

The nature and importance of leadership: The meaning of leadership - leadership as a partnership - leadership vs. management - the Impact of leadership on organizational performance - leadership roles - the satisfactions and frustrations of being a leader. Traits, Motives

Unit II

Characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership, Effective leadership behaviour and attitudes: task-related attitudes and behaviours - relationship-oriented attitudes and behaviours - super leadership: leading others to lead themselves - 360-degree feedback for fine-tuning leadership approach.

Unit III

Leadership styles: the leadership continuum: classical leadership styles - the boss-centered vs. employee-centered leadership continuum - the autocratic participative free rein continuum- the leadership grid styles - the entrepreneurial leadership style - gender differences in leadership style - selecting the best leadership style.

Unit IV

Developing teamwork: team leadership vs. solo leadership - advantages and disadvantages of group work and team work - the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork.

Unit V

Case Study

Suggested Readings:

- 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.

H-403

HUMAN RESOURCE PLANNING

Course/Paper : H-403 **Max.Marks : 70**
MBA Semester-III **Time : 3 Hrs.**

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

Unit I
Introduction: definition and concept of HRP, benefits, process. HRP components., HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment.
Unit II
Linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.
Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.
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-HR budget and staffing table, scenario forecasting, regression analysis.
Unit IV
Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors - Stages of growth and career, career processes.
Unit V
Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Case and Problems

SUGESSTED 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.

PRODUCTION ELECTIVES
P-302
TOTAL QUALITY MANAGEMENT

Course/Paper : P-302 **Max.Marks : 70**
MBA Semester-III **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, PDSA 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

SUGGESTED 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.

P-304

PRODUCTION PLANNING AND CONTROL

Course/Paper : P-303 **Max.Marks : 70**
MBA Semester-III **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

Recommended 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

P-402

LOGISTICS MANAGEMENT

Course/Paper : 402 **Max.Marks : 70**
MBA Semester-IV **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.

P-403

SUPPLY CHAIN MANAGEMENT

Course/Paper : P-403 **Max.Marks : 70**

MBA Semester-IV **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

Recommended 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

INFORMATION TECHNOLOGY ELECTIVES

IT- 302

STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course/Paper : IT-302 **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.

Recommended 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

IT-303
DATA BASE MANAGEMENT

Course/Paper : IT-303 **Max.Marks : 70**
MBA Semester-III **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.

Recommended 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

IT-402

MANAGEMENT SUPPORT SYSTEM

Course/Paper : IT-402 **Max.Marks : 70**
MBA Semester-IV **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**

Recommended 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

IT-403
E-BUSINESS

Course/Paper : IT-403 **Max.Marks : 70**
MBA Semester-IV **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 artitecture 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

Recommended 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.

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 ofentrepreneurial 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.*

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.*

INTERNATIONAL JOURNALS

1. Harvard Business Review Rs 13,500.00 Frequency: yearly 10.
2. Supervision, US $ 356.96.
3. Academy of Management Journal, US $ 570.
4. Academy of Management Perspectives, US $ 465.
5. Marketing Research US $ 540.
6. Journal of Finance US $ 540.

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