

**MBA (PT) : Year 1**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Business Environment	Core	10100
<b>Objective:</b> The course has been designed to provide basic understanding of different concepts of business and its environment with the aim to know about the various managerial business activities.		
<b>Unit I:</b> Concept and significance of business environment; Industrial Policy and licensing policy; Role of public and private sector; Basic features of Indian planning.		
<b>Unit II:</b> <i>Human Resources:</i> Size, composition and growth rate of population; Problems and policies relating to population in India. <i>Natural Resources:</i> A brief study of land, minerals, water, power and fisheries resources in India and their significance in the process of economic development. Deforestation and maintenance of ecological balance and control of pollution.		
<b>Unit III:</b> Place of agriculture in Indian Economy; Principal crops and growth rates of agriculture. Green and white revolutions – main problems; Role of co-operative movement in rural life of India.		
<b>Unit IV:</b> Principal Industries – A brief study of present position, recent developments, problems and future prospects of iron and steel, cotton textile, cement, sugar, jute and fertilizer industries of India; Govt. policy; Small Scale and Cottage Industries – their role, problems and prospects in India.		
<b>Unit V:</b> Foreign Trade – recent trends, structure and direction of foreign trade of India; Tariff policy; Non-resident investment; Transport – Its significance in economic development; principal modes of transport – railway, road, air and shipping.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Agarwal, A N &amp; Agarwal, M K: Indian Economy – Problems of Development and Planning, New Age International New Delhi</li><li>2. Francis, C: Business Environment, HPH, New Delhi</li><li>3. Datt G &amp; Mahajan A: Datt &amp; Sundharam's Indian Economy, S Chand, New Delhi</li><li>4. Khan, F A : Business &amp; Society, S. Chand, New Delhi</li><li>5. Sengupta, N K: Government and Business, Vikas Publication House Pvt. Ltd., Noida</li></ol>		

**MBA (PT) : Year 1**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Principles of Management	Core	10200
<b>Objective:</b> The course has been designed to provide basic understanding of different concepts and principles of the management that may be used as a foundation to study management and apply it in a business setting.		
<b>Unit I :</b> Introduction : Concept of Management; Evolution of modern management thoughts; Management by objectives, by exception and by crisis; Systems approach to management; Process of management; Management as a profession.		
<b>Unit II:</b> Planning : Concept and significance; Long term and short term planning; elements of planning; Programming, policy, strategy, objective setting; Management by treatment of mathematical and non-mathematical techniques; Decision Tree Analysis.		
<b>Unit III:</b> Organisation: Classical, Neoclassical and modern theories of organisation; Organisation structure – Formal and informal - designing of basis structure; Departmentation – span of management.		
<b>Unit IV:</b> Delegation: Concept and significance – Determinants; Authority and power; Centralization and decentralization of authority; Line and Staff conflict and cooperation; Role of committees in Organizations.		
<b>Unit V :</b> Coordination and Control : coordination as essence of management; Human aspects in control; Process of control; Reporting systems for control; Modern control aids; Management audit and social audit.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Allen, L A: Management and Organisation, MGH, New York</li><li>2. Drucker, P F: The Practice of Management, Butterworth-Heinemann, Oxford</li><li>3. Koontzn, H &amp; Weihrich, H: Essentials of Management, MGH, New Delhi</li><li>4. Mukherjee, K: Principles of Management &amp; Organisational Behaviour, MGH, New Delhi</li><li>5. Viswanathan, R: Principles of Management – Concept &amp; Cases, HPH, New Delhi</li></ol>		

**MBA (PT) : Year 1**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Human Resource Management	Core	10300

**Objective:** This course is to give a conceptual idea of one of the important resource (asset) of the organization, Human Resource Management and its applicability in an organization.

**Unit I:** Introduction to Human Resource Management;, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Functions of Human Resource Management, Role of HRM.

**Unit II:** Job Analysis and Design – Concept of Job Analysis, Process of Job Analysis, Methods of Job Analysis; Human Resource Planning: Need of Human Resource Planning, Process for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning; Recruitment and Selection – Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.

**Unit III:** Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development; Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

**Unit IV:** Performance Appraisal – Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits; Compensation Management – Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations; Job Evaluation – Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency.

**Unit V:** Employee Welfare and Working Conditions – Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities; Emerging Trends in HRM – HRIS, Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement, Work life balance.

**References:**

1. Ashwathappa, K: Human Resource Management – Text & Cases, MGH, New Delhi
2. Mamoria, C B & Gankar, SV: A Text Book of Human Resource Management, HPH, New Delhi
3. Bhattacharyya, D K: Human Resource Management, Excel Books, New Delhi
4. Rao, V S P: Human Resource Management – Text and Cases, Excel Books, New Delhi
5. Banfield P & Kay R: Introduction to Human Resource Management, OUP, Oxford

<b>MBA (PT) : Year 1</b>		
<b>Course Name</b> Managerial Economics	<b>Course Type</b> Core	<b>Course Code</b> 10400
<p><b>Objective:</b> The course aims at making the students aware about the different basic concepts of Economics and its impact on the external and internal environment of the organizations which will help them in the process of managerial decision making.</p>		
<p><b>Unit I:</b> Fundamentals of Managerial Economics, Its Scope, Nature, Micro and Macro analysis, Static and Dynamic concepts; Demand Analysis, Types of Demand, Law of Diminishing Utility, Factors affecting Demand, Elasticity of Demand, Differences of Price, Income and Cross Elasticity, Demand Forecasting Methods.</p> <p><b>Unit II:</b> Various Cost Concepts – Marginal Cost, Average Cost, Total Cost, Opportunity Cost, Social Cost, Private Cost, Accountants’ Cost, Economists’ cost , Cost Control Measures.</p> <p><b>Unit III:</b> Production Function – Input Output Relations, Isoquants, Law of Variable Proportions, Returns to Scale, Advantages and Disadvantages of different Scales; Objectives of a firm, Different Types of Market Structure, Price Determination under different types of market structure, Application of Price Discrimination concepts.</p> <p><b>Unit IV:</b> National Income Analysis – Various approaches of National Income Analysis, Classical and Keynesian approaches to Income, Employment and Investment, Importance of National Income Analysis, Concepts of GDP, GNP, NNP, NI, PI, DPI; Balance of Payment – Meaning and Structure of Balance of Payment.</p> <p><b>Unit V:</b> Inflation – Meaning, Nature, Causes and impact of Inflation, Measures to control inflation; Business Cycle – Theories of Business Cycle and Causes; Money Supply – Definition of Money Supply, Determinants of Money Supply.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Jhingan, M L: Managerial Economics, Vrinda Publications, New Delhi</li> <li>2. Damodaran, S: Managerial Economics, OUP, New Delhi</li> <li>3. Agarwal, V: Managerial Economics, Pearson, Noida</li> <li>4. Maheshwari, Y: Managerial Economics, PHI, New Delhi</li> <li>5. Ahuja, H L: Managerial Economics – Analysis of Managerial Decision Making, S Chand, New Delhi</li> </ol>		

MBA (PT) : Year 1		
Course Name	Course Type	Course Code
Accounting for Managers	Core	10500
<p><b>Objective:</b> The course has been designed to provide basic understanding of different concepts of Accounting including Cost Accounting and Management Accounting.</p>		
<p><b>Unit I:</b> Introduction to Accounting, Accounting Principles, Users of Accounting Information, Accounting Equation; Recording, Classification and summarizing for information need.</p> <p><b>Unit II:</b> Preparation of Financial Statements, Understanding of Financial Statements and Financial Reporting, Accounting Information System.</p> <p><b>Unit III:</b> Introduction to Cost Accounting, Marginal Costing and Absorption Costing, Standard Costing.</p> <p><b>Unit IV:</b> Inventory Valuation, Depreciation Accounting, Theoretical introduction to Value Added Accounting, Responsibility Accounting, Human Resource Accounting.</p> <p><b>Unit V:</b> Management Accounting, Budget and Budgetary Control.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Bhattacharyya, A K: Financial Accounting for Business Managers, PHI, New Delhi</li> <li>2. Ghosh, T P: Fundamentals of Management Accounting, Excel Books, New Delhi</li> <li>3. Maheswari, S N &amp; Maheshwari, S K: A Textbook of Accounting for Management, Vikas Publishing, New Delhi</li> <li>4. Jain, S P &amp; Narang, K L: Cost Accounting Principles and Practice, Kalyani Publishers, New Delhi</li> <li>5. Sharma, R K &amp; Gupta, S K: Financial Management Theory &amp; Practice, Kalyani Publishers, New Delhi</li> </ol>		

<b>MBA (PT) : Year 1</b>		
<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Marketing Management	Core	10600
<p><b>Objective:</b> The course aims at introducing marketing as a subject of study and its importance in the context of management.</p>		
<p><b>Unit I:</b> Understanding marketing management – Importance, scope; Company orientation, Fundamental marketing concepts, trends and tasks, market for non-profit organization, analyzing marketing environment.</p> <p><b>Unit II:</b> Understanding buyer behaviour – Customer value, satisfaction, retention, loyalty, influencing factors of consumer behaviour, buying decision process, market segments and targets.</p> <p><b>Unit III:</b> Elements of marketing mix – Product, price, promotion and place (distribution); direct marketing and personal selling.</p> <p><b>Unit IV:</b> Concept and issues related to Rural Marketing, Industrial Marketing; Marketing of services; international marketing.</p> <p><b>Unit V:</b> Marketing Information System and marketing research scope; Objective, investigation, data collection techniques, Analysis of data.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Kotler, P: Marketing Management, Pearson Education, New Delhi</li> <li>2. Datta, D &amp; Datta, M: Marketing Management, Vrinda Publications, New Delhi</li> <li>3. Stanton, W J: Fundamentals of Marketing, MGH, New Delhi</li> <li>4. Ramaswami, V S: Marketing Management: A Strategic Decision Making Approach, MGH, New Delhi</li> <li>5. Rajagopal: Marketing Management – Text and Cases, Vikas Publication House, New Delhi</li> </ol>		

MBA (PT) : Year 1		
Course Name	Course Type	Course Code
Financial Management	Core	10700
<p><b>Objective:</b> The course has been designed to provide basic understanding of different concepts of financial management and to acquire the analytical skill for managerial decision making.</p>		
<p><b>Unit I:</b> Nature of Finance function, Role of the financial manager; objectives and scopes of Financial Management; Tools of financial analysis and control, Ratio analysis.</p> <p><b>Unit II:</b> Financial forecasting – tools of financial forecasting; Performa financial statement; cash budget, use of financial plans and budgets; Reconciliation of pro forma financial statements and cash budget. Cash – Volume – Profit – Analysis.</p> <p><b>Unit III:</b> Sources and forms of long-term finances – equity, preferred stock, debt capital, term loans, right issue. Govt. regulations on issue of securities in India.</p> <p><b>Unit IV:</b> Cost of capital, Determining the type of capital structure, Over and under capitalisation, Trading on equity; Operating, Financial and Combined Leverage.</p> <p><b>Unit V:</b> Study of money and capital markets, Regulations of Capital markets, SEBI, financial institutions with special reference to India.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Sharma, R K &amp; Gupta, S K: Financial Management Theory &amp; Practice, Kalyani Publishers, New Delhi</li> <li>2. Khan , M Y &amp; Jain, P K: Financial Management, MGH, New Delhi</li> <li>3. Chandra, P: Financial Management: Theory and Practice, MGH, New Delhi</li> <li>4. Pandey, I M: Financial Management, Vikas Publishing House, New Delhi</li> <li>5. Srivastava, R &amp; Misra, A: Financial Management, OUP, New Delhi</li> </ol>		

MBA (PT) : Year 1		
Course Name Quantitative Techniques	Course Type Core	Course Code 10800
<p><b>Objective:</b> The primary objective of this course is to make students comfortable with basic quantitative techniques that are required in management decision making.</p>		
<p><b>Unit I:</b> Basics of Set Theory; Functions; Matrices – types, basic operations, Solving equations; Determinants – solving equations.</p> <p><b>Unit II:</b> Differentiation – basic rules, standard differentials, simple use in business; Integration – simple indefinite and definite integrals, simple use in business; Partial Differentiation.</p> <p><b>Unit III:</b> Nature and Scope of statistics – uses of statistics to business; Collection , Classification and tabulation of data; Diagrammatic and graphic representation of data; Measures of Central Tendency, Measures of Dispersion; Correlation and Regression; Index Numbers – the basic models; Time Series – moving average.</p> <p><b>Unit IV:</b> Probability Basics; Probability Distributions – Binomial, Poisson &amp; Normal; Sampling Basics, Decision Theory – decision making under certainty, uncertainty &amp; risk.</p> <p><b>Unit V:</b> Definition of OP, History and Importance; LPP – assumptions and uses, Graphical Method, Simplex Method – only two variable problems.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Agarwal, D R: Quantitative Methods, Vrinda Publications, New Delhi</li> <li>2. Srivastava, U K, Shenoy, G V &amp; Sharma, S C: Quantitative Techniques of Managerial Decisions, New Age, New Delhi</li> <li>3. Kalavathy, S: Operations Research, Vikas Publishing House, New Delhi</li> <li>4. Sharma, J K: Mathematics for Business &amp; Economics, Asian Books Private Limited, New Delhi</li> <li>5. Srinivasa, G &amp; George, D: Business Mathematics and Statistics, New Age, New Delhi</li> </ol>		

MBA (PT) : Year 2		
Course Name	Course Type	Course Code
Organisational Theory and Behaviour	Core	20100
<p><b>Objective:</b> The course has been designed to make the students familiar with organisational theory and behaviour studies along with the various factors impacting it.</p>		
<p><b>Unit I:</b> Introduction to Organizational Behaviour; Learning – Types of Learning; Theories of Learning; Personality – determinants, personality traits, theories of personality, moods, emotions and personality.</p> <p><b>Unit II:</b> Values – concepts, types of values, comparison between attitude and values; Attitude – types, formation and change of attitude; Perception – concept and application.</p> <p><b>Unit III:</b> Leadership – Styles of Leadership; Theories of Leadership; Motivation – Introduction, Nature, Process; Theories of Motivation.</p> <p><b>Unit IV:</b> Communication – meaning of communication, process of communication, Communication barriers, steps to make communication effective; Non-verbal communications.</p> <p><b>Unit V:</b> Groups – Classifications and formation of groups; Group Dynamics and Effectiveness; Group Influence.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Robbins, S P: Organizational Behaviour, PHI, New Delhi</li> <li>2. Gupta, N S: Organisation Theory and Behaviour, HPH, New Delhi</li> <li>3. Sekaran, U: Organisational Behaviour, MGH, New Delhi</li> <li>4. Srivasatava, S K: Organizational Behaviour And Management, Sarup &amp; Sons, New Delhi</li> <li>5. Tyagi, A: Organizational Behaviour, Excel Books, New Delhi</li> </ol>		

<b>MBA (PT) : Year 2</b>		
<b>Course Name</b> Business Legislation	<b>Course Type</b> Core	<b>Course Code</b> 20200
<p><b>Objective:</b> The course has been designed to make students aware about the legal proceedings regarding business law</p>		
<p><b>Unit I:</b> Introduction to Business Law; The Indian Contract Act, 1872.</p> <p><b>Unit II:</b> The Indian Partnership Act, 1932; The Limited Liability Partnership Act, 2008.</p> <p><b>Unit III:</b> The Companies Act, 2013 (as amended and currently followed).</p> <p><b>Unit IV:</b> The Sale of Goods Act, 1930; The Negotiable Instruments Act, 1881.</p> <p><b>Unit V:</b> The Consumer Protection Act, 1986; The Right to Information Act, 2005.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Mathur, S B: Business Law, MGH, New Delhi</li> <li>2. Kapoor, N D: Elements of Mercantile Law, Sultan Chand &amp; Sons, New Delhi</li> <li>3. Maheshwari, S N &amp; Maheshwari, S K: A Manual of Business Laws, HPH, New Delhi</li> <li>4. Gulshan, S S &amp; Kapoor, G K: Business Law, New Age, New Delhi</li> <li>5. Singh, A: Business Law, Eastern Book Company, New Delhi</li> </ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Business Policy and Strategic Analysis	Core	20300
<b>Objective:</b> The course has been designed to help learners explore and use strategizing as an important corporate activity and its role in giving competitive advantage to a business entity.		
<b>Unit I:</b> Introduction to Business Policies and Strategic Analysis – Vision, mission, goals and objectives – their importance, use in the corporate world and challenges.		
<b>Unit II:</b> Tools and Techniques for Strategic Analysis – SWOT/ETOP; PLC; Learning/Experience curves; BCG matrix; Kano Model; GEC model.		
<b>Unit III:</b> Strategic Group Analysis; Competitor Analysis; Porter’s 5 Forces Model – their use in practice.		
<b>Unit IV:</b> Types of Strategies – Corporate and Business level Strategies.		
<b>Unit V:</b> Supply Chain Management; Value chain concept; Strategic evaluation and control.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Francis, C: Business Policy and Strategic Management – Text and Cases, HPH, New Delhi</li><li>2. Srinivasan, R: Strategic Management – The Indian Context, PHI, New Delhi</li><li>3. Wheelen, T L, Hunger, J D &amp; Rangarajan, K: Concepts in Strategic Management and Business Policy, Pearson, New Delhi</li><li>4. Rao, C A, Rao, B P &amp; Sivaramakrishna, K : Strategic Management and Business Policy – Text and Cases, Excel Books, New Delhi</li><li>5. Shah, J: Supply Chain Management, Pearson, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Research Methods in Business	Core	20400
<b>Objective:</b> This course is designed to share the stimulating, challenging, and sometimes frustrating world of research supported decision making in the business world.		
<b>Unit I:</b> Introduction to Business Research; The Research Process; Types of Research Designs; Applications in Business and Social Sciences.		
<b>Unit II:</b> Literature Review; Sources of Data; Hypothesis Formulation; Research design – Exploratory, Descriptive, Experimental and Survey.		
<b>Unit III:</b> Types of Data; Scales of Measurement; Errors in Measurement; Questionnaire Design; Sampling and Populations; Coding and Editing		
<b>Unit IV:</b> Data Preparation and Description; Classification and tabulation; Hypothesis Testing; Statistics – Descriptive and Inferential; Chi Square Analysis and ANOVA.		
<b>Unit V:</b> Referencing, Citations and Declarations; Report Structure and Sequence; Formatting and Plagiarism checks.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Cooper, D &amp; Schindler, P S: Business Research Methods, MGH, New Delhi</li><li>2. Kothari, C R: Research Methodology, New Age, New Delhi</li><li>3. Chawla, D &amp; Sondhi, N: Research Methodology – Concepts and Cases, S Chand, New Delhi</li><li>4. Sreejesh, S, Mohapatra, S &amp; Anusree, M R: Business Research Methods – An Applied Orientation, Springer Nature, New Delhi</li><li>5. Panneerselvam, R: Research Methodology, PHI, New Delhi</li></ol>		

**MBA (PT) : Year 2**

<b>Course Name</b> International Business	<b>Course Type</b> Core	<b>Course Code</b> 20500
<b>Objective:</b> The course has been designed to develop and enhance the knowledge in International Business and its relationship with any business environment.		
<b>Unit I:</b> International Business – An overview – International Trade – Theories of International Trade – Absolute Advantage & Comparative Advantage. Reasons for International Business.		
<b>Unit II:</b> Developments in International Finance – International Financial Markets – Developments in International Banking – Indian Financial System & its relevance for International Business.		
<b>Unit III:</b> International Marketing Environment – Issues in Global Marketing – Indian Perspective – Product Policy – International Marketing Strategies.		
<b>Unit IV:</b> International Business by Multinationals and Non-multinationals – Global Markets – Global Competitive Strategy, EPRG Concept.		
<b>Unit V:</b> Regulation of International Business – India’s Role in International Business – Globalisation and HRD – Globalisation with Social Responsibility.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bhalla, V K: International Economy – Liberalisation Process, Anmol, New Delhi</li><li>2. Bhalla, V K &amp; Shivaramu, S: International Business – Environment and Management, Anmol, New Delhi</li><li>3. Joshi, R M: International Marketing, OUP, New Delhi</li><li>4. Aswathappa, K: International Business, MGH, New Delhi</li><li>5. Cherunilam, F: International Business Environment, HPH, New Delhi</li></ol>		

**MBA (PT) : Year 2**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Computer Applications in Management	Core	20600

**Objective:** The course has been designed to develop an appreciation for the computer and the way it affects any business environment. It seeks to make the to-be manager confident in handling the computer and use it in his/her day-to-day activities effectively

**Unit I:** Number Systems, Evolutionary History of Computers, Classification; Hardware Concepts – Definition, Block Diagram and the various components; Software Concepts – Definition, System Software, Utility Software and Application Software; System Software – Operating System - its need, function and types; Utility Software – Compression Tools, Anti-virus Software, File Management Tools, Disk Management Tools; Application Software – Word Processors, Presentation Tools, Spreadsheet Packages, DBMS, RDBMS Concepts; Mobile Apps.

**Unit II:** Data Communication; Concepts of Networks, Elementary Terminologies related to Networks; Internet – related Terminologies, Internet services, Net etiquettes, Security and Maintenance, The IT Act, 2008.

**Unit III:** Data, Information and Knowledge, Data Processing Functions and Modes, Business Data Processing Applications; Records, Files, Classification of Business Files, File Organizations, File Operations, File Processing Activities, Reporting

**Unit IV:** Financial Accounting Software – need and use; E-Business – definition, functions and types; Computer Based Information Systems – definition, need and types.

**Unit V:** Program and programming concepts including flowcharting and algorithm development, Programming in C – basics, simple programs; Data Structures – definition, linear and non-linear data structures, Elementary ideas about arrays, stacks, queues, linked lists, trees and strings, Searching and sorting techniques – sequential and binary search, selection sort, insertion sort, bubble sort.

**References:**

1. Barman, H: Foundations of IT and Computers, Mahaveer Publications, Dibrugarh
2. Thareja, R: Computer Fundamentals and Programming in C, OUP, New Delhi
3. Goel, R & Kakkar, D N: Computer Applications in Management, New Age, New Delhi
4. Soni, V: Computer Applications for Management, HPH, New Delhi
5. Rajaraman, V: Fundamentals of Computers, PHI, New Delhi

**MBA (PT) : Year 2**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Ethos and Values for Managers	Core	20700
<b>Objective:</b> The course has been designed to make students acquainted with the ethical aspects of a business and its relationship with Corporate Governance as well as Corporate Social Responsibility.		
<b>Unit I:</b> Introduction to Business Ethics – Importance, Issues, Need; Details of Utilitarianism versus Universalism.		
<b>Unit II:</b> Ethical Decision Making: Implication, Need and Steps of Ethical Decision Making.		
<b>Unit III:</b> Professional Ethics – Objectives, Need, Attributes; Qualities of a Professional Manager; Professional Ethics directed by All India Management Association.		
<b>Unit IV:</b> Corporate Governance – Definition, Mechanism, Corporate Obligations, Corporate Governance in India; Corporate Social Responsibility – Objectives of CSR Activities and their Need.		
<b>Unit V:</b> Environmental Protection – Approaches to Environment Protection, Legislations, Government and Corporate Initiatives.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Fernando, A C: Business Ethics – An Indian Perspective, Pearson, New Delhi</li><li>2. Murthy, C S V: Business Ethics and Corporate Governance, PHI, New Delhi</li><li>3. Velasquez, M G: Business Ethics – Concepts and Cases, PHI, New Delhi</li><li>4. Raj, R : A Study in Business Ethics, HPH, New Delhi</li><li>5. Sharma S, Business Ethics and Environment, Maxford Books, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Operations Management	Core	20800
<b>Objective:</b> The basic objective of the course is to acquaint the students with the basic features underlying Operations Management and the issues handled therein.		
<b>Unit I:</b> Evolution of Operations Management; Decision Areas in Operations Management; Types of Processes; Location factors and planning techniques; Types of layout-Product, process, fixed and hybrid; Line balancing.		
<b>Unit II:</b> Aggregate Planning; Capacity planning; Scheduling and Control of Production; Automation.		
<b>Unit III:</b> Materials Classification (ABC, VED, HML) , Inventory Management (EOQ and EBQ) and INCOTERMS; JIT, Kaizen and Kanban; Supply Chain Drivers & Value Chain.		
<b>Unit IV:</b> Costs of Quality; Dimensions of Quality; Quality Certifications; TQM & Six Sigma.		
<b>Unit V:</b> Gantt Charts, Network Models – PERT & CPM; Critical Path, Slack and Crash time.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bedi, K: Production and Operations Management, OUP, New Delhi</li><li>2. Charry, S N: Production and Operations Management, MGH, New Delhi</li><li>3. Aswathappa, K &amp; Bhatt K S: Production and Operations Management, HPH, New Delhi</li><li>4. Mahadevan B: Operations Management – Theory and Practice, Pearson, New Delhi</li><li>5. Paneerseeelvam, R: Production and Operations Management, PHI, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b> Information Systems	<b>Course Type</b> Core	<b>Course Code</b> 30100
<b>Objective:</b> The main objective of the course is to introduce students to a whole range of Computer Based Information Systems (CBIS) with a good look at managerial issues concerning these.		
<b>Unit I:</b> CBIS – definition and types, approaches, scope, management issues and impact thereof, infrastructure, concept of balanced IS, CBIS and MIS – conceptual similarities.		
<b>Unit II:</b> Important Steps – SDLC; Database design – ER Modelling, Relational Model, Normalisation (till 3NF); Interface Design – important concepts, guidelines		
<b>Unit III:</b> TPS – need, types and applications; Office Systems – role in knowledge management; MIS – its differentiation as a special type of IS and its role in operations management; SCM – role of IS; CRM – role of IS		
<b>Unit IV:</b> DSS – types, components, applications; ESS – benefits, Expert Systems – rule based systems; Artificial Intelligence – basic concepts.		
<b>Unit V:</b> Information Systems Security and Control – basic concepts; Web-based Information Systems – infrastructure, intranets and extranets; ERP I & ERP II – basic concepts.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Barman, H: Foundations of IT and Computers, Mahaveer Publications, Dibrugarh</li><li>2. Laudon, K C &amp; Laudon, J P: Management Information Systems: Managing the Digital Firm, Pearson, New Delhi</li><li>3. Davis, G B &amp; Olson, M H: Management Information Systems – Conceptual Foundations, Structure and Development, MGH, New Delhi</li><li>4. Elmasri, R, Navathe, S B, Somayajulu, D V &amp; Gupta, S K: Fundamentals of Database Systems, Pearson, New Delhi</li><li>5. Marakas, G M, O’ Brien, J A &amp; Behl, R: Management Information Systems, MGH, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Project Work	Core	30200
<b>Objective:</b> The objective of the course is to prepare a project report on a topic of choice.		
Students are required to submit a synopsis of the proposed work before the actual study is carried out in consultation with a Guide from the institute. Students are free to select their topic of study in any area related to management. The report should be prepared using the appropriate style and format. The referencing should be done in a recognized style like the APA style.		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Consumer Behaviour	Specialization Marketing Management	30310
<b>Objective:</b> The course has been designed to make the students familiar with the various aspects of consumer behaviour in the market and the many factors impacting it.		
<b>Unit I:</b> Consumer Behaviour – its origin, importance and strategic application, consumer decision making.		
<b>Unit II:</b> Quantitative and Qualitative Research – Consumer research Process – Quantitative and Qualitative Research Design.		
<b>Unit III:</b> Consumer motivation – needs and goals, types of motives, goal substitution and frustration; Consumer personality – nature, personality traits and consumer behaviour, materialism to compulsive consumption, brand personality; Perception – sensation, absolute threshold and differential threshold and marketing implications.		
<b>Unit IV:</b> Attitude – attitude formation and change; Reference group and family influence on consumer behaviour; Influence of culture, learning culture, consumer behaviour and rituals.		
<b>Unit V:</b> Diffusion of Innovations – the diffusion process; Opinion Leadership – importance and need, motivation behind opinion leadership.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Schiffman, L G &amp; Kanuk, L L: Consumer Behaviour, PHI, New Delhi</li><li>2. Kumar, D: Consumer Behaviour, OUP, New Delhi</li><li>3. Raju, M S &amp; Xardel, D: Consumer Behaviour - Concepts, Applications and Cases, Vikas Publishing House, New Delhi</li><li>4. Nair, S R : Consumer Behaviour and Marketing Research, HPH, New Delhi</li><li>5. Nair, S N: Consumer Behaviour in Indian Perspective, HPH, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Advertising and Brand Management	Specialization Marketing Management	30410
<b>Objective:</b> The course has been designed to introduce and to understand the basic intricacies of Advertising and Brand Management and to understand its importance in the marketing of a business concern.		
<b>Unit I:</b> Concept, Role, Importance and Types of Advertising; Legal, Ethical and Social Aspects of Advertising.		
<b>Unit II:</b> Objective setting and market positioning – DAGMAR Approach; Building of Advertising Programme – Message, Headline, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting.		
<b>Unit III:</b> Advertising Evaluation – Testing Techniques; Advertising Organization – Selection, Compensation & Appraisal of Agency		
<b>Unit IV:</b> Understanding Brands – Brand Creation, Brand Extension, Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Brand Portfolio, Brand Revitalization; Value addition from Branding – Brand customer relationship, Brand loyalty & customer loyalty.		
<b>Unit V:</b> Financial Aspects of Branding; Branding in different sectors – Customer, Industrial, Retail & Service Brands.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Tyagi, C L &amp; Kumar, A: Advertising Management, Atlantic Publishers, New Delhi</li><li>2. Verma, H V: Brand Management, Excel Books, New Delhi</li><li>3. Rosenbaum, R, Percy, E L &amp; Pervan, S: Strategic Brand Management, OUP, New Delhi</li><li>4. Batra, R, Myers, J G &amp;, Aaker, D A: Advertising Management, Pearson, New Delhi</li><li>5. Chunawalla, S A &amp; Sethia, K C: Foundations of Advertising - Theory &amp; Practice, Pearson, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Marketing of Services	Specialization Marketing Management	30510
<b>Objective:</b> The course has been designed to look at service delivery as a special case of marketing and the unique issues therein.		
<b>Unit I:</b> The Service Economy – Nature of Services, Service Marketing Mix, Service Management Trinity, Case Study.		
<b>Unit II:</b> The Service Consumer Behaviour – Customer Expectation of Services, Customer Perceptions of Services, Case Study.		
<b>Unit III:</b> Service Quality – Monitoring and measuring customer satisfaction – SERVQUAL & GAP model, Service Failure, Service Recovery, Building Customer Relationship, Case Study.		
<b>Unit IV:</b> Service Development and Design – Distributing service, Setting service price, Service Promotion and Customer Education, Physical Evidence and the Servicescape, Case Study.		
<b>Unit V:</b> Marketing of Services in the Indian context – challenges and innovations, Case Studies.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bhattacharjee, C : Services Marketing, Excel Books, New Delhi</li><li>2. Nargundkar, R: Services Marketing, MGH, New Delhi</li><li>3. Shankar, R: Services Marketing – The Indian Perspective, Excel Books, New Delhi</li><li>4. Newton, M P &amp; Payne, A: The Essence of Services Marketing, PHI, New Delhi</li><li>5. Srinivasan, R: Services Marketing – The Indian Context, PHI, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
International Marketing	Specialization Marketing Management	30610
<b>Objective:</b> The course has been designed to introduce and to understand the importance of international trade and marketing of products globally.		
<b>Unit I:</b> Concept, Definition of International Marketing. Distinction between International Trade, Marketing and Business. Modes of entering International Markets.		
<b>Unit II:</b> Constraints of International Marketing – Tariff and Non-tariff barriers; Trading Partners and Trade Agreements.		
<b>Unit III:</b> India and World Trade – Import and Export Policies – Direction and Quantum of India’s Exports. Institutional Infrastructure – Export Promotion Councils, Public Sector Trading agencies, ECGC, Commodity Boards.		
<b>Unit IV:</b> Procedure and Documentation – Registration of Exporters, Export Quotation. Production and Clearance of goods for export – Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payment – Open Account, Bills of Exchange, Letter of Credit, Export finance.		
<b>Unit V:</b> International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy and Distribution Strategy.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bhattacharyya, B: Export Marketing Strategies for Success, Global Business Press, New Delhi</li><li>2. Onkvisit, S &amp; Shaw, J J : International Marketing, PHI, New Delhi</li><li>3. Aswathappa, K: International Business, MGH, New Delhi</li><li>4. Cherunilam, F: International Marketing (Text and Cases), HPH, New Delhi</li><li>5. Joshi, R M: International Marketing, OUP, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Sales and Distribution Management	Specialization Marketing Management	30710
<b>Objective:</b> The course has been designed to make students aware about the concepts and practices of sales and distribution management.		
<b>Unit I:</b> Introduction to Sales Management, Types of Selling Functions, Selling Skills, Personal Selling Process, Self-Management, Sales Forecasting.		
<b>Unit II:</b> Management of Sales Territory and Sales Quota.		
<b>Unit III:</b> Recruitment, Selection, Training, Motivation, Compensation, Control, Supervision and Evaluation of the Sales Force.		
<b>Unit IV:</b> Introduction to Distribution Management; Marketing Channels — Its Need, Structure and Levels; Channel Management — Channel Relationship and Conflict Management.		
<b>Unit V:</b> Retailers, Wholesalers and Franchisee Management.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Still, R S, Cundiff, E W &amp; Govoni, N A P: Sales Management – Decision, Strategy and Cases, Pearson, New Delhi</li><li>2. Jobber, D &amp; Lancaster, G: Selling and Sales Management, Pearson, New Delhi</li><li>3. Manning, G I &amp; Reece, B L: Selling Today, Pearson, New Delhi</li><li>4. Havaldar, K &amp; Cavale, V M: Sales and Distribution Management – Text and Cases, MGH, New Delhi</li><li>5. Panda, T &amp; Sahadev, S: Sales and Distribution Management, OUP, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Strategic Marketing	Specialization Marketing Management	30810
<b>Objective:</b> The course has been designed to make students comfortable with the concepts and strategies of marketing and their practical implication in business.		
<b>Unit I:</b> Understanding Strategic Marketing; Internal Competencies or Organisational Capabilities, The External Environment; Constructing Plans and Selecting Strategies; Case Study.		
<b>Unit II:</b> Market Leader Strategies; Market Follower Strategies; Market Nicher Strategies; Market Challenger Strategies ; Competitor’s Reactive Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Case Study.		
<b>Unit III:</b> Competitor Analysis, Sustainable Competitive Advantage (SCA), Growth Strategies – Product-Market Development and Diversification; Case Study.		
<b>Unit IV:</b> Strategic Market Segmentation, Market Targeting and Strategic Positioning, Strategic Relationships, Strategic Brand Management; Case Study.		
<b>Unit V:</b> Planning for new product, Pricing Strategy and Management, Promotion, Advertising and Sales Promotion Strategies; Case Study.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Cravens, D W &amp; Piercy, N F: Strategic Marketing, MGH, New Delhi</li><li>2. Nag, A: Strategic Marketing, Macmillan, New Delhi</li><li>3. Rao, V S P &amp; Krishna, V H: Strategic Management – Text and Cases, Excel Books, New Delhi</li><li>4. Kerin, R &amp; Peterson, R: Strategic Marketing Problems – Cases and Comments, Pearson, New Delhi</li><li>5. Steckel, J H &amp; Rao, V R: Analysis for Strategic Marketing, Pearson, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Management of Industrial Relations	Specialization Human Resource Management	30320
<b>Objective:</b> Organisational effectiveness and performance are interlinked with industrial relations in a business enterprise. This course provides the conceptual and practical aspects of industrial relations at macro and micro levels.		
<b>Unit I:</b> Understanding IR, its objectives, nature of IR; Forms of IR; Evolution of IR in India; Theories of IR, Basic Postulates of IR; Few important topics of IR – Management of grievances, causes, ways to find out grievances, grievance handling procedure, management of discipline, causes of indiscipline / misconduct, signs of misconduct, disciplinary proceedings, minor and major punishment available in organization, alternatives to punishment, management of sexual harassment – background, meaning, anti-sexual harassment laws in India.		
<b>Unit II:</b> Definition, Origin, function and activities of Trade Unions (TU), bases and structure of TU, Theories of TU, Growth of TU in India, Challenges of TU (internal and external) in India, ways to overcome the challenges.		
<b>Unit III:</b> Industrial disputes – Strike, causes, forms, factors conditioning the outcomes of strikes, effects of strike, different methods of settlement of dispute in India, machinery for prevention and settlement of Industrial dispute in India – statutory, machinery, non-statutory bodies.		
<b>Unit IV:</b> Workers’ Participatory Role in Management – meaning, goals, forms and different degrees of labour management cooperation, schemes of workers’ participation in management in India like works committee, joint management council, board level participation, shop council, joint council, unit council, etc.		
<b>Unit V:</b> Collective Bargaining – meaning, importance, factors affecting bargaining, unit / levels of collective bargaining, process of collective bargaining, hurdles of collective bargaining in India.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Raju, P R K &amp; Rao, P L: Industrial Relations in India, Excel Books, New Delhi</li><li>2. Sinha, P R, Sinha, I B &amp; Shekhar, S P: Industrial Relations, Trade Unions, and Labour Legislation, Pearson, New Delhi</li><li>3. Ratnam C S V: Industrial Relations, OUP, New Delhi</li><li>4. Mamoria, C B, Mamoria, S &amp; Gankar S V, K : Dynamics of Industrial Relations, Excel Books, New Delhi</li><li>5. Monappa, A: Industrial Relations, MGH, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Industrial Relations: Legal Framework	Specialization Human Resource Management	30420
<b>Objective:</b> The course has been designed to make students aware about the legal provisions related to Labour and Industrial Law.		
<b>Unit I:</b> Working Condition Laws – The Factories Act, 1948; The Mines Act, 1952; The Plantation Labour Act, 1951.		
<b>Unit II:</b> Social Security Laws – The Workmen’s Compensation Act, 1923; The Employees’ State Insurance Act, 1948; The Employees’ Provident Funds and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972; The Maternity Benefit Act, 1961.		
<b>Unit III:</b> Wages and Bonus Laws – The Payment of Wages Act, 1961; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965.		
<b>Unit IV:</b> Industrial Relations Laws – The Industrial Dispute Act, 1947; The Trade Unions Act, 1926; The Industrial Employment (Standing Orders) Act, 1946; The Contract Labour (Regulation and Abolition) Act, 1970.		
<b>Unit V:</b> Legal Provisions Related to Misconduct and Disciplinary Action – Domestic Enquiry and Discharge.		
<b>References:</b> <ol style="list-style-type: none"><li>1. &lt;No Author&gt;: Labour and Industrial Laws Manual, Universal Law Publishing, Gurugram</li><li>2. Kapoor, N D: Handbook of Industrial Law, Sultan Chand &amp; Sons, New Delhi</li><li>3. Padhi, P K: Labour and Industrial Laws, PHI, New Delhi</li><li>4. Mathur, D : Industrial Sociology, Biztantra, New Delhi</li><li>5. Chakravarty, K P: Domestic Enquiry and Punishment, Eastern Law House, Kolkata</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
HRD : Concepts and Strategies	Specialization Human Resource Management	30520
<p><b>Objective:</b> The course aims at making the students aware about the need of strategic management of human resources to adjust with the changing business environment. It also tries to make them acquainted with the latest strategic steps taken by different organizations to manage their workforce.</p>		
<p><b>Unit I:</b> Strategic Human Resource Management – Perspective and Managerial Role; Human Resource Forecasting – Human Resource Planning, Various Methods of HR Forecasting.</p> <p><b>Unit II:</b> Talent Management and Employee Engagement – Acquiring, Retaining, Nurturing Talent; Working in a Team.</p> <p><b>Unit III:</b> Work Life Balance – Organization and Individual Level Interventions, Current Practices and Trends; Job Stress – Counselling, Coaching and Mentoring.</p> <p><b>Unit IV:</b> Management Development – Meaning, Need, Various methods of Management Development and their effectiveness.</p> <p><b>Unit V:</b> Career Management and Development – Importance, Career Transitions, Types of Corporate Career Management, Steps in Career Development System.</p>		
<p><b>References:</b></p> <ol style="list-style-type: none"><li>1. Dessler, G &amp; Varkkey, B: Human Resource Management, Pearson, New Delhi</li><li>2. Rao, P S: Essentials of Human Resource Management and Industrial Relations – Text, Cases and Games, HPH, New Delhi</li><li>3. Chhabra, T N: Human Resource Management – Concepts and Issues, Dhanpat Rai Publishing, New Delhi</li><li>4. Snell, S, Bohlander, G &amp; Vohra, V: Human Resource Management – A South Asian Perspective, Cengage Learning, New Delhi</li><li>5. Greer, C R: Strategic Human Resource Management – A General Managerial Approach, Pearson, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Compensation Management	Specialization Human Resource Management	30620
<b>Objective:</b> The course has been designed to make the students familiar with various aspects of remuneration and compensation administration and design, wage differential issues and the various factors impacting it.		
<b>Unit I:</b> Meaning of compensation; An overview of compensation management – its importance and implications in a knowledge based economy; Understanding strategic compensation.		
<b>Unit II:</b> Intrinsic and Extrinsic compensation, compensation function & other HR functions, objectives of good compensation strategy, Factor influencing compensation strategies, concept of money & real wages.		
<b>Unit III:</b> Occupational, skill, Inter-industry, intra-industry, regional, sex & sectoral wages differentials.		
<b>Unit IV:</b> Designing Compensation Package for Supervisors, Directors, Executive, Sales forces, Scientists, Engineers and other staff.		
<b>Unit V:</b> Strategic Compensation – Alignment with business plan, different business strategy, and different compensation approaches. Sources of competitive advantages. The concept of best fit versus best practices.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Martocchio, J J: Strategic Compensation – A Human Resource Management Approach, Pearson, New Delhi</li><li>2. Milkovich, G T, Newman, J M &amp; Ratnam, C S V: Compensation, MGH, New Delhi</li><li>3. Sharma, A M: Understanding Wage System, HPH, New Delhi</li><li>4. Henderson, R I: Compensation Management in a Knowledge based World, Pearson, New Delhi</li><li>5. Singh, S S: Compensation Management, Excel Books, New Delhi</li></ol>		

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<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Cross Cultural and Global Human Resource Management	Specialization Human Resource Management	30720
<b>Objective:</b> The course has been designed to make students acquainted with the diversity in the work environment, importance of cultural multiplicity and challenging global work environment.		
<b>Unit I:</b> Global Perspective of Human Resource Management – Importance, Challenges, Issues, Managerial Implications, New Dimensions.		
<b>Unit II:</b> Cross Cultural Research – Methodologies and Hofstede’s Hermes Study – Structural Evolution of Global Organisations, Cultural Shock: Definition, Common Problems, Stages, and Remedies.		
<b>Unit III:</b> Cross Cultural Leadership and Decision Making, Cross Cultural Communication and Negotiation. Multiculturalism and Managing Diversity in International Working environment – Definition, Importance, Rules, Benefits; How to manage cultural diversity.		
<b>Unit IV:</b> HRM in Global Organisations, Selection, Source, Selection Criteria for International Assignment. Re-entry and Career Issues: Reverse Cultural Shock, Challenges, Management of Smooth Re-entry.		
<b>Unit V:</b> Compensation and Appraisal in Global Perspective, MNC and Compensation System.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Chaney, L H &amp; Martin, J S: Intercultural Business Communication, Pearson, New Delhi</li><li>2. Badi, R V, Hunderkar, S G: International Human Resource Management, Vrinda Publications, New Delhi</li><li>3. Dowling, P J, Welch, D &amp; Schuler, R S: International Human Resource Management – Managing People in a Multinational Context, Cengage Learning, New Delhi</li><li>4. Bhatia, S K: International Human Resource Management – A Global Perspective, Deep and Deep Publications, New Delhi</li><li>5. Aswathappa, K &amp; Dash, S: International Human Resource Management, MGH, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Organisational Change and Intervention Strategies	Specialization Human Resource Management	30820
<b>Objective:</b> The objective of this course is to make the students understand the applicability of the various organization models and intervention strategies so to make organisation change and development effective.		
<b>Unit I:</b> Understanding change; Change agents, role of change agents, pros and cons of internal and external change agents; Images of managing change – Director, Navigator, Caretaker, Coach, Interpreter, Nurturer.		
<b>Unit II:</b> Models of Change – Six box model, Congruence model, Burke-litwin model, Schein model, ADKAR Model, Action Research model, BULLOCK-Batten model, Edgar Huse model, Bridges Transition model.		
<b>Unit III:</b> Strategies and models for communicating change, communication process, communication skills for engaging others in change process.		
<b>Unit IV:</b> Human Process interventions – group, process consultation, team building, intergroup relation, organisation confrontation, grid organisation development; Human Resource Management interventions – goal setting, performance appraisal, reward system, career planning, managing workforce diversity, employee wellness.		
<b>Unit V:</b> Techno Structural interventions – Structural design, reengineering, high involvement organisation, TQM, work design; Strategic intervention – transactional organisational development, mergers and acquisitions, culture change, self-design organisation, integrated strategic change, organisation learning and knowledge management.		
<b>References:</b> <ol style="list-style-type: none"><li>1. French, W L, &amp; Bell, C H &amp; Vohra, V: Organization Development – Behavioral Science Interventions for Organization Improvement, Pearson, New Delhi</li><li>2. Burke, W W: Organization Development – A Process of Learning and Changing, Pearson, New Delhi</li><li>3. Cummings, T G &amp; Worley, C G: Organization Development and Change, OUP, New Delhi</li><li>4. Morgan, G : Images of Organization, Sage Publications, New Delhi</li><li>5. Singh, K: Organisation Change and Development, Excel Books, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Strategic Financial Management	Specialization Financial Management	30330
<b>Objective:</b> The course has been designed to provide basic understanding of different concepts of financial decision analysis and to acquire the analytical skill for managerial decision making.		
<b>Unit I:</b> Application of Linear Programming; Goal Programming; Regression analysis and Simulation Technique in Financial Decision Making Areas.		
<b>Unit II:</b> Corporate Debt Capacity Management Decision; Business Failure and Reorganization – Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision under conditions of Risk and Uncertainty; Cost-Volume-Profit Analysis Under Conditions of Uncertainty.		
<b>Unit III:</b> Leasing versus Borrowing Decisions; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover Code; Goodwill and Valuation of Shares; Legal and Procedural Aspects of Merger Decision.		
<b>Unit IV:</b> Determination of the Exchange Ratio; Dividend Valuation Model.		
<b>Unit V:</b> Specific Areas and Problems in the area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bhalla, V K: Financial Management and Policy, Anmol, New Delhi</li><li>2. Horne, V &amp; James, C: Financial Management and Policy, PHI, New Delhi</li><li>3. Pandey, I M: Financial Management, Vikas Publishing House, New Delhi</li><li>4. Nash, S &amp; and Sofer, A: Linear and Nonlinear Programming, MGH, New Delhi</li><li>5. Albright, S C &amp; Winston, W L: Business Analytics – Data Analysis &amp; Decision Making, Cengage Learning, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Security Analysis, Investment and Portfolio Management	Specialization Financial Management	30430
<b>Objective:</b> The objective of this course is to acquaint the students with the basics of investment alternatives and to help them to know the various techniques of investment analysis and portfolio management.		
<b>Unit I:</b> Meaning of investment, Investment and speculation, investment and gambling, Risk and Return, various investment alternatives, Investment process and elements of investment, objectives of investment.		
<b>Unit II:</b> Meaning of securities analysis, fundamental analysis and technical analysis; Valuation of bonds and shares, Operations of Indian Stock Market, New Issues Market, Listing of Securities, Cost of Investment in Securities, Mechanics of Investing, Markets and Brokers.		
<b>Unit III:</b> Capital asset pricing model, its assumptions, benefits and limitations, capital market line, security market line, efficiency frontier and efficient market theory.		
<b>Unit IV:</b> Portfolio analysis, portfolio selection and management, portfolio evaluation, concept of diversification, Markowitz's theory of diversification, analysis of return & risk in the context of portfolio, Investment Timing.		
<b>Unit V:</b> Meaning of derivatives, players in derivatives, components of derivatives (options, futures & swaps).		
<b>References:</b> <ol style="list-style-type: none"><li>1. Ranganatham, M &amp; Madhumathi, R: Security Analysis and Portfolio Management, Pearson, New Delhi</li><li>2. Avadhani, V A: Security Analysis and Portfolio Management, HPH, New Delhi</li><li>3. Pandey, I M: Financial Management, Vikas Publishing, New Delhi</li><li>4. Sasidharan, K &amp; Mathews, A K: Security Analysis and Portfolio Management, MGH, New Delhi</li><li>5. Gangadhar, V: Security Analysis and Portfolio Management, Anmol, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
International Financial Management	Specialization Financial Management	30530
<b>Objective:</b> The course has been designed to have an understanding about international finance, especially in the context of globalisation.		
<b>Unit I:</b> Multinational Financial Management – An Overview, Evolution of the International Monetary and Financial System, Balance of Payment in the context of international finance.		
<b>Unit II:</b> Managing Short Term assets and liabilities, Long-run Investment Decisions- Foreign Investment Decision.		
<b>Unit III:</b> Multinational Capital Budgeting- Application and Interpretation, Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm, Taxation of the Multinational Firm.		
<b>Unit IV:</b> Political Risk Management, Country Risk Analysis.		
<b>Unit V:</b> Exchange rate determination, international arbitrage and interest rate parity, relationship between inflation, interest rate and exchange rate, exchange rate risk management.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Vij, M: International Financial Management, Excel Books, New Delhi</li><li>2. Bhalla, V K: International Financial Management (Text and Cases) , S Chand, New Delhi</li><li>3. Khan , M Y &amp; Jain, P K: Financial Management, MGH, New Delhi</li><li>4. Chandra, P: Financial Management: Theory and Practice, MGH, New Delhi</li><li>5. Srivastava, R M: Multinational Financial Management, Excel Books, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Management of Financial Services	Specialization Financial Management	30630
<b>Objective:</b> The course has been designed to introduce and to understand the basic intricacies of financial services, intermediaries and institutions that are predominant in the present business world.		
<b>Unit I:</b> An Overview of Financial System, Financial Markets and Financial Services, Regulatory Framework for Financial Services, Management of Risk in Financial Services.		
<b>Unit II:</b> Banking Institutions, Development of Banking in India, Scheduled Commercial Banks, Reforms in the Banking Sector, Risk Management in Indian Banks, Financial Inclusion and Non-banking Financial Companies.		
<b>Unit III:</b> Introduction, Basic Characteristics of Insurance, Insurance Company Operations, Reinsurance, Purpose and Need of Insurance, Present Market Scenario of Insurance Industry in India and Abroad, Insurance Regulatory and Development Authority (IRDA).		
<b>Unit IV:</b> Fundamental Concepts, Clients and Services, Micro Credit Methodologies, Effects of the Local Environments, Key Financial Factors.		
<b>Unit V:</b> Merchant Banking, Leasing & Hire – Purchase, Mutual Funds, Credit Rating, Credit Card, Venture Capital, E- Finance.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Bhalla, V K: Management of Financial Services, Anmol, New Delhi</li><li>2. Pathak, B V: The Indian Financial System – Markets, Institutions and Services, Pearson, New Delhi</li><li>3. Matta, S K: Management of Financial Institutions and Services, Vrinda Publications, New Delhi</li><li>4. Gopal, C R: Management of Financial Services, Vikas Publishing House, New Delhi</li><li>5. Pandian, P: Financial Services and Markets, Vikas Publishing House, New Delhi</li></ol>		

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<b>Course Name</b> Taxation	<b>Course Type</b> Specialization Financial Management	<b>Course Code</b> 30730
<b>Objective:</b> The objective of this course is to acquaint the students with the basics of Direct and Indirect Tax structure of Companies and its Tax Planning.		
<b>Unit I:</b> Basic concept of income Tax, Basis of charge, Gross total income and taxable income, some common exempted incomes and Residential status and tax incidence of an individual and a company including various types of companies.		
<b>Unit II:</b> Computation of income under different heads; Basics of income from Salary and House Properties.		
<b>Unit III:</b> Taxation of Companies, MAT, Double Taxation Relief, A study of some common deductions available under Sec 80 C to 80 U (which are applicable to individual and companies).		
<b>Unit IV:</b> Tax Planning with special reference to location of a business, nature of Business, Financial Management, Amalgamation, merger or Demerger of Companies.		
<b>Unit V:</b> Introduction to Goods and Services Tax (GST) – nature, objective, scope and its importance.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Singhanian, V K &amp; Singhanian, K: Direct Taxes Law and Practice, Taxmann, New Delhi</li><li>2. Gupta, G &amp; Ahuja, A: Practical Approach To Direct &amp; Indirect Taxes – Problems and Solutions, Bharat Law House, New Delhi</li><li>3. Singhanian V K &amp; Singhanian, M: Corporate Tax Planning and Business Tax Procedures with Case Studies, Taxmann, New Delhi</li><li>4. Agrawal, K K: Corporate Tax Planning, Atlantic Publishers, New Delhi</li><li>5. Vardhan, S: Illustrated Guide to Goods &amp; Services Tax, Bharat Law House, New Delhi</li></ol>		

**MBA (PT) : Year 3**

<b>Course Name</b>	<b>Course Type</b>	<b>Course Code</b>
Working Capital Management	Specialization Financial Management	30830
<b>Objective:</b> The course has been designed to introduce gain an in-depth knowledge of the fund management and the managing of working capital in an organisation.		
<b>Unit I:</b> Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.		
<b>Unit II:</b> Motives for Holding Cash and Marketable Securities, Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows; Determining the Optimum Level of Cash Balances.		
<b>Unit III:</b> Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis.		
<b>Unit IV:</b> Kinds of Inventories, Benefits and Cost of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short Term financing.		
<b>Unit V:</b> Programming Working Capital Management; Integrating Working Capital and Capital Investment Process; Capital and Money Market in India.		
<b>References:</b> <ol style="list-style-type: none"><li>1. Chandra, P: Financial Management: Theory and Practice, MGH, New Delhi</li><li>2. Khan , M Y &amp; Jain, P K: Financial Management, MGH, New Delhi</li><li>3. Bhalla, V K: International Financial Management (Text and Cases) , S Chand, New Delhi</li><li>4. Bose, C D: Fundamentals of Financial Management, PHI, New Delhi</li><li>5. Srivastava, R M &amp; Verma, S: Essentials of Business Finance, HPH, New Delhi</li></ol>		