

**MASTERS OF BUSINESS ADMINISTRATION**  
**Netaji Subhas University**  
**(MBA) 2018 Onwards**  
1<sup>st</sup> to 4<sup>th</sup> Semester

First Semester

<b>Paper Code</b>	<b>Paper Name</b>
MBA-101	Management Process & Organizational Behaviour
MBA-102	Quantitative Methods
MBA-103	Managerial Economics
MBA-104	Environmental Management
MBA-105	Managerial Skills Development
MBA-106	Accounting for Managers
MBA-107	Computer Application In Management

Second Semester

<b>Paper Code</b>	<b>Paper Name</b>
MBA-02-HRM 008	Human Resource Management
MBA-02-POM-009	Production & Operation Research
MBA-02-FM 010	Financial Management
MBA-02-RM 011	Research Methodology
MBA 02-IT 012	Decision Support System and Management Information System
MBA-02-MRM 013	Marketing Strategy & Relationship Marketing
MBA-02-BL 014	Business Law

Third Semester

<b>Paper Code</b>	<b>Paper Name</b>
MBA 03-IE 015	Indian Economy
MBA 03-SM 016	Strategic Management
MBA 03-OEC 017	Organization Effectiveness and Change
	Project Study
<b>SPECIALIZATION</b>	
<b>MARKETING</b>	
MBA 03-MM 01	Retail Management
MBA 03-MM 02	Integrated Marketing Communication
<b>FINANCE</b>	
MBA 03-FM 01	Security Analysis and Portfolio Management
MBA 03-FM 02	Tax Management
<b>HUMAN RESOURCE</b>	
MBA 03-HR 01	Legal Framework Governing HR
MBA 03-HR 02	Organizational Development

Fourth Semester

<b>Paper Code</b>	<b>Paper Name</b>
MBA 04 CESM 019	Corporate Evolution & Strategic Management
MBA 04-PS-20	Project Study
<b>SPECIALIZATION (ANY TWO)</b>	
<b>MARKETING</b>	
MBA 04-MM 04	Sales & Distribution Management
MBA 04-MM 05	Brand Management
<b>FINANCE</b>	
MBA 04-FM 04	Project Planning & Management
MBA 04-FM 05	Merchant Banking & Financial Service
<b>HUMAN RESOURCE</b>	
MBA 04-HR 04	Training & Development
MBA 04-HR 05	Compensation

## **FIRST SEMESTER**

### **MBA-101: Management Process & Organizational Behaviour**

- Unit 1:** Principles of Scientific Management: Definition, Principles, Merits and Demerits.
- Unit 2:** Systems approach to management, Human relation and contingency approach: Concept, importance, merits and limitation.
- Unit 3:** Managerial process, function, skills and roles in the Organization.
- Unit 4:** Social Corporate Responsibility of Business: SCR in Indian business, need, importance.
- Unit 5:** Understanding and Managing Individual Behavior: Perception, Values, Attitude and Behavior, Personality, Learning.
- Unit 6:** Work Motivation: Concept and Theories, managerial implication.
- Unit 7:** Individual decision making and problem solving, Group decision making.
- Unit 8:** Interpersonal and group dynamics: Concept, Transactional analysis, Stroking, assertiveness.
- Unit 9:** Leadership and Influence process: need, Concepts, Theories.
- Unit 10:** Organizational structure: concept, types, merits, demerits.
- Unit 11:** Case Studies and Seminars.

### **MBA-102: Quantitative Methods**

- Unit 1:** Defining Data: Cases , Variables, Values and Missing values.
- Unit 2:** Describing Data:-
- Nominal scales: Proportion , Percentage and Ratio.
  - Displaying Data : Bar chart , Pie chart, Histogram, Frequency, Curve, Box, Plot.
- Unit 3:** Interval scales, Measure of Central Tendency.
- Arithmetic Mean, Median, Mode.
- Unit 4:** Interval Scales: Measure of Dispersion.
- Range, Quartile Deviation, Mean Deviation, Standard Deviation.
- Unit 5:** Normal Distribution:
- General Forms of Normal curve,
  - Area under Normal curve.
- Unit 6:** Probability, Theory & Probability Distribution:
- Binomial, Poisson, Normal & Exponential.
- Unit 7:** Linear Correlation & Regression:
- Linear Regression,
  - Correlation,
  - Estimation of Regression Co- efficient,
  - Calculation of Correlation Co- efficient,
  - Significance Test of Correlation Regression.
- Unit 8:** Sensitivity analysis & Linear programming:
- Introduction, Change in Objective function, Co-efficient & Change in the availability of resources

## MBA-103: Managerial Economics

### Unit 1:

#### **Meaning and Importance of Managerial Economics and Marginal Analysis:**

- Introduction, meaning, Scope & Importance of Managerial Economics.
- Marginal Concepts: Marginal Utility, Average Utility, Total Utility & their relations.
- Consumer's Equilibrium – Single commodity and more than single commodity.

### Unit 2:

#### **Demand & Supply functions:**

- Introduction, Meaning of Demand, Law of Demand, Exceptions of the law of Demand.
- Elasticity of Demand, Types and Measurement of Elasticity of Demand.
- Meaning & Law of Supply, Exceptions of the Law of Supply.
- Elasticity of Supply, types and determining factors of Elasticity of Supply.

### Unit 3:

#### **Theory of Demand:**

- Indifference Curve Analysis.
- Revealed Preference Approach of Prof. Samuelson.

### Unit 4:

#### **Production:**

- Production function
- Short run and Long run Production functions.
- Law of Variable Proportion.
- ISO Product Curve

### Unit 5:

#### **Cost Analysis:**

- Types of Costs, Cost Curves and their relations.
- Revenue, Revenue Curves.
- Break Even Analysis.

### Unit 6:

#### **Market Structure and Price Determination:**

- Perfect Competition and Imperfect Competition.
- Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition in short run and long run.
- Discriminating Monopoly and its Output & Price Determination.
- Profit maximization and Sales Maximization.

### Unit 7:

#### **Macro Concepts:**

- Introduction, National Income, various concepts of National Income. Various Methods of measuring National Income.

### Unit 8:

#### **Consumption function and Investment function:**

- Meaning of Consumption function and Investment function.
- Marginal efficiency of Capital (MEC).
- Multiplier and Accelerator.

### Unit 9:

#### **Inflation and Deflation:**

- Meaning of Inflation and Deflation.
- Merits and Demerits of Inflation.
- Effects of Inflation and Deflation.
- WPI & CPI

## **Unit 10:**

- Business Cycle
- Demand Forecasting

## **MBA-104 Environmental Management**

### **Unit 1: Foundations of Environmental Management**

Introduction to Environmental Science and Ecology, Environmental Policy and Regulation, Sustainable Development Principles

### **Unit 2: Environmental Economics and Business Context**

Environmental Economics: Concepts and Applications, Business Ethics and Corporate Social Responsibility in Environmental Context, Environmental Law and Compliance for Businesses

### **Unit 3: Environmental Management Systems and Tools**

Introduction to Environmental Management Systems (EMS), ISO 14001 Standards and Implementation, Environmental Auditing and Performance Measurement

### **Unit 4: Corporate Environmental Strategy**

Strategic Environmental Management, Green Marketing and Sustainable Business Models, Environmental Risk Management

### **Unit 5: Climate Change and Energy Management**

Climate Change Science and Impacts, Mitigation and Adaptation Strategies, Renewable Energy Technologies and Policies

### **Unit 6: Waste Management and Pollution Control**

Principles of Waste Management, Pollution Control Technologies Hazardous Waste Management and Regulations

### **Unit 7: Environmental Impact Assessment and Planning**

Environmental Impact Assessment (EIA) Process, Regulatory Framework for EIAs, Strategic Environmental Assessment (SEA)

### **Unit 8: Environmental Data Analysis and Reporting**

Environmental Data Collection and Analysis Techniques, Key Environmental Indicators and Metrics, Environmental Reporting and Communication Strategies

## **MBA-105 Managerial Skills Development**

### **Unit 1: Introduction to Managerial Skills**

Understanding Management and Leadership, Importance of Managerial Skills in Business, Overview of Key Managerial Skills

### **Unit 2: Communication and Interpersonal Skills**

Effective Communication Strategies, Active Listening and Feedback Techniques, Conflict Resolution and Negotiation Skills

### **Unit 3: Decision Making and Problem Solving**

Decision-Making Models and Processes, Problem-Solving Techniques  
Risk Assessment and Management

### **Unit 4: Time Management and Prioritization**

Time Management Principles, Prioritization Techniques, Goal Setting and Task Planning

### **Unit 5: Team Building and Collaboration**

Building High-Performance Team, Team Dynamics and Group Development  
Collaboration Tools and Techniques

### **Unit 6: Motivation and Employee Engagement**

Theories of Motivation, Employee Engagement Strategies, Recognition and Rewards Systems

### **Unit 7: Strategic Thinking and Planning**

Introduction to Strategic Management, Strategic Analysis Tools (SWOT, PESTEL, etc.)  
Strategic Planning Process

### **Unit 8: Change Management**

Understanding Change in Organizations, Change Management Models and Approaches  
Leading Change and Overcoming Resistance

## **MBA-106 Accounting for Managers**

### **Unit 1:**

**Introduction to Accounting**, Meaning of Book Keeping, Accounting and Accountancy, Accounting Concepts and Conventions, Financial Accounting V/S Management Accounting, Accounting Process, The Accounting Equation, The Double Entry System: The Basis of Modern Accounting, Recording, Classifying and Summarizing Business Transactions: The Journal, Ledger, Trial Balance.

### **Unit 2:**

**Bank Reconciliation statement**- Reasons for difference, Preparation

### **Unit 3:**

**Depreciation**- Causes, Importance, Methods as per Indian taxation norms

### **Unit 4:**

**Company Final Accounts in India** - Preparation and Presentation of Final Accounts, Form and Contents of Balance Sheet and Profit and Loss Account, Balance Sheet as Per Schedule VI, Profit and Loss Account, Profit and Loss Appropriation Account, Annual Reports and Its Contents

### **Unit 5**

**Financial Statement Analysis** - Meaning and Objectives of Financial Statement Analysis, Standards of Comparison, Techniques of Financial Statement Analysis, Horizontal or Comparative Analysis, Vertical or Common Size Analysis, Trend Analysis, Ratio Analysis: Profitability Ratios, Activity Ratios, Solvency Ratios and Capital Market Ratios.

### **Unit 6**

**Funds Flow Statement-** Movement of funds .Fund from operations, Adjusted profit and loss account.

**Unit 7**

**Cash Flow Statement** - Cash flow activities, Operating activities, Investing activities, Financing activities, Disclosure of non-cash activities, Preparation methods, Rules (operating activities), Rules (financing activities)

**Unit 8**

**Marginal Costing** - concept and characteristics of marginal costing, difference between absorption costing and marginal costing, CVP analysis, break-even chart, break-even point, price volume ratio, and margin of safety, merits, demerits, and applications of marginal costing.

**Unit 9**

**Case Studies**

**MBA-107: Computer Application in Management**

**Unit 1:**Computers:

- Components of a Computer System, Data Processing,
- Computers in Business.

**Unit 2** :Generations of Computers and Computer Languages.

**Unit 3** :Disk Operating System:

- Internal and External Commands, Windows Operating System.

**Unit 4:**Word Processing using MS-Word.

**Unit 5:**Spreadsheets using MS- Excel:

- Range, Formulas, Functions, Database Functioniin Spreadsheet,
- Graphics on Spreadsheet.

**Unit 6:**Presentation using MS- PowerPoint.

**Unit 7:**Data Files:

- Types / Organization , Master and Transaction Files
- Program Development Cycle.

**Unit 8:**Data Communication:

- Components of Data Communication System,
- Communication Devices- Modem , Multiplexing,
- Classification of Communication Channel.

**Unit 9** :Networking:

- LAN and WANs,
- Network Interconnectivity- Bridges, Gateways, Routers, Repeaters.

**Unit 10** :Management Information System in Business Organization:

- Concepts, Needs, Types,
- Transaction Processing System (TPS),
- Decision Support System(DSS),
- Executive Information System(EIS),
- Office Automation System (EIS),
- Expert System.

**Unit 11:**Case Studies and Seminars, Project Report.

## SECOND SEMESTER

### **MBA 02-HRM 008: Human Resource Management**

- Unit 1:** Concepts and perspective of HRM, HRM in a changing Environment.
- Unit 2:** Corporate objective and Human Resource Planning.
- Unit 3:** Career & Succession Planning.
- Unit 4:** Job Analysis:
  - Introduction, Job specification and Job description, Job characteristics model JCM.
- Unit 5:** Recruitment, Selection, Induction and Socialization.
- Unit 6:** Manpower Training and Development:
  - Introduction, Need, Techniques.
- Unit 7:** Performance appraisal and Potential evolution:
  - Concepts, Process, Methods.
- Unit 8:** Job Evaluation and Wage and salary Management.
- Unit 9:** Human Resource Management in Service Sector
- Unit 10:** Managing Diversity in workplace
- Unit 11:** Case study and Seminars, Internal Assessment.

### **MBA 02-POM 009: Production & Operation Research**

- Unit 1:**  
Nature and Scope of Production and Operations Management & Research, Facility Location, Types of Manufacturing Systems & Layouts.
- Unit 2:**  
Material Handling- Principles & Equipment.
- Unit 3:**  
Operations Decision:
  - Production planning and Control- In mass production, In batch/ Job order manufacturing.
- Unit 4:**  
Overview of Material Management, JIT, Material Requirement planning.
- Unit 5:**  
Purchase Management, Stores Management, Industrial Safety.
- Unit 6:**  
Quality Assurance:
  - Acceptance Sampling, Total Quality Management, ISO 9000.
- Unit 7:** Transportation and Assignment models:
  - Transportation Algorithm- Initial solution for optimality, Transshipment and routing problems, Hungarian methods of Assignment problem.
- Unit 8:** Queuing Theory:
  - Essential features, Performance measure of a Queuing system, Probability Distribution in Queuing Systems.
- Unit 9:** PERT and CPM:



- Significance of using PERT/CPM, PERT/CPM Network Components and Precedence Relationship.

**Unit 10:** Decision Theory and Decision Trees:

- Decision making under Uncertainty, Decision making under Risk, Decision Tree Analysis.

**Unit 11:** Game Theory:

Two person Zero-Sum Games, Pure strategies, Mixed strategies, Principles of Dominance

## **MBA 02-FM 010: Financial Management**

### **Unit 1**

**Introduction to Financial Management** - Goal of the Firm, Definition of Financial management, Profit Maximization vs. Wealth Maximization, Profit Maximization, Objections to Profit Maximization, Wealth Maximization, Agency problems, Role of Financial Management.

### **Unit 2**

**Time Value of Money** - Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real , Nominal and Effective rate of return, Compounding and discounting.

### **Unit 3**

Instruments of short term and long term finance.

### **Unit 4**

**Cost of Capital** - Cost of Capital, Cost of Debt, Irredeemable Debenture (Perpetual Debenture), Redeemable Debenture, Common Stock, Preferred Stock or Preference Shares, Weighted Average Cost of Capital, Limitations of WACC, Considerations in Calculating WACC, Capital Asset Pricing Model or CAPM

### **Unit 5**

**Capital Budgeting** - Meaning of Capital Budgeting, Nature of Capital Budgeting, Procedure of Capital Budgeting, Significance of Capital Budgeting, Investment Evaluation Criteria, Discounted Cash Flow Criteria (Modern Method), Non-discounted Cash Flow Criteria (Traditional Method).

### **Unit 6**

**Capital Structure Theories** - Capital Structure Designing, Financial Leverage, Operating Leverage, Combined Leverage, Approaches of Financial Management, Modigliani Millar Approach, Modern Approach to Corporate Finance in an Improvement on the Traditional , Dividend Decisions, Relevance vs Irrelevance of Dividends.

### **Unit 7**

**Valuation of Securities** – Stocks Equity & Preference shares, Calculation of EPS, PE

### **Unit 8**

**Working Capital Management and Finance-** Cash Management, Motives for Holding Cash, Objective of Cash Management, Facts of Cash Management, Receivables Management, Study of Credit Policy, Inventory Management, Defining Inventory, Nature of Inventories, Reasons for Holding Inventories, Inventory Management Techniques, Working Capital Finance, Concept of Working Capital, Operating Cycle Concept of Working Capital, Definition of Working Capital, Importance of Working Capital, Determinants of Working Capital, Meaning and Concept of Working Capital and its Management, Types of Working Capital, Working Capital Finance

### **Unit 9**

**Case studies.**

## **MBA 02-RM 011: Research Methodology**

- Unit1:** Introduction to research-  
Concept, Definition, Role & Research Process
- Unit 2: Problem identification & Formulation-  
Defining research problem, importance of research problems, Construct variables
- Unit3: Research hypothesis-  
formulating research hypothesis, Quality & measurement issues of hypothesis, concept of null & alternative hypothesis, hypothesis testing – logic & importance
- Unit4: Research design –  
types, concepts, feature of research design. Experimental & Non-experimental research design
- Unit 5: Methods of data collection- Secondary data collection method, survey method data collection, Concept of qualitative & quantitative research
- Unit 6: Attitude Measurement & scaling – Types of measurement scales, Questionnaire designing: reliability & validity
- Unit 7: Sampling Techniques- Nature of Sampling, Determination the size of the sample, Probability & Non-probability Sampling
- Unit 8: Processing & Analysis of Data- Univariate (Bar charts, Pie Charts, Percentages), Bivariate & Multivariate analysis (including cross tabulation & chi-square test)
- Unit 9: Ethical issues in conducting research
- Unit 10: Report generation, report writing- title page, abstract, introduction, Methodology, Result, Discussion, References & Appendices

## **MBA 02-IT-012: Decision Support System and Management Information System**

- Unit 1:**  
Management Information System:  
  - Definitions, Nature & Scope of MIS, Characteristics of MIS, Functions of MIS.
- Unit 2:**  
Decision Making Process & MIS :  
  - Decision under Certainty,
  - Decision under Uncertainty,
  - Decision under Risk,
  - Simons Model of Decision Making.
- Unit 3:**  
Decision Support System:  
  - An Overview, Relevance, Scope of DSS,
  - Classification of DSS.
- Unit 4:**  
System and System Concepts:  
  - System Development Life Cycle.
- Unit 5:**  
Database Management System :  
  - Sources of data, Data file environment, Database environment,
  - Data Models – Hierarchical, Network, Relational model.

**Unit 6:**

Simon's model in information system design, Simulation techniques.

**Unit 7:**

Building of Data Base Management System:  
Building, Implementation, Performance testing.

**Unit 8:**

Five classes for Seminars, Internal examination, Project report.

### **MBA 02-MRM 013: Marketing Strategy & Relationship Marketing**

#### **Marketing Strategy & Relationship Marketing**

**Unit-1:** Concept & Scope of Marketing, Evaluation of Marketing Management, Market segmentation, Targeting & Positioning

**Unit-2:** Marketing Mix, product Life Cycle, branding, Packaging, Product portfolio, pricing strategy.

**Unit-3:** Selection & Managing integrated Marketing Channel, Basic Concepts of Advertisement, Sales Promotion & Personal selling

**Unit-4:** Offensive & Defensive Marketing Strategy, Opportunity Analysis, Ansoff Matrix, BCG Matrix, Porter's 5 Force Model

**Unit-5:** Transactional Marketing Approach to Relationship Marketing Philosophy, Basic Concepts of Relationship Marketing, Characteristics of Relationship Marketing

**Unit-6:** Measuring Customer Satisfaction, Promise, trust, Commitment, Satisfaction, Quality, Loyalty, Retention & Defection Ration, Discuss Customer Satisfaction Model, Customer Life Time Value (CLV), Recency, frequency & monetary model (RFM)

**Unit-7:** IT Enabled RM, Emergence of CRM, Database Marketing, Pitfalls of IT enabled RM, Ethical Issues

**Unit-8: Case study, Internal Examination, Project report**

### **MBA-02-BL-014: Business Law**

**Unit 1:** The Indian Contract Act, 1872:

- Essentials of valid contract void Agreements, Performance of contracts, Breach of Contract and its Remedies,
- Quasi- Contracts.

**Unit 2:** The sales of Goods Act, 1930:

- Formation of a Contract, Rights of an unpaid seller.

**Unit 3:** The companies Act, 1956 :

- Nature and types of Companies, Formation, Memorandum and Articles of Association, Prospectus allotment of shares, Shares and Share Capital, Memberships, Borrowing Powers, Management and Meetings, Accounts and Audit, Compromise Arrangements and Reconstruction, Prevention of Oppression and Mismanagement, Winding up.

**Unit 4:** Consumer Protection Act and Cyber Laws.

## THIRD SEMESTER

### **MBA 03-IE-015: Indian Economy**

#### **Unit 1**

##### **Structure of Indian Economy**

Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary

Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.

#### **Unit 2**

##### **Planning and Economic Development and Problems in Indian Economy**

Objective of Economic Planning in India, Tenth Five Year Plan. Industrial Policy-1991, Disinvestments of Public Enterprises.

Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power.

#### **Unit 3**

##### **Indian Economy & Foreign Trade**

Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), and Export Promotion.

#### **Unit 4**

##### **Indian Economy – Emerging Issues**

WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.

### **MBA 03-SM-016: Strategic Management**

- Unit 1:** Business policy as a field of study.
- Unit 2:** General management point of view: Vision, Mission, Objectives & Policies.
- Unit 3:** Competitive advantages of a firm: Need, Concept.
- Unit 4:** Environmental analysis, Industry analysis, EFE Matrix.
- Unit 5:** Internal analysis Competitive Profile Matrix, IFE Matrix.
- Unit 6:** Value chain analysis : Need, Primary activity, Support activity.
- Unit 7:** SWOT analysis & SWOT Matrix.
- Unit 8:** Tools & Techniques for strategic analysis.
- Unit 9:** Grand strategies and Generic strategies : Concepts, Types, Business application.
- Unit 10:** The experience curve, BCG Matrix, GE nine cell matrix.
- Unit 11:** Case study and Seminar, Internal Assessment.

### **MBA 03-OEC-017: ORGANIZATIONAL EFFECTIVENESS AND CHANGE.**

#### **UNITS**

- Unit 1:** Concepts of organizational change effectiveness and development.
- Unit 2:** Skill of Change Agents.
- Unit 3:** Organizational Climate and Culture, Power and Politics.
- Unit 4:** The process of Empowerment.
- Unit 5:** Organizational Learning.
- Unit 6:** Creativity and Innovation.

- Unit 7:** Conflict and Negotiation.
- Unit 8:** Inter- group Behavior and Collaboration.
- Unit 9:** Business Ethics and Corporate Governance.
- Unit 10:** Management of Gender Issues.
- Unit 11:** Cross- Cultural Dynamics.
- Unit 12:** Case studies and Seminars.

: Project Viva

## Specialization

### Marketing

#### **MBA 03-MM 01: Retail Management**

##### **Unit 1:**

##### **Marketing Channels:**

Definition & Importance, Functions of Marketing Channels- Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management

##### **Unit 2:**

**Wholesaling:** Concept, Importance, Functions-Wholesaler Marketing Decisions – Trends in Wholesaling

##### **Unit 3:**

**Retailing:** Concept, Importance, Functions – Indian Vs. Global Scenario

##### **Unit 4:**

**Retail formats:** Store & Non Store Retailing-Franchising-Unconventional channels

##### **Unit 5:**

**Retail Location :** Factors affecting location decision-Site Selection- Location based retail Strategies

##### **Unit 6:**

**Store Design:** Interiors and Exteriors – Store layout – Types of layouts -Factors affecting store layout – Store image mix – Store Façade – The Internet Store.

##### **Unit 7:**

**Store Administration:** Floor space management-Managing store inventories and display

##### **Unit 8:**

**Merchandising:** Concept, Importance, Functions-Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands

##### **Unit 9:**

**Retail Communication Mix:** Planning retail communication – Managing in-store promotions and events.

##### **Unit 10:**

**Integrated Marketing Channels:** Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems

##### **Unit 11:**

**Introduction to Supply Chain Management:** Concept-significance-components.

##### **Unit 12:**

**Technology in distribution:** Barcoding – RFID – Electronic payment Systems

##### **Unit 13:**

**Cases, Seminar**

## **MBA 03-MM-02: Integrated Marketing Communication**

### **Unit 1: Concept and Process of Integrated Marketing Communications (IMC):**

Elements of IMC-

- Advertising – Definition , Appeal, Executional Framework, Function, Strategy, Theory, Spokesperson, Types
- Sales Promotion-Different types of Sales Promotion, relationship between Salespromotion and advertising
- Publicity – Types of Publicity, relationship between advertising and publicity
- Personal Selling
- Direct marketing and direct response methods
- Event Management
- E-Commerce
- Corporate Communication
- Public Relations – Types of PR
- Media relations
- Community relations
- Industrial relations
- Government relations
- Employee relations (House Journals/Newsletter)
- Crisis Management
- Trade Fairs and Exhibitions

### **Unit 2:**

**IMC Message Design** : AIDA model – Considerations for creative idea visualization

### **Unit 3:**

**Media Management** – Media Process – Media Jargons – Media Buying-Strategies and execution

### **Unit 4:**

**Suppliers in IMC** : Hoarding Contractors/Printers etc. Ad. Agency-Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning

### **Unit5:**

**Ethics and social responsibility in IMC campaigns.**

### **Unit6:**

**Evaluating Marketing Communication Programmes**

## **FINANCE**

### **MBA 03-FM-01: Security Analysis and Portfolio Management**

**Unit 1 Fundamentals Of Investment management** - Basics of Investment, Introduction, need for Investment, investment versus speculation, Financial Markets, Investment alternatives and their comparison on various parameters as safety , liquidity and growth, the investment triangle. Introduction to asset classes debt, equity, mutual fund schemes, and derivatives.

- Unit 2 Risk and Return** - Introduction to the concept of risk and return, types of investment risks, classification of investment risks, systematic risk, unsystematic risk various methods to measure investment returns. Financial Mathematics, Time Value of Money, Present Value and future value of single amount, annuity etc, Relationship Between risk and return. Real , Nominal and Effective rate of return, Compounding and discounting.
- Unit 3 Measurement of Risk adjusted returns-** Sharpe, Treynor and Jensen index.
- Unit 4 Fixed income securities** - Bond Principles, Characteristics of Bonds, Identification of Bonds, Classification of Bonds, Government Bonds Terms of Repayments, Bond Cash Flows, Convertible Bonds, Bond Pricing and returns, Valuation equations, Yield to maturity, Realized Compound yield, term structure of interest rate, Price risk, Convenience risk, Interest rate risk. Duration as a measure of interest rate risk, the concept of Modified duration.
- Unit 5 Portfolio Construction** - Portfolio Objectives, Setting portfolio objectives, Investment Policy versus Investment Strategy, Portfolio objectives, traditional portfolio objectives, Tax considerations, Impact of taxation, Portfolio splitting, liquidity, role of cash, cash Matching , duration matching.
- Unit 6 Diversification** - The concept of risk aversion, Diversifying the risks, role of un correlated securities, the mathematics of diversification- Single Index Model, Computational advantages, Index model, Markowitz theory
- Unit 7 Capital asset Pricing Model** - Systematic and Unsystematic Risk, Correlation of returns, Beta, arbitrage Pricing theory, Comparison of CAPM and APT, The Security Market Line, Efficient Market Hypothesis.
- Unit 8 Stock Selection in the portfolio-** Fundamental Analysis, Introduction to Financial Statement Analysis, Income Statement, Balance Sheet, Cash Flow Statement, Financial Ratio Analysis, Common Size Statement Analysis. Qualitative factors- the Company, Qualitative Factors-The Industry, Top down approach, Bottoms up Approach, Value Investing, Growth Investing, Warren Buffet School of thought, Benjamin Graham, Approach. Stock Selection- Technical Analysis, Introduction, Meaning, different types of Charts, Chart Patterns, Trend Analysis, Support and Resistance, Importance of Volume, Volume Study, Head and Shoulder Reversal pattern Inverted Top and Bottom, Triple Top and Bottom, Rounding Formations Trend, Support and Resistance Channel Key Breadth Indicators, Advance–Decline lines, Sentiment Indicators, Short Interest Ratio, Mutual Fund ratio, Put –Call Ratio, Trin Statistic, Open Interest in future and Option Segment.

### **MBA 03-FM-02: Tax Management**

- Unit 1:** Basic Concepts of Incomes Tax.
- Unit 2:** The residential status of company.
- Unit 3:** Computation of Income under different heads of Income, set off and carry forward of losses.
- Unit 4:** Minimum Alternate Tax and Corporate Dividend Tax .
- Unit 5:** Tax planning regarding Dividends policy, Issue of Bond Shares, Inter corporate dividends and Transfer.
- Unit 6:** Tax planning relation to Amalgamation and Merger of the Companies.
- Unit 7:** Tax planning in respect of Managerial Remuneration.
- Unit 8:** Implications of Avoidance of double taxation Agreements.
- Unit 9:** Tax Deducted at Source.
- Unit 10:** Case studies and seminars, Internal Assessment.

## HUMAN RESOURCE MANAGEMENT

### **MBA 03-HR-01: Legal Framework Governing HR**

- Unit 1:** Emergence & Objectives of Labor Laws and their Socio Economic Environment.
- Unit 2:** Industrial Disputes Act 1947.
- Unit 3:** Laws Relating to discharge Misconduct, Domestic enquiry, Disciplinary Action.
- Unit 4:** Social Security laws- Laws Relating to workmen Compensation, employee State insurance, Provident Fund & Maturity Benefit Act.
- Unit 5:** Law of Minimum wage.
- Unit 6:** Payment of Bonus Act.
- Unit 7:** factories Act 1948.
- Unit 8:** Shop & Establishments Act.
- Unit 9:** Contract Labors Laws.
- Unit 10:** Case studies and Seminars, Internal Assessment.

### **MBA 03-HR-02: Organizational Development**

- Unit 1:** Organizational Change: Definition, scope, Objective, Merits and Demerits.
- Unit 2:** Qualities of Practitioners.
- Unit 3:** Value, Assumptions and belief in OD :
- Early statement of OD and Assumptions,
  - Implication of OD values and Assumptions,
  - A value study.
- Unit 4:** Foundations of Organization Development:
- Models and theories of planned change, System theory, Participation and empowerment, team and teamwork, Applied behavioral science, A Normative- Re Educative Strategy of changing.
- Unit 5:** Steps in Organizational Development.
- Unit 6:** General OD Competencies:
- Components of Competency,
  - Competency Profile, Competency Mapping, Competency Model.
- Unit 7:** Designing Interventions:
- Interpersonal intervention, Team intervention, Third party intervention, Intergroup intervention, Survey feed back, Grid Organization Development and Structural intervention.
- Unit 8:** Evaluation of OD.
- Unit 9:** Ethics of OD Professional.
- Unit 10:** Futures of OD.
- Unit 11:** Case Studies and Seminars, Internal Assessment.



## FOURTH SEMESTER

### **MBA 04 CESM 019: Corporate Evolution and Strategic Management**

#### UNITS

**Unit 1:** Strategy and Corporate evolution in Indian context.

**Unit 2:** Models of strategy I/O and RBV. Industry ecosystems and change.

**Unit 3:** The elements of Strategy Diamond.

**Unit 4:** Levels of strategic management.

**Unit 5:** Concept of Core competence and Organizational Capability.

**Unit 4:** Organizational learning.

**Unit 5:** Process of Strategy:

- Formulation, Implementation and Evaluation of strategy.
- Strategy and Structure,
- Organizational values and their impact on strategy.

**Unit 6:** Turn around Management, Merger, Acquisition, Licensing and Franchise.

**Unit 7:** Strategic Management in International and Global industry.

**Unit 8:** Case study and Seminars.

## SPECIALIZATION

### MARKETING

#### **MBA 04-MM-04: Sales & Distribution Management**

**Unit 1:**

##### **Sales Management:**

Definition and meaning, Objectives, Sales Research, Sales Forecasting, sales Forecasting methods, Sales Planning and control : Goal setting, Performance measurement, diagnosis and corrective actions.

**UNIT 2:**

##### **Sales Organization:**

Need for sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for major customers and sales Budget, Specific Characteristics of a successful salesman.3.Developing the sales Force for Industrial Customers and Consumer products:

**UNIT 3:**

##### **Recruiting, Selection and Training of Sales force:**

Procedures and criteria extensively used as selection tools for recruiting and testing sales ability.

**UNIT 4:**

##### **Areas of sales Training:**

Company Specific Knowledge, product knowledge, Industry and Market trend Knowledge, and Customer education.  
-Motivating the Sales Team Motivation Programs –

**UNIT 5:**

**Sales Meetings, Sales Contests, Sales Compensation,** (Monetary) Compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising, Evaluating Sales Force performance and Controlling Sales activities

(Sales Records and Reporting Systems), Improving Sales productivity

**UNIT 6:**

**Personal Selling:**

Basics, Salesmanship-definition-prospecting[resistance selling Process and skills for effective salesmanship, sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling, Value added selling

**UNIT 7:**

**Marketing Channels:**

Definition & Importance, types, Functions of Marketing Channels- Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management

**UNIT 8:**

**Channel Management :**

Channel selection-Channel Conflicts & its Resolution- Channel Performance Evaluation

**MBA 04-MM-05: Brand Management**

**Unit: 1**

**Brand & Brand Management:** Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image.

**Unit:2**

**Brand Leveraging & Brand Performance:** Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Cobranding, celebrity endorsement.

**Unit:3**

**Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

**Unit:4**

**Measuring Brand Equity:** Brand Value chain, Brand Audits, Brand Tracking

**Unit: 5**

**Brand Extension:** Types, Significance, and Process of Brand & Line extension

**Unit:6**

**Brand identity:** Definition, Process & Significance Of Brand identity

**Unit: 7**

**Process of Brand valuation**

**Unit: 8**

**Brand evaluation, overtime journey of a brand**

**Unit: 9**

**Cases, Seminar**

## FINANCE

### **MBA 04-FM-04: Project Planning & Management**

- Unit 1:** Generation & Screening of Project idea.
- Unit2:** Capital Expenditure, Importance & Difficulties, Market Demand & Situational analysis.
- Unit 3:** Technical Analysis, Financial Analysis, Analysis of Project Risk.
- Unit 4:** Firm & Market Risk, Social Cost Benefit Analysis.
- Unit 5:** Multiple Projects & Constraints.
- Unit 6:** Network Techniques for Project Management.
- Unit 7:** Project Review & Administrative Aspects.
- Unit 8:** Project financing in India.
- Unit 9:** Assessment of the Tax Burden, Environmental Appraisal of Projects.
- Unit 10:** Case studies and Seminars, Internal Assessment.

### **MBA 04-FM-05: Merchant Banking & Financial Service**

#### **Unit 1**

##### **Merchant Banking:**

Nature and Scope Types of Merchant Bankers, Regulation of Merchant Banking Activity, Project Preparation and Appraisal, Types of Securities, Money Market Instruments, Design of capital Structure, Savings and Primary Markets & Secondary Markets.

#### **Unit 2**

##### **IPO Management–**

SEBI Guidelines for Public Issues, Pre-issue Management; Types of Issues and Analysis of Prospectus, Public Issue Through Prospectus, Private Placement Bought Out Deals, Book Building Method Pricing of Securities, Management of Public Issues; Coordination, Marketing and Underwriting Allotment/ Refunds Listing Requirement, Loan Syndication; Domestic and External, Buy-Back of Shares . Mergers, Acquisitions Amalgamations and Takeovers Advisory Services; Non- Residents, Indian Investors. Oversea Corporate Body, Foreign Institutional Investors Recent Developments

#### **Unit 3**

##### **Commercial Banks –**

Introduction ,Theoretical basis for commercial banking operations, Special role of commercial banks, Liabilities and assets of bank, Banking innovations

#### **Unit 4**

##### **Non Banking Financial Companies-**

Nature and functions of NBFCs, Features of assistance and major schemes, Sources of funds and avenues for deployment, Recent developments.

#### **Unit 5**

##### **Credit Rating Agencies and Methods –**

Introduction, Credit rating agencies, Rating methodologies and procedures, Rating symbols and rating limitations

## **Unit 6**

### **Asset Securitization–**

Introduction, Scrutinizing mortgages, MBS, Cash flow patterns. CMOs, Evaluation and analysis of MBS.

## **Unit 7.**

### **Venture Capital-Introduction-**

Notion of VC, Development of VC in India, VC investment process, Methods of venture financing and disinvestment mechanisms

## **Unit 8**

### **Leasing and Hire Purchase-**

Lease financing, HP financing, Financial evaluation, Legal framework and taxation

## **Unit 9**

### **Factoring and Forfeiting–**

Theoretical framework, Factoring in India. Financial evaluation

## **Unit 10**

### **Retail Finance-**

Introduction, Consumer credit, Housing finance systems and schemes, Risks and opportunities to the institutions

## **Human Resource Management**

### **MBA 04-HR 04: Training & Development**

**Unit 1:** Training Process- An Overview, Training & Development in India.

**Unit 2:** Roles, Responsibilities and Challenges to Training Managers.

**Unit 3:** Strategic Training and Development process.

**Unit 4:** Models of Organizing the Training Department:

- Faculty Model
- Customer Model
- Matrix Model
- Corporate University Model.

**Unit 5:** Training Need Assessment and Action Research:

- Why is need Assessment?
- Who should participate?
- The need Assessment process.

**Unit 6:** Learning Process and Theories:

- Learning Theories.
- The learning process.

**Unit 7:** Consideration in designing effective training programme :

- Selecting and Preparing Training site.
- Selecting training,
- Programme Design,
- Lesson planning.

**Unit 8:** Work Environment Characteristic that Influence Transfer:

- Climate for Transfer,
- Management support,
- Peer support,
- Technical support,
- Pedagogy and Audit Learning.

**Unit 9:** Training Methods and Techniques.

**Unit 10:** Facilities Planning and Training Aids, Training Communication.

**Unit 11:** Training Evaluation and Developing Training Modules.

**Unit 12:** Case Studies and Seminars, Internal Assessment.

## **MBA 04-HR 05: Compensation**

### **Unit-1**

#### **Introduction to Compensation and Benefits Management:**

Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

### **Unit-2**

#### **Job Evaluation, Grading and Compensation Structure:**

Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

### **Unit-3**

#### **Wages and Salary Administration at Macro (National) Level:**

Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

### **Unit-4**

#### **Incentive Schemes: Pay for Performance:**

Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of effective Incentive schemes, Merits and Demerits of Incentives, Pay for Performance Plans  
Performance Based Compensation System: Pay For Performance (PFP):  
Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives, Compensation of Special Groups, Compensation Strategies for Special Groups.

### **Unit-5**

#### **Benefits and Services:**

Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors, Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee, Services – Designing a Benefit Package

#### **Determining External Competitiveness and Benefits Management:**

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.