

Learning Outcomes-based Curriculum Framework



Name of the Programme: MBA

Department of Human Resource Management
& Organisational Behaviour

Central University of Jammu

PREAMBLE

- About the Discipline in brief (75-100 words)

The objective of management discipline is to nurture the youth to cultivate business competencies while focusing on their self development and encouraging them to contribute to the society at large. It offers courses that enhance students' interpersonal, leadership, and entrepreneurial skills and prepares them for business world besides inspiring them to be a responsible citizen and staying socially relevant. This discipline focuses on imparting employability skills like critical thinking, data analysis and soft skills to develop students to be industry ready. It lays special emphasis on how to achieve emotional stability, stress management and overall well being. Programmes offered within the management discipline follow a student centric, technology enabled teaching learning pedagogy that caters to the requirements of changing business environment and help the students in their learning endeavours.

- Highlighting the role/ features of the Department ((75-100 words)

The department delivers high quality research and innovative teaching to prepare the students for the business world. The technology driven courses plays a big part in all round development of the students while maintaining the ethos, values and core culture. Class discussions driven by case studies help students to develop critical reasoning and business communication skills. The department offers experiential learning opportunities, internships, course assignments, industry-academia interactions and other industry-driven projects. It strives to provide a research-driven learning environment on contemporary management themes wherein students are encouraged to achieve their highest potential and prepare themselves to take leading position in organisations as well as to start up their own business ventures

- Vision and Mission of the Department

Vision

To nurture thought leaders with unflinching commitment and integrity for attaining academic excellence to serve business and society

Mission

To develop entrepreneurship and service management capability both at individual and organizational levels by encouraging:

- Culture of academic excellence
- Create World class managers
- Imparting value-based education
- Promoting action-centric research
- Encouraging innovation, incubating innovative ideas and promoting entrepreneurship

GRADUATE ATTRIBUTES (GAs)

(to be identified and selected as per the disciplinary/programme relevance)

The attributes of MBA graduate reflect management knowledge, skills, attitudes and values. The attributes of the student include capabilities that help strengthen his abilities for widening current management knowledge base and skills, gain new management knowledge and skills, undertake future studies, performing well in a chosen career in management field and play a constructive role as a responsible citizen in the society.

Some of the attributes that a management student should demonstrate are as follows:

- **Entrepreneurial skills:** To enable management students in analyzing, identifying, assessing and shaping entrepreneurial opportunities in a variety of management contexts.
- **Communication Skills:** To prepare management students capable of demonstrating effective communication and professional behavior skills in business settings. To enable management students to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different group.
- **Ethics & Moral values:** To produce ethically and morally responsible professionals both for society and business organizations. To enable management students to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.
- **Problem Solving Skills:** To acquaint management students with problem solving skills supported by appropriate analytical and quantitative techniques. Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar management problems, rather than replicate curriculum content knowledge; and apply one's learning to real life management situations.
- **Disciplinary knowledge:** To enable management students of demonstrating comprehensive knowledge and understanding of one or more disciplines that forms a part of an undergraduate programme of study.
- **Critical thinking:** Capability to apply analytic thought to a body of management knowledge; analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to management knowledge development.
- **Analytical reasoning:** To enable management students to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyse and synthesise data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.

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(to be identified and selected as per the disciplinary/programme relevance)

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- **Analytical reasoning:** To enable management students to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyse and synthesise data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.

- **Research-related skills:** A sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation in management field.
- **Cooperation/Team work:** Ability to work productively and respectfully with diverse teams; facilitate collaborated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
- **Scientific reasoning:** Ability to enhance thinking and decision making skills that are involved in inquiry and inference of conceptual or scientific understanding.
- **Reflective thinking:** Critical sensibility to lived experiences, with self awareness and reflexivity of both self and society among management students.
- **Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.
- **Self-directed learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.
- **Multicultural competence:** To possess management knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups of management professionals.
- **Leadership readiness/qualities:** Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.
- **Lifelong learning:** To enable management students to acquire knowledge and skills, including through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through management knowledge/skill development/reskilling .

Qualification Descriptors

- In the light of highly competitive and globalized markets, the Master of Business Administration (MBA) offered by the university is a prestigious postgraduate program that provides an overview of key business practices, skills, and knowledge required to effectively participate in the contemporaneous business environment.
- Successful completion of the program will pave the way toward a sustainable executive career for the graduates. This will also help the learners to secure a professional reputation in a massively expanded network of contemporary businesses.
- This intense program consists of core, elective, skill-based courses, and work-based projects which are assessed through written exams, case studies, group activities, presentations, assignments, viva-voce, and situational tests.
- The program also allows the learners to gain insights on behavior, marketing, HRM, operational management, strategic planning, team building, analytical skills, digital competency, and financial efficiency.
- The program seeks to develop students into leaders ready to tackle the challenges and take advantage of opportunities prevalent in today's global business environment. Thus, the program prepares the students to systematically evaluate the business environment and accordingly devise strategies for effectively responding to the existing problems, threats, and opportunities.
- The program also aims to foster entrepreneurial skills in the graduates with the prime focus on problem-solving, risk acceptance, financial proficiency, proactiveness, competitive aggressiveness & autonomy, flexibility & adaptability, taking the initiative, self-awareness, and resilience.
- The program leads the students to analyze and synthesize the information pertaining to diverse business domains which allows them to develop effective management techniques for operating efficiently in modern-day businesses.
- The program also allows the learners to demonstrate and apply appropriate managerial knowledge and statistical tools to analyze business conditions.
- It also prepares the pupils to construct and communicate a logical, relevant, and professional quantitative and qualitative assessment of business information in an effective manner.
- The program leads the students to demonstrate comprehension of cultural commonalities and differences in international business activities & customs which can help the pupils to develop effective management techniques in line with the modern-day cross-cultural business.
- In a nutshell, the program models the students to comprehend conceptual knowledge and apply theories of team composition, processes, and motivation (including inclusivity and diversity) in real-world situations. The overall program is structured to train the pupils to work ethically and efficiently in the business organizations which will not

only make them the best fit for managerial job positions but also for becoming successful entrepreneurs by initiating and executing innovative business ideas.

Programme Learning Outcomes (PLOs) of MBA Programme

MBA programme offered by SBS, CUJ is a prominent management course of contemporary era and prepares the students for taking up lower and middle level challenging executive assignments in private and public sector.

Accordingly, the program is designed to impart conceptual knowledge in Modern and Indian Management system by imparting practical training in various functional areas of management which include HRM and Marketing. This is a two years programme spread over four semesters. The programme is aimed at following outcomes:

| | |
|-----|---|
| PO1 | Business Practical Knowledge: Implementing management theories and practices to solve the business problems and demonstrate the practices of management by applying these situations efficiently. Develop the students to think out of the box and create new Business ideas. Help the students to adopt a |
| PO2 | Entrepreneurship, Leadership and Business problem Solutions: A problem solving approach for identifying business opportunity using innovation and create value and wealth . |
| PO3 | Communication and Other Skills: Develop the ability to understand, analyze and communicate global, economic, legal and ethical aspects of administration. To comprehend, present, speak and write various effective reports. To make a mark by their communication skills in the society. |
| PO4 | Group Dynamics and Team Management: Understanding group dynamics to recognize opportunities and contribute positively to collaborative multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team. |
| PO5 | Research and Innovation: Analyse, present and solve complex managerial problems critically. To conceptualize and delineate feasible optimal solutions in core areas of expertise. |

PROGRAMME STRUCTURE

MBA- a four semester postgraduate programme is 104 credits weightage consisting of Core courses (CC), Skill Enhancement Courses (SEC) and Open Elective Courses (OEC) and Audit Course (AC).

TABLE 1: COURSE AND CREDIT SCHEME

| Semester | Core Courses (CC) | | Discipline Specific Course (DSC) | | Skill Enhancement Courses (SEC) | | Open Elective Courses (OEC)* | | Total Credits |
|--------------|---------------------|---------------|------------------------------------|---------------|----------------------------------|---------------|---|-------------|---------------|
| | No.of Courses | Total Credits | No.of Courses | Total Credits | No.of Courses | Total Credits | | | |
| I | 6 | 24 | - | - | - | - | A total of 08 credits are to be earned from other Departments or from MOOCs. Student have to opt open elective courses in consultation with chairperson of the department and Director, University Centre for outreach Programme and Extension. | | 28 |
| II | 7 | 26 | - | - | - | - | | | 30 |
| III | 2 | 08 | 5 | 20 | 1 | 4 | | | 32 |
| IV | 2 | 06 | 5 | 20 | 1 | 4 | | | 30 |
| Total | Core Credits | 64 | Discipline Specific Credits | 40 | Skill Enhancement Credits | 8 | Open Elective Credits | 8 | 120 |
| %age | Core Credits | 53.33 | Discipline Specific Credits | 33.33 | Skill Enhancement Credits | 8 | Open Elective Credits | 6.67 | 100 |



जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

राया-सूधानी, बागला, जिला सांबा - 181143 जम्मू, जम्मू एवं कश्मीर
Rahya- Suchani (Bagla), District Samba-181143, Jammu (J&K)

No. 4-5/CUJ/Reg/HRM/2013/508

6th December, 2018

NOTIFICATION No. 77/2018

Sub: Course Scheme and Syllabus Notification of 1st and 2nd semesters of MBA for Academic Session 2018-19 and 2019-20 - Reg.

It is hereby notified for the information of all concerned that, on the recommendations of the Board of Studies, Department of Human Resource Management & Organizational Behaviour and Dean, School of Business Studies, the Academic Council has approved the Course Scheme and Syllabus of 1st and 2nd semesters of MBA w.e.f. Academic Session 2018-19. The approved Course scheme and Syllabus are as follows:

Semester - I

| Course Code | Course Title | Credit | CIA | MSE | ESE | Max. Marks |
|--------------------------|---|-----------|----------|----------|----------|------------|
| Core courses | | | | | | |
| PGMBA1C007T | Organizational Behaviour | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C013T | Business Environment and Ethics | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C014T | Management Fundamentals | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C009T | Quantitative Techniques | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C010T | Managerial Economics | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C011T | Management Accounting | 4 | 25 | 25 | 50 | 100 |
| PGMBA1C012V | Viva Voce | 2 | - | - | - | 50 |
| | MOOC available on SWAYAM | - | - | - | - | - |
| Foundation Course | | | | | | |
| PGMBA1F008T | Communication for Professional Excellence | 4 | 25 | 25 | 50 | 100 |
| Total | | 30 | - | - | - | 750 |

Semester - II

| Course Code | Course Title | Credit | CIA | MSE | ESE | Max. Marks |
|--------------------------|--------------------------------|-----------|-----|-----|-----|------------|
| Core courses | | | | | | |
| PGMBA2C008T | Marketing Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C009T | Financial Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C010T | Research Methodology | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C011T | Operations Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C013T | Information Systems Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C014T | Human Resource Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA2C014V | Viva Voce | 2 | - | - | 50 | 50 |
| | MOOC available on SWAYAM | - | - | - | - | - |
| Foundation Course | | | | | | |
| PGMBA2F010T | Business Law | 4 | 25 | 25 | 50 | 100 |
| Total | | 30 | | | | 750 |

[Signature]
Deputy Registrar
(Admin - HR)

Encl: Syllabus of 1st and 2nd semesters of MBA
To: Head, Department of HRM & OB
Copy to: OSD (Exam)



जम्मू केंद्रीय विश्वविद्यालय

CENTRAL UNIVERSITY OF JAMMU

मानव संसाधन प्रबंधन एवं संगठनात्मक व्यवहार विभाग

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

राया-सूचानी बागलाख, जिला सांबा-181143, जम्मू ;जम्मू एवं कश्मीर
Rahya –Suchani (Bagla), District Samba -181143, Jammu (Jammu & Kashmir)

Department of HRM and OB

MBA

SEMESTER I

PG MBA1C007T Organizational Behaviour

Course Objectives:

This course studies human behavior in organizations at the individual and group level. Lectures and discussions include the effect of organization structure on behavior. Specific attention is given to using concepts for developing and improving interpersonal skills. This course concentrates on motivation, communication, influence, power, group decision processes, leadership, conflict, change, cultural systems, and perception.

Learning Outcomes:

- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PG MBA 1C007T
Course Title: Organisational Behaviour
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To acquaint students with conceptual framework of organisational behaviour and help them in understanding issues and challenges related to OB in Indian context.

Unit I Foundations of Organizational Behavior

The nature and functions of an organization; meaning and systematic study of O.B; Contribution of behavioural sciences to O.B.; Developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

Unit II: Individual Dimensions in Organizational Behavior

Perception; Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction

Unit III: Foundations of Learning and Motivation

Learning process; Theories of learning; content theories of motivation (brief discussion); Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

Unit IV: Group and Interpersonal Dimensions

Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work Stress; Organizational change; Organizational development.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
- ❖ Sakaran, U., Organizational Behavior, TMH, N. Delhi.
- ❖ Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v, New Delhi: Tata McGraw.
- ❖ F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
- ❖ L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
- ❖ Mullins L. J.: Management and Organizational Behavior, Pearson- Education, N. Delhi.

PGMBA1C013T Business Environment and Ethics

Course Objectives:

To analyse the overall business environment and evaluate its various components in business decision making. To discuss the contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

Learning Outcomes:

1. To familiarize with the nature of business environment and its components.
2. The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.

3. Understand the definition of ethics and the importance and role of ethical behavior in the business world today

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19,2019-20

Course No. **PGMBA1C0137**
Course Title: Business Environment and Ethics
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Objective

To impart knowledge about business environment and to acquaint students with the basic understanding about ethical issues related to business.

Unit I

Introduction and definition of business and its emergence in the 21st Century, The concept of environmental components: Economic, Political, Legal Social, Technological and International, Need to scan the business environment and techniques of scanning the business environment.

Unit II

Political legal Environment, Socio-cultural Environment and its impact on business operations, The impact of technology on business, import of technology, Public Sector in India and Privatization.

Unit III

Features of Competition Act, FEMA, Foreign Trade Policy, Economic Environment; New Economic Policies; Emergence of globalization and implications for India; Social responsibility of Business; Business and Environmental Issues in Indian Context.

Unit IV

Business Ethics: Concept and nature, Ethical Theories; Causes of unethical behaviour, Ethical abuses, Work Ethics.

Unit V

Ethics in Practice- Professional Ethics for Functional Managers, Ethics in Global Business, Ethical Dilemma, Business Ethos

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.
- ❖ A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the course.

Reference Books and Suggested Readings:

- ❖ The Ethics of Management, Larue Tonbe Hosmer, Richard D. Irwin Inc
- ❖ Ethics in Management S.A. Sherlekar Himalaya Publishing House
- ❖ Business Ethics Murthy C.V Himalaya Publishing House
- ❖ Essentials of Business Environment Aswathapa, Himalaya Publishing House

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PGMBA1G014T Management Fundamentals

Course Objectives:

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

Learning Outcomes:

CO1: Understand the concepts related to Business.

CO2: Demonstrate the roles, skills and functions of management.

CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. **PGMBA1CO14T**
Course Title: Management Fundamentals
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To acquaint the students with the basic concepts of management and discuss contemporary issues related to management.

Unit-I

Management-Concepts, Functions, Significance of management, Management and Administration, Levels of management. Principles of Management: Henry Fayol and F.W.Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern.

Unit-II

Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Quality management

Unit-III

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship. Delegation and Decentralisation; Direction as Management Function.

Unit-IV

Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO), Management Control: - Concept, features, process and Techniques.

Unit-V

Contemporary Issues in Management and relevant Case Studies, Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

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- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Koontz, Harold and Wehrich, Heinz. "Management", McGraw Hill, New York. 5th edition.
- ❖ Stoner, James A.F. and Freeman, R. Edward, "Management". New Delhi. 6th edition.
- ❖ Mathew, M.J "Business Management" Sheel Seng Publishers, Jaipur. 1st edition.
- ❖ Robbins, Stephens, P. : Organisational Behaviour, Prentice Hall of India, New Delhi.
- ❖ Newstrom and Keith Davis - Organisational Behaviour - Human Behaviour at work, Tata McGraw-Hill. New Delhi.
- ❖ Luthens Fred - Organisational Behaviour, Tata McGrawHill, New Delhi.

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PGMBA1C009T Quantitative Techniques

Course Objectives

The main objective of the course is to understand why statistics are important for making business decisions (when to use quantitative analysis vs. "common sense") . It will also demonstrate a sound knowledge of statistical terms

The students will be able to explain the merits and limitations of various statistical techniques and also will be able to read and interpret statistical information and be able recognize. The students shall also be able to performance statistical analysis on paper as well as using Excel and other softwares.

Learning Outcomes

- Understand statistical inference in relation to international business decision-making
- Analyse output from both specialist and general office software
- Produce quantitative analysis using specialist software
- Convey the results of quantitative analysis

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PG MBA 1C009T
Course Title: Quantitative Techniques
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective

To introduce basic concepts of Management Science with focus on mathematical models, methods and computational procedures that are helpful in solving management problems.

Unit-I

Management Science: Concept and Importance, Introduction to Descriptive Statistics, Probability, Simple decision problems under certainty, risk and uncertainty, Criteria for decision under uncertainty, Criteria for decision making under Risk, Decision trees

Unit-II

Linear programming; Formulation of problems, Graphical method, Simplex, Duality in linear programming; Sensitivity Analysis, Fundamentals of Calculus, Working with excel.

Unit-III

Transportation model; North West Corner Method, Least Cost Method, Vogel's Approximation Method, Stepping Stone method, MODI Method, Application of Transportation Model, Transshipment Problems
Assignment Model: Hungarian Method

Unit-IV

Introduction to Project Evaluation and Review Technique and Critical Path Method, Network Construction, Analysis of Critical Path, Time-Cost trade off: Crashing, Analysis Planning and scheduling Project costs, Controlling project costs.

Unit-V

Introduction to Game theory, Two person Zero sum Game, Minimax Maximin Strategies, Saddle point and Mixed Strategies, Simulation for business: Monte Carlo Method, Application of Simulation in Business Situations.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Quantitative Techniques in Management, Vohra, N.D, McGraw Hill, Edition 1998
- Operation Research (Quantitative Techniques in Management) Kapoor, M.S., Sultan, Chaitanya Publications
- Operations Research: An Introduction Taha Hamdy, Pearson Publications
- Introduction to Operations Research Hillier Frederick & Gerald Liberman, Tata McGraw Hill Publications
- The Management Scientist Anderson, David R Dennis J. Swersey & Thomas A. Williams, Cengage Publishers

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PGMBA1C010T Managerial Economics

Course Objectives:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

PGMBA1C011T Management Accounting

Course Objectives:

The objective of the course is to use accounting principles to facilitate and align decisions made by owners, managers, and employees. The students will learn how accountants create, organize, interpret, and communicate information that improves internal processes and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers.

Learning Outcomes:

1. To enhance the abilities of learners to develop the concept of management accounting and its significance in the business.
2. To enhance the abilities of learners to analyze the financial statements.
3. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
4. To make the students develop competence with their usage in managerial decision making and control.

PGMBA1C010T Managerial Economics

Course Objectives:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. **PGMBA 1C010T**
Course Title: **Managerial Economics**
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**
Credit: **04**
Maximum Marks: **100**

Macro

Course Objective

To acquaint the participants with concepts and techniques used in Micro/Economic Theory and to enable them to apply this knowledge in business decision making.

UNIT I

Managerial Economics: Meaning nature and scope of managerial economics Role of Micro and Macro Economic Analysis in formulation of Business Policies Demand Analysis; Demand and Law of Demand, Determinants of demand on demand functions, Change in demand elasticity of demand degrees measurement of price elasticity of demand -total expenditure method proportionate method point elasticity method and Law of Supply.

UNIT II

Markets: meaning characteristics, types of markets perfect and Imperfect, Utility and Indifference curve approaches meaning, Law of Diminishing marginal rate of substitution properties of indifference curve

UNIT III

Price line consumer's equilibrium conditions of consumer's equilibrium income substitution and price effect. Production function, Short run and long run, cost and output analysis; General Theory of price determination, role of time elements in price determination.

UNIT IV

National Income, GDP & Other Measures of National Income. Price Indices- CPI/PPI., Concept of PPP. Aggregate Demand and Supply. Inflation: Concept, Theories and Application. Role of major financial institutions & markets in India.

UNIT V

Fiscal and Monetary Policies -Conceptual; Business Fluctuations and Trade Cycles Theories and Its Relevance In Business Decisions. Role of IMF, World Bank in the economic restricting of countries

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Buamol William J & Alan S. Blinder, Microeconomics Principles & Policy, Thomson South Western
- ❖ Mankiw N. Gregory, Principles Of Microeconomics, Cengage Learning, South Western
- ❖ Pindyck Robert S, Rubinfeld & Mehta, Microeconomics, Pearson
- ❖ Mankiw N. Gregory, Economics Principles and Applications, Cengage Learning
- ❖ Samuelson Paul A. & William B. Nordhaus, Economics, Tata Mac Graw Hill
- ❖ Boyes William And Micheal Melvin, Text Book Of Economics, Biztantra
- ❖ Samuelson William F. & Stephan, G. Marks, Managerial Economics, Wiley

PGMBA1C011T Management Accounting

Course Objectives:

The objective of the course is to use accounting principles to facilitate and align decisions made by owners, managers, and employees. The students will learn how accountants create, organize, interpret, and communicate information that improves internal processes and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers.

Learning Outcomes:

1. To enhance the abilities of learners to develop the concept of management accounting and its significance in the business.
2. To enhance the abilities of learners to analyze the financial statements.
3. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
4. To make the students develop competence with their usage in managerial decision making and control.

PGMBA2C008T Marketing Management

Course Objectives

1. To outline key marketing concepts and its application to different markets

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19,2019-20

Course No. **PGMBA1CO11T**
Course Title: Management Accounting
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective

To impart knowledge of accounting concepts and techniques and also to develop skills in utilizing the accounting and financial information in the process of managerial decision-making.

Unit-I

Introduction

Financial Accounting-Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP). Golden Rules for Accounting, Preparation of Journal, Ledger Entries and Trial Balance. Trail Balance Adjustments

Unit-II

Final Accounts

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Units of activity and Sum of digits Method Preparation of Final Accounts—Manufacturing Account, Trading & Profit and Loss Account and Balance sheet, Adjustments in final accounts.

Unit-III

Management Accounting and Financial Analysis : Management Accounting- Concept, need, importance and scope. Horizontal and vertical analysis of Financial Statements Financial Analysis – Ratio Analysis : Liquidity Ratio Analysis , Profitability Ratio Analysis, Activity Ratio Analysis & Solvency Ratio Analysis; Preparation of Funds Flow statement and Cash Flow statement. Difference between Fund Flow and Cash Flow

Unit-IV

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element wise classification of various costs. **Budgeting**: Objective, Advantages, Disadvantages, Budgetary Control, Types: Cash Budget, Production Budget, Sales Budget and Zero Based Budgeting.

Unit-V

Marginal and Standard Costing

Marginal and absorption costing – their difference. Concept & utility of CVP analysis in business decision making. **Standard costing and Variance Analysis** – Material Variance and Labour Variance. Material & Labour mix Variances.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ A Textbook of Accounting for Management, Maheshwari S.N, Maheshwari S.K, Sharad K. Maheswari, Vikas Publication, New Delhi
- ❖ Management Accounting: Text Problem & Cases, M Y Khan, P K Jain, McGraw Hill Education (India) Private Limited.
- ❖ J.S. Accounting Principles, Anthony R.N. and Reece, 6th ed., Homewood, Illinois
- ❖ Accounting for Management Text and Cases, Bhattacharya, S.K. and Dearden J., New Delhi, Vilas Publication House
- ❖ Financial Accounting, Heitger, L.E. and Matulich, Verge, New-York, Mc-Graw Hill
- ❖ Management Accounting, Hingorani, N.L. and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand
- ❖ Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc.
- ❖ Financial and Management Accounting, Needles, Belverd, etc., Boston, Houghton Mifflin Company

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PGMBA2C008T Marketing Management

Course Objectives

1. To outline key marketing concepts and its application to different markets

- To identify factors and processes essential for designing marketing strategy
3. To analyze and examine the implementation of marketing concepts and strategy to firms

Course Learning Outcomes:

On completion of this course, the students will be able to

CO1. Students will be able to identify the scope and significance of Marketing In Domain Industry

CO2. Students will be able to examine marketing concepts and phenomenon to current business events In the Industry.

CO3. Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms

CO4. Students will be able to illustrate market research skills for designing innovative marketing strategies for business firms

CO5. Students will be able to practice marketing communication skills relevant to the corporate world.

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PG MBA 2000BT
Course Title: Marketing Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To familiarise students with the basic concepts and techniques of marketing management. The course structure helps in understanding the behaviour of consumers, also creates awareness of marketing mix elements.

Unit I: Marketing Basics

Marketing and its core concepts; marketing management and its tasks; different philosophies of marketing management; marketing micro environment; marketing macro environment; Marketing Information System and Marketing Research; Emerging trends in marketing, Web Marketing, E-marketing

Unit II: Major Marketing Concepts and Consumer Behaviour

Concepts and components of marketing mix; target marketing; market segmentation and positioning; market targeting; consumer buying behaviour; consumer buying decision process.

Unit III: Managing Products

Basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process.

Unit IV: PLC and Pricing

Product life cycle strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies.

Unit V: Distribution and Communication

Marketing channels and its functions; designing marketing channel; concepts and elements of promotion mix; basics of international marketing; basics of marketing information system.

Note:

- ◊ Teaching Pedagogy, besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◊ Teaching- Learning Process will involve: 70% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ◊ Eric B.M. Marketing Classics: A Selection of Influential Articles, New York, McGraw Hill
- ◊ Kotler, Phillip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- ◊ Kotler, Phillip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India
- ◊ Ramaswamy, V.S and Narasimhan, S. Marketing Management Planning Control, New Delhi, MacMillan
- ◊ Steuten, William, J. Fundamentals of Marketing, New York, McGraw Hill
- ◊ Neelampham, S. Marketing in India: Cases and Readings, New Delhi, Vikas,

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PGMBA2C009T Financial Management

Course Objectives

1. Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Learning Outcomes:

On completion of this course, the students will be able to

- CO1. Explain the concept of fundamental financial concepts, especially time value of money.
- CO2. Apply capital budgeting projects using traditional methods.
- CO3. Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.

CO4 Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

Project Research Methodology

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PGMR02C009T
Course Title: Financial Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 6
Maximum Marks: 100

Course Objective:

The objective of this course is designed to equipt students about the basis of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

Unit-I Introduction

Concept, scope, classification and organization of Finance function, Financial Decisions, Objectives of Financial Management, Basis of Risk Return Tradeoff and Agency Problem, Management- Profit maximization vs. Wealthmaximization, Time Value of money.

Unit-II Investment decision

Capital Budgeting: Nature and concept of Capital Budgeting, Techniques of Capital Budgeting
Traditional: Pay Back Period, Accounting Rate of Return, Discounted Cash Flow (DCF), Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Cost of capital, Cost of Equity, Cost of Preference Shares, Cost of Debt, Cost of Retained Earnings and weighted average cost of capital.

Unit-III Sources of Long Term Funding & Financing Decision

Financing Fixed Assets- (Long Term Sources) Shares, Debentures, financial service leasing, Hire purchase
Variable capital Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage Capital Structure - Determinants of capital structure, Approaches to establish Appropriate Capital Structure- EBIT-EPS Approach (Indifference point in Capital Structure) Capital Structure Theories - Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

Unit-IV Working Capital Management

Working Capital Management: Concept of working capital, Factors affecting working capital requirement, Computation of average working capital requirements, Financing Current Assets (Short-term Sources)- Public Deposits Financing through Bank (CC, LC, L/C) and Commercial papers, and Factoring.

Unit-V Management of Earnings and Financial Modeling

Types of Dividend, Dividend Payout - retention decision, Factors influencing dividend Decision, Impact of issue of Bonus shares, split of share & reverse stock split on company's balance sheet
Dividend Theories - Dividend Theories of Relevance - Walter's Model, & Gordon's Model; Dividend Theories of Irrelevance - Modigliani-Miller Hypothesis, Financial Modeling- Concept, Scope and Limitations.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-Learning Process will involve 20% input from those who have demonstrated experience in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Financial Management, J.M. Pandey, Vikas Publishing House
- Financial Management, Text Problems and Cases, M.Y. Khan & P.K. Jain Tata Mc Graw Hill
- Financial Management and Policy, Van Horne, Prentice Hall India
- Financial Management Theory and Practice, Parson Chandu Tata Mc Graw Hill Pvt. Ltd.

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PGMBA2C010T Research Methodology

Course Objectives:

This course is designed to enable students to:

5. identify and discuss the role and importance of research in the social sciences.
6. identify and discuss the issues and concepts salient to the research process.
7. identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
8. identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

Learning Outcomes:

Students who successfully complete this course will be able to:

3. explain key research concepts and issues
4. read, comprehend, and explain research articles in their academic discipline.

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Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PGMBA220107
Course Title: Research Methodology
Duration of Examinations: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To acquaint the students with the basic concepts of business research and enable them to develop skills and knowledge needed to analyse data using appropriate statistical analytical tools and techniques.

Unit I: Business Research: An Introduction

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Management Decision Making; Business Research in Practice.

Unit II: Research Design & Data Collection Technique

Classification of Research Design; Exploratory, Descriptive & Conclusive Research Designs; Causal Research; Secondary data- Nature, Sources & Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data.

Unit III: Measurement, Attitude Scales & Questionnaire Design

Concepts of Measurement, Scales of Measurement- Their Types & Properties; Measurement of Attitudes & Scaling Procedure; Questionnaire Design and Testing

Unit IV: Sampling, Hypothesis Testing and Data Preparation

Sampling Theory, Design and Issues; Central Limit Theorem; Hypothesis Testing- Concept and Procedure; Data Preparation Process

Unit V: Statistical Analysis Using SPSS & Reporting of Research Findings

Introduction to SPSS; Analysing Data Using SPSS--T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Cooper, D. R., & Schandler, P. S. (2012). *Business Research Methods*. (12th Edition), New Delhi: Tata McGraw-Hill.
- Malhotra, H. K. & Dash, S. (2011). *Marketing Research: An Applied Orientation*. (Sixth Edition), New Delhi: Pearson Education.
- More specifically, Mathukutty M and Paur, Padmasraya Shankar (2013). *Academic Writing: A Guide for Management Students and Researchers*. New Delhi: Response (Sage)
- Zumdahl, W. G. (2012) *Business Research Methods*. (3rd Edition), Cengage Learning

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PGMBA2C011T Operations Management

Course Objectives:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
- To understand the Materials Management function starting from Demand Management through Inventory Management.

Learning Outcomes:

On completion of this course, the students will be able to

- CO1. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
- CO3. Develop aggregate capacity plans and MPS in operation environments.

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. **KOMBAA2001A**
Course Title: Operations Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective

The objective of the course is to impart knowledge to the students about Operations Management and laying the foundation for developing a better understanding of its inter-functional interaction with other areas of management.

Unit I

Operations Management: Definition, Functions in organization, Historical evolution, Relationship with other functional areas, OM as a competitive weapon, OM Decisions, Operations Strategy: Definition, Managing Strategy, Competitive Strategy, Richardson, Taylor & Gordon Frameworks for operational strategy, Strategy and Operational Effectiveness.

Unit II

Product Design: Typology of products, Product life cycle, Technology lifecycle, The Product Development Process, Product Architecture, New Product Development & Economic cost, Product Development in Services, Process Design: Definition, Linking processes, Typology of processes, Process decisions, Flexibility in manufacturing, Process choice, Characteristics of different production systems, Process design in Services.

Unit III

Facility Location: Factors affecting facility planning at Global - Macro & Micro level, Methods for evaluating location based decisions, Facility Layout: Basic principles, Types of layout - Process, Product-Line, Fixed, Group/Cellular, Concept of line balancing and Assembly line balancing, Facility Capacity Planning: Measures of capacity, capacity planning process (when, what, how), Capacity expansion strategies, Service operations & system capacity.

Unit IV

Quality Management & Control: Definition, attributes of Quality, Quality Principles, Dimensions of Design & Conformance quality, Philosophies of Quality, PDCA cycle, Total Quality Management: Definition, Concepts and Guiding principles for TQM, Customer Satisfaction Management, Quality Function Deployment, Models for TQM, Concept of Quality Circles.

Unit V

Material Requirement Planning (MRP): Process, MRP prerequisites, Planning Factors, Benefits, QPD, Introduction to MRP-II, Enterprise Resource Planning (ERP): Concept & Origin of ERP, Characteristics of ERP, Benefits of ERP, ERP Implementation - Methodology, Principles, Challenges & Causes of failure, Post-ERP Implementation, Supply Chain Management (SCM): Concept & Origin of SCM, Important outcomes of SCM, SCOR Model, Stevan's model of Supply Chain Integration.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area. i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Gilber Neuman & Frazier Greg (2011), Operations Management, 9th Edition, Cengage Learning India Pvt. Ltd.
- Single Ras Ashim (2010), Enterprise Resource Planning, 1st Reprint, Cengage Learning India Pvt. Ltd.
- Evans & Collier (2007), Operations Management: An Integrated Goods and Services Approach, 1st Indian Reprint 2007, Thomson Learning.
- Krajewski Lee, Bitman Larry & Malhotra Manoj (2007), 1st Reprint 2007, Pearson Prentice Hall.
- Adam Jr. & Ebert, R.J., Production and Operations Management (2010), 5th Edition, Prentice Hall of India Pvt. Ltd.,
- Dr. Banagesh Diwanji, Operations Management and Control (2009), 2nd Edition 2009, S. Chand & Company Ltd. New Delhi.

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CO4. Plan and implement suitable materials handling principles and practices in the operations.

CO5. Plan and implement suitable quality control measures in Quality Circles to TQM.

PGMBA2C014T Information Systems Management

The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of computing technologies. This course prepares the student to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communications.

Learning Outcomes:

- Be able to analyze a problem, and identify and define the computing requirements appropriate to its solution
- Be able to function effectively on teams with MIS to accomplish a common goal
- Understand professional, ethical, legal, security and social issues and responsibilities
- Be able to analyze the local and global impact of computing on individuals, organizations, and society Recognize the need for and an ability to engage in continuing professional development
- Be able to use current techniques, skills, and tools necessary for computing practice
- Be able to use and apply current technical concepts and practices in the core information technologies
- Be able to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems
- Be able to effectively integrate IT-based solutions into the user environment
- Understand best practices and standards and their application

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No.

PGMBA20033T

Course Title: Information Systems Management

Contact Time/Week: 4 Hrs

Credit: 04

Maximum Marks: 100

To introduce the students with different types of management information systems and its application in business organisations. The course would also familiarise the students to the managerial issues relating to information systems.

UNIT-I

Concept and role of Information Systems, Types of Information Systems, Operations Support Systems, Expert Systems, Knowledge Management Information Systems, Information Systems for Strategic Management, Competitive Strategy concepts and objectives, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

UNIT-II

Planning for Information Systems: Identification of applications- Structured and unstructured approach, Business planning system and critical success factors, Methods of identifying applications, Evaluation of applications and value analysis, Risks in information systems

UNIT-III

Resource requirements for information systems: Hardware and Capacity Planning, Software Needs, Procurement Options: Make or Buy Decision, Outsourcing as an option in information systems.

UNIT-IV

Systems Development life cycle: Critical Success factors in customized software, traditional sequential method for systems development, CASE tools and modern process of Systems development, Flexibility Integrity and Control Issues

UNIT-V

Decision Support Systems-An overview: Role of Decision Support Systems in organizations, Modeling in Decision Support, Group Decision Support Systems, Expert Systems: Executive Information systems and their applications.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Laudon Kenneth and Laudon Jane, MIS: A contemporary perspective, Prentice Hall, New York
- O'Brien James A., Management Information Systems, Tata McGraw Hill Edition, New Delhi
- Kumar, M., Business Information Systems, Vikas Publishing House, New Delhi

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PGMBA2C014T Human Resource Management

Course Objectives

This is a course covering the major responsibilities of a modern Human Resource Manager. The emphasis is on activities such as recruitment, appraisal, legal compliance, training, orientation, compensation and job analysis.

Learning Outcomes

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM

- Contribute to employee performance management and organizational effectiveness
- Problem-solve human resource challenges
- Develop employability skills for the Canadian workplace
- Develop effective written and oral communication skills

Syllabus of Master of Business Administration (MBA)
for the academic year 2018-19, 2019-20

Course No. PG MBA 20054T
Course Title: Human Resource Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credits: 4
Maximum Marks: 100

Course Objectives:

To familiarize the students with concepts and functions of Human Resource Management and help them in identifying problems related to People Management. It will also acquaint the students with different strategies applied in management of human resources & develop an understanding of contemporary issues in the HRM.

Unit I Introduction to Human Resource Management

Human Resource Management: Concept, Scope, Functions and Significance of People Management in an organization; Evolution of HRM, Indian Scenario and HRM, Challenges faced by HRM, Models of HRM: The Harvard Model, The Michigan Model

Unit II Manpower Management

Human Resource Planning: Steps, Factors, Job Analysis, Job Descriptions & Job Specification, Recruitment: Steps, Sources & Methods of Recruitment, Selection: Steps in Selection Process, Selection Tests, Reliability & Validity in Selection, Induction: Objectives, Procedure and Techniques, Succession Planning, Succession Planning, Job Evaluation: Objectives, Methods: Quantitative & Non-Quantitative

Unit III Training and Development

Training: Purpose & Principles, Training Need Analysis, Methods of Training, Executive Development: Need, Techniques of Management Development, Promotions: Types, Transfers: Purpose, Procedure, Separation: Resignation, Demotion, Suspension, Retirement, Lay-off, Performance Appraisal: Process, Methods: Traditional & Modern, Problems

UNIT IV Compensation, Benefits and Employee Welfare

Compensation: Objectives, Factors, Components, Benefits, Quality of Work Life, Employee Engagement: Levels, Building Blocks, Employer Branding

Unit V Industrial Relations

Industrial Relation: Objectives, Nature, Scope, Preventive & Settlement Machinery, Trade Unions: Objectives, Functions, Classification, Problems: Grievances: Forms, Causes, Collective Bargaining: Process

Note:

- ✦ Teaching Pedagogy besides classroom teaching, will essentially include simulations, case-studies, role plays and games
- ✦ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference books and Suggested reading:

- ✦ Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page
- ✦ Drexler, G., Human Resource Management, Pearson Education, 13th Edition
- ✦ DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management, John Wiley & Sons.
- ✦ E. Schuster Human Resource Management, Concept, Cases and Readings, PHI
- ✦ Fisher, Schmenfeldt and Snow, Managing Human Resources, Cengage Learning
- ✦ Lata & Nair Personnel Management & Industrial Relations, S. Chand
- ✦ Mamoria, C. B., Rau, V. S. P., Personnel Management, Himalya Publishing House, New Delhi
- ✦ Menonpa & Salyadaia, Personnel Management, Tata McGraw-Hill, New Delhi.
- ✦ Pannanayak, B., Human Resource Management, PHI (2007)
- ✦ Sengupta, D., Human Resource Management, Dixson

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PGMBA2F010T Business Law

Course Objectives

The objectives of this course are to create

1. Basic and broad knowledge in business laws in management and develop ability to apply concepts, principles and theories to understand simple business laws.
2. Awareness of the different business laws.
3. Awareness of the global business laws and its impacts on businesses.

Learning Outcomes:

On completion of this course, the students will be able to:

- CO1. Explain the concepts in business laws with respect to foreign trade
- CO2. Apply the global business laws to current business environment
- CO3. Analyse the principle of international business and strategies adopted by firms to expand globally
- CO4. Integrate concept of business law with foreign trade

Syllabus of Master of Business Administration (MBA)
for the academic year 2016-17/2017-18

Course No: PGMLA 2-FC-507
Course Title: Business Law
Duration of Exam: Three
Contact Hours/week: three
Credits: 4
Maximum Marks: 100

Course Objectives:
To acquaint the students with legal aspects of business and to introduce different business laws applicable in
trade context.

Unit - I
Legislative Process; Definition, scope and sources of business Law; Kinds of Law, civil, criminal; courts of law;
Company - Types, steps in the formation of a company; elements of Company Law; Contents of
Memorandum of Association; Articles of Association

Unit - II
Shares - Meaning and Kinds, Procedure for the issue and allotment, transfer and transmission of Shares; Issue
of shares at premium and at discount; Forfeiture of shares; Debentures - meaning and types; difference between
shares and Debentures.

Unit - III
Contract: A/c Nature and classification of Contracts; the sales of goods act; essentials of contract of sale; types of
negotiable instruments by statute and by custom or usage; Consumer Protection Act.

Unit IV:
The Sale of Goods Act, 1930: Introduction, Essentials of the contract of sale, Distinction between sale and
hire purchase agreement, Conditions and Warranties, Transfer of property as between the seller and the buyer,
Rights of an unpaid seller

Unit V: Other Laws
Consumer Protection Act, Competition Act, Intellectual Property Rights: Patents, Copy Right, Geographical
Indications, Trade Mark, GST

- Note:
- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
 - Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the
area. i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Basu, J.R.: Ethics and the Credent of Directors, ed. 9, 2004, Pearson Education
- Fernando, A.C.: Corporate Governance: Principles, Policies and Practices, ed. 1, 2010, Pearson Education
- Gulshan, S.S.: Mercantile Law, ed. 2, 2007, Excel Books
- Kuchel, M.C.: Business Law, ed. 19, 2005, Vikas Publishing, S. Varanasi, M.C.
- Business Ethics: Concepts and Cases, ed. 4, 2007, Pearson Education.

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SEMESTER III

MBA

PGMBA3C001T Strategic Management

Course Objectives:

The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations. The course aims to develop solid grounding in ethics, globalization and cross-functional issues.

Learning Outcomes:

On completion of this course, students will be able to:

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
5. Conduct and present a credible business analysis in a team setting.
6. Understand the crucially important role that the HRM function plays in the setting and implementation of an organisation's strategy

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PG-MBA3C001T
Course Title: Strategic Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze company's business environment, select a strategy, and construct the organization necessary to put into action.

Unit I

Overview of Strategic Management; Concept of Strategy; Process of strategic management; Strategic Decision Making; Roles of a Strategist; Globalization and its Impact; Corporate Strategy and Corporate Governance; Strategic Intent; Vision, Mission, Goals and Objectives; Competitive Advantage

Unit II

Environmental appraisal - Concept of Environment, Components of Environment, Environmental Scanning Techniques- ETOF and SWOT Analysis (POWS); Organizational appraisal - Internal Environment; Strategic Advantage Profile and Methods for Organizational Appraisal; Industry Analysis; Value Chain Analysis; Competition and Competitive dynamics; Concept, Importance and Use of Core Competence

Unit III

Corporate Level Strategies- Stability, Expansion, Retrenchment and Combination; Business Level Strategies- Conditions, Risk and Benefits of Cost Leadership, Differentiation and Focus Leadership; Porter's framework of Competitive Strategies; Identification of Critical Success Competitive Positioning

Unit IV

Strategic Analysis & Choice- Process of Strategic Choice; Subjective factors in Strategic Choice; Techniques of Strategic Analysis (BCG Matrix, GE Nine Cell, Product Market Evolution, Directional Policy Matrix); Aspects of Strategic Implementation; Resource Allocation; Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioral Implementation; Operational Implementation

Unit V

Strategic Evaluation; Organizational System and Techniques of Strategic Evaluation; Strategic Control; Operational Control; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Pearce, Robinson & Mittal, Strategic Management: Formulation, Implementation and Control, TATA McGraw Hill Special Indian Edition, 10th Edition.
- ❖ Kazmi Azhar, Strategic Management & Business Policy, TATA McGrawHill, 3rd Edition, 2008.
- ❖ Fred David, Strategic Management: Concepts and Cases, Prentice Hall India, 12th Edition.
- ❖ Hill & Jones, Strategic Management: an Integrated Approach, Publisher Bizintara or Cengage, Sixth Edition.

PGMBA3E001T Organisational Development

Course Objectives:

This Course focuses on organisation development (OD) and provides with a core body of knowledge necessary to understand and practice organisation development within contemporary organisations. The students shall be introduced to the underpinning theories and tools that are associated with state of the art practice of OD.

Learning Outcomes:

- analyse activity data from organisational systems in order to frame effective OD interventions;
- formulate an approach and business case for organisation development in response to appropriate organisational diagnosis, business imperatives and internal and external contextual forces.
- interpret a range of organisation data to gain insights into organisational effectiveness;
- collect and evaluate data to judge the effectiveness of OD interventions;
- understand how human process issues can be used by the OD consultant to diagnose organisation effectiveness;
- evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
- identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions.

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Course No. _____
Course _____

**Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21**

Course No. **PGMBA3E0017**
Course Title: **Organizational Development**
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**
Credit: **04**
Maximum Marks: **100**

Course Objective:

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and OD professionals. The basic aim is to make the students understand the theory and practice the interventions effectively.

Unit I

Organisational Change: Concept and Significance, triggers for change, types, focus on individual, role teams, organization. Key roles in managing change: Consultant, internal resource persons, implementation team, chief implementer, role of change agents.

Unit II

Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organisational Performance Changes; Organisational Renewal and Challenge of Change: System Approach to Change, Future shock and Change. Cultural Resistance to Change, Planned Organizational Change: Concept and Models.

Unit III

Organizational Development: Concept and Assumptions; Historical Development, Process of OD; Issue in Consultant- Client Relationship, Indian Experience of OD in Public and Private Enterprises.

Unit IV

OD Interventions: Action research and organization development; Organizational tools; OD intervention; Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force-field analysis, responsibility charting, organization mirror interventions, Third party peace-making, OD: Work-redesign, re-engineering.

Unit V

Implementing Change: Steps; Skills for managing change. Role of leadership in managing change. Managing transitions: introduction, rules stages, process, role of a leader in managing transition, Future of OD & New Perspectives.

Note:

- ◆ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◆ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ◆ French & Bell, "Organizational Development", Prentice Hall of India, New Delhi.
- ◆ Harvey, D.F. & Brown, D.R., An Experimental approach to organizational Development, prentice Hall of India, New Delhi.
- ◆ R.K. Gupta & Uday Pareek: Training for OD Facilitation, Prentice Hall of India, New Delhi
- ◆ Uday Pareek, "HRD & Organizational Development", Tata McGraw Hill, New Delhi.
- ◆ S. Ramanarayan, T.V. Rao and Kuldeep Singh: Organisational Development.

PGMBA4C001T Entrepreneurship Development

This course provides the students with an in-depth understanding of key concepts in entrepreneurship and business development. It will cover the different types of entrepreneur here – social, serial and lifestyle. The course addresses the theories and techniques applied to business development - new business formation (measuring start-up activity, new entrepreneurs and social networks), business growth and sustainability. Students learn about finance and small business and development strategies designed to develop business and businesses.

Course Objectives:

- Learning the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations.
- Learning to ideate for a tangible product or a service, to think about how your business meets a human need.
- Learning to research demand using fundamental marketing research.

Learning Outcomes:

Understand theories of entrepreneurship and business development

- Understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise
- Be able to state, understand and evaluate the key factors needed to develop a successful business
- Understand the central role of opportunity recognition and marketing to business development
- Understand the creation of business sustainability

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PG MBA 4001T
Course Title: Entrepreneurship Development
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective

- To create understanding of the concept and process of entrepreneurship
- To develop a practical understanding of formulating a business proposal
- To understand various functional plans for starting new business

Unit I

Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan, preparing project report; presenting business plan to investors.

Unit III

Functional Plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan-cash budget, working capital, Performa income statement Performa cash flow, perform balance sheet, break even analysis.

Unit IV

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Sources of Finance: Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs

Unit V

Legal Issues: Intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising, Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Baumback C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
- ❖ Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001
- ❖ Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- ❖ Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- ❖ Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

Jagdish *Arjun*
Neelika *SM*

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Duration



जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

सब-कुली, कपरा, डिला रोड - 181122 जम्मू, जम्मू एवं कश्मीर
Bajpora Sathian (Doga), District Samba-181122, Jammu (India)

No. 4-5/CU/Reg/HRM/2019/42 (A)

21 November, 2019

NOTIFICATION No. 81 /2019

Sub: Course Scheme and Syllabus Notification of 3rd semester of MBA w.e.f. Academic Session 2019-20 Reg.

Ref: Notification No. 77 of 2018 dated 06.12.2018

It is hereby notified for the information of all concerned that, on the recommendations of the Board of Studies, Department of Human Resource Management & Organizational Behaviour and Dean, School of Business Studies, the Academic Council has approved the Course Scheme and Syllabus of 3rd semester of MBA w.e.f. Academic Session 2019-20. The approved Course scheme and Syllabus is as follows:

1. Semester – III

| Course Code | Course Title | Credit | CIA | MSE | ESE | Max. Marks |
|---|--|--------|-----|-----|-----|------------|
| Core courses | | | | | | |
| PGMBA3C001T | Strategic Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA3C002T | Industry Internship | 2 | - | - | - | 50 |
| PGMBA3C003V | Viva Voce* | 2 | - | - | - | 50 |
| Elective Courses* (Any Five) Major 03 / Minor 02 | | | | | | |
| Elective Courses - Human Resource Management | | | | | | |
| PGMBA3E001T | Organisational Development | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E002T | Compensation and Reward Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E003T | Industrial Relations | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E004T | Industrial Psychology | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E005T | Human Resource Development | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E006T | Interpersonal and Group Processes | 4 | 25 | 25 | 50 | 100 |
| Elective Courses - Marketing Management | | | | | | |
| PGMBA3E007T | Retail Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E008T | Consumer Behaviour | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E009T | Sales & Distribution Management | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E010T | Marketing of Services | 4 | 25 | 25 | 50 | 100 |
| PGMBA3E011T | International Marketing | 4 | 25 | 25 | 50 | 100 |
| Elective Courses – Finance | | | | | | |
| PGMBA3E012T | Security Analysis and Portfolio Management | 4 | 25 | 25 | 50 | 100 |

III SEMESTER MBA

2019-20

ELECTIVES

PGMBA3E101T Organizational Development

Course Objectives:

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course teaches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

Learning Outcomes:

At the end of this course, students should have acquired sufficient knowledge of the field of organization development that they should

- (1) understand the basic theories upon which the field of OD is based,
- (2) have developed an understanding of the challenges of leading a planned change initiative and methods to increase the likelihood of success,
- (3) have developed a working knowledge of all aspects of the OD intervention process including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change,
- (4) understand the unique challenges of attempting an organization transformation,
- (5) understand the roles that consultants, internal or external, can play in the OD process, and
- (6) have improved their own facilitation skills through a team facilitation assignment.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGMBASE001
Course Title: Organizational Development
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and OD professionals. The basic aim is to make the students understand the theory and practice the interventions effectively.

Unit I

Organisational Change: Concept and Significance, triggers for change, types, focus on individual, role teams, organization, Key roles in managing change: Consultant, internal resource persons, implementation team, chief implementer, role of change agents.

Unit II

Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organizational Performance Changes, Organisational Renewal and Challenge of Change. System Approach to Change, Future shock and Change, Cultural Resistance to Change, Planned Organizational Change: Concept and Models.

Unit III

Organizational Development: Concept and Assumptions, Historical Development, Process of OD, Value in Consultant-Client Relationship, Indian Capitalization of OD in Public and Private Enterprises.

Unit IV

OD Interventions: Action research and organization development, Organizational tools, OD intervention: Factors affecting choice of OD intervention: Team interventions, Process orientation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force-field analysis, responsibility charting, organization mirror interventions, Third party peace-making, OD: Work-re-design, re-engineering.

Unit V

Implementing Change: Steps: Skills for managing change, Role of leadership in managing change, Managing transitions: introduction, rules stages, process, role of a leader in managing transition, Future of OD & New Perspectives.

Notes:

- ◆ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◆ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ◆ French & Bell, "Organizational Development", Prentice Hall of India, New Delhi.
- ◆ Harvey, D.F. & Brown, D.B., An Experimental approach to organizational Development, Prentice Hall of India, New Delhi.
- ◆ R.K. Gupta & Uday Pareek: Training for OD Facilitation, Prentice Hall of India, New Delhi
- ◆ Uday Pareek, "HRD & Organizational Development", Tata Mc Graw Hill, New Delhi.
- ◆ S. Ramaniyasa, T.V. Rao and Kuldeep Singh: Organizational Development.

PGMBA3E002T Compensation and Reward Management

Course Objectives:

This course aims to clarify the principles and basic concepts of

Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link. Health insurance concepts.

Learning Outcomes:

At the end of the course the students will be able to:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

PGMBA3E002T Instructors

Course Objectives

The course helps the student understand the concepts of compensation management.

Learning Outcomes

CO1: Student should able to understand the

CO2: The student should able to understand the

CO3: Student should able to understand the

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGMBABE002T
Course Title: Compensation and Reward Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To acquaint the students with dynamics of employee compensation packages and process of compensation management with emphasis on its role in achieving competitive advantage. It will also make the students familiar with skills required in formulating a compensation policy as well as planning a suitable package in line with the contemporary issues related to compensation.

Unit I

Employee Compensation Management, Concept, Process of determining, Economic and behavioral issues Wage concepts Minimum Wage, Fair wage, Living Wage Compensation - Introduction, Forms of pay, Significance of Employee Compensation.

Unit II

Pay model, Steps in developing a total compensation strategy Internal alignment - determining the structure for analysis - Job based approach, job analysis procedures, Job evaluation - concept, methods of job evaluation, Person based structures - skill plans, skill analysis, competency analysis, performance structures.

Unit III

Salary survey: how to design the survey, interpretation of survey results, Employee contribution-Pay for performance plans, specific plans - short term, Team incentive plans, long term incentive plans, Performance appraisal - role & importance in compensation decisions.

Unit IV

Employee benefits - key issues in benefit planning, Elements of benefit plan, administering the benefit program Benefit Options Role of union in wage & salary administration- impact of union in wage determination, alternative reward system.

Unit V

International Pay Systems, Legal and taxation issues in Compensation, Compensation of special groups (Executive Directors, scientists and engineers), Payment of Gratuity act 1972, Payment of PF act 1952.

Note:

- ◆ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◆ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ◆ Milkovich & Newman, Compensation, Tata McGraw Hill Ed, 2008/Other Specific Book.
- ◆ Bhattacharyya Dipak, Compensation Management, Oxford Higher Education.
- ◆ Mullis and Armstrong, Reward Management, Kogel Page Publishers, 2007
- ◆ Tom Krashinsky, Compensation: What's the Big Secret?, Harvard Business Publishing Newsletters, Oct 01, 2002.
- ◆ Karen Dillon, The Coming Battle over Executive Pay, Harvard Business Review, Sep 01, 2009
- ◆ Jeffrey Pfeffer, Six Dangerous Myths About Pay, Harvard Business Review, May 01, 1998.
- ◆ Less Pale Peter L. Allen, Performance Appraisals with More Guts, Harvard Business Publishing Newsletters, Mar 01, 2005.
- ◆ Patricia K. Zenger, Jay R. Schuster, E-Pay Changes Compensation-Forever (Guest Column), Harvard Business Publishing Newsletters, May 01, 2009
- ◆ Stephen F. O'Byrne, et al., How Much Should an Executive Make?, HBR, May 22, 2009

MBA3E003T Industrial Relations

Course Objectives:

The course helps the student understand and apply the concept of industrial relations and the system in which it operates.

Learning Outcomes:

- CO1 Students should be able to elaborate the concept of Industrial Relations.
- CO2 The students should be able to illustrate the role of trade union in the industrial setup.
- CO3 Students should be able to outline the important causes & impact of industrial disputes.
- CO4 Students should be able to elaborate Industrial Dispute settlement procedures.
- CO5 Student should be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965.
- CO6 Student should be able to summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGMSA3E003
Title: Industrial Relations
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

Main objective of the course is to provide an understanding of the conceptual framework and operational aspects of issues relating to Industrial relations.

UNIT I

Understanding Industrial Relations (IR): Meaning, Objective, scope and determinants; Dimensions of IR; Interaction among principle parties within social, economic, political context; Theories and evolution of IR in India; Framework for successful Industrial Relations programme.

UNIT II

Approaches to the study of IR, Industrial Conflicts: Nature, causes and the effect of industrial disputes; Industrial Disputes Act 1947; Machinery to resolve industrial disputes in India: Conciliation, Arbitration, Adjudication; Alternative dispute resolution.

UNIT-III

Trade Unions: Objectives, Structure and Strategies; Problems and prospects of Trade Unions; Role of Indian Labour Organization in Trade Union Movement; Recognition of Trade Unions, Trade Union Act, 1926 (Amendment Act, 2001); Factories Act 1947.

UNIT-IV

Collective Bargaining: Meaning, objective, approaches, strategies and process; Impact of collective bargaining on management of Industrial Relations; Workers participation and IR; Workers' education and training; Employer's Associations: Function, role and importance; Steering groups and Quality Circles.

UNIT-V

Unfair labour practices: Judicial delineation of unfair labour practices, code of discipline in industry; Contract Labour Act, 1970; Child Labour Prohibition and Regulation Act, 1986; Organizational safety and welfare in India; Future of Industrial Relations in India.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Reading:

- ❖ Edwin B. Flippo, - Personnel Management — McGraw-Hill International, Edition, 1984
- ❖ David Lewin - Contemporary Issues in Employment Relations, Amazon Publications
- ❖ C.B. Munro, S. Munro S.N. Cankar - Dynamics of Industrial Relations — Himalaya Publication House, 2010
- ❖ P. N. Singh, Neeraj Kumar- Employee Relations Management, Pearson, 2011-
- ❖ B. P. Singh-Personnel Management and Industrial Relations, Dhawan Rai and Co.
- ❖ Dale Yoder- Personnel Management and Industrial Relations, Prentice Hall of India.
- ❖ Dawajest Patnayak- Human Resource Management, Prentice Hall of India, 2006

PGMBA3E004T Industrial Psychology

Course Objectives:

1. Students will learn core psychological competencies in the history of Industrial psychology and its integration into the broader discipline
2. Students will learn core psychological competencies in the subspecialties of Industrial psychology including: personnel selection, group dynamics, ethical application, job analysis, motivation, and cross-cultural issues.
3. Develop analytical and critical thinking skills that will allow them to apply their knowledge to solve organizational problems in a variety of settings.
4. Develop research method and statistical skills that will allow them to apply their knowledge to solve organizational problems in a variety of settings.
5. Enhance students' abilities to pursue a higher graduate degree or gain employment upon graduation

Learning Outcomes:

1. Engage in ethical and lawful decision making and problem-solving about people at work
2. Understand the theoretical frameworks of psychology that can be applied to make an organization more effective and efficient.
3. Acquire the necessary interpersonal, behavioral and technical skills for application in the work setting.
4. Demonstrate writing, reading, critical thinking, speaking and collaboration skills.
5. Perform effectively in a capstone experience that involves the application of research in Industrial Psychology.

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**Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21**

Course No.: PGMBABE004T
Course Title: Industrial Psychology
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

The purpose of this course is to familiarize and equip the students with the applications of psychological principles and techniques to minimize the problems related to work

Unit I Concept of Industrial Psychology:

Nature, Scope, Aims and Objectives of Industrial Psychology, History and development of the field of Industrial Psychology, Growth and Development of Industrial Psychology in India, Major problems of Industrial Psychology

Unit II Testing in Organisations and Job Analysis

Significance of Psychological Tests in Industries and Organizations, Approaches of Psychological Testing, Psychological Testing-Aptitude, Personality, Interest and achievement Tests, Job Analysis: Concept, Uses, Job Analysis Procedures, Job Psychograph, Composite Job Psychograph.

Unit III

Hawthorne Studies- Experiments on Illumination, Relay assembly test room, Mass interviewing programme, Bank Wiring Observation Room, Personnel Counseling, Implications and Criticism of Hawthorne Studies
Attitude: Need and Importance of studying attitude in Industry, Consequences of unfavorable attitude, Measurement of attitude

Unit IV Job Satisfaction, Industrial Morale and Counselling

Job Satisfaction: Determinants and measurement
Industrial Morale: Determinants, measurement, Methods of increasing Industrial Morale
Counselling: Types and functions, Counseling with special groups at work like handicapped, aged, women.

Unit V Men and Machines

Industrial accident: Causes, Reduction and Prevention of Accident, Industrial Fatigue: Nature, Measurement, Causes and Mitigation of Fatigue, Ergonomics: Concept and Importance, Human Engineering: Importance and Problems

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Blum & Naylor, Industrial Psychology, Sage Publications, New delhi
- ❖ Ghosh P.K., Industrial Psychology, Himalya Publications, New Delhi
- ❖ Schein E.H., Organisational Psychology, Prentice Hall Inc.
- ❖ Prem K: Ghosh Industrial Psychology Management, Anmol Publications Pvt. Ltd.
- ❖ Starna A.K., Encyclopaedia of Industrial Psychology, Anmol Publications Pvt. Ltd.
- ❖ Jacobs, J.Michael : Personnel Management, Richard D Lewis Inc: Illinois
- ❖ Ghiselli, Edwin E. and Brown C.W., Personnel and Instruct psychology, McGraw-Hill Book Co. Inc. New York
- ❖ Dunnette M.D. and Hoogh, L.M. Handbook of Industrial and Organizational Psychology, Vol. 1 and 2, Jaiso Publishing House: Delhi
- ❖ Schultz & Schultz, Psychology and Work Today, Pearson Publishers, 1st Ed.
- ❖ Miner, J.B., Industrial- Organization Psychology, Tata McGraw Hill
- ❖ Riggitt, Industrial/Organizational Psychology, Prentice Hall India, 4th

MMBAJED005T Human Resource Development

People performance within organisations is a source of long term competitive business strength. Human Resource Development examines the activities and processes that impact on organisational and individual learning. The focus is on interventions which change, or improve the ability to change organisational behaviour. Interventions can range from the strategic to the functional areas of training and development. Topics include the strategic role of human resource development, organisational and individual analysis, adult learning styles, technology and learning, management education, vocational education and training. Communication and group management techniques are emphasised as important attributes for the HRD professional. All students engage in trainer competencies through developing and implementing experiential sessions for small groups.

Learning Outcomes:

On successful completion of the course students will be able to:

1. Explain human resources development (HRD) and its theories, the difference between education, training, learning and the concept of the transfer of learning;
2. Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness;
3. Apply and evaluate a learning process starting with training needs analysis to assessment and evaluation process;
4. Evaluate the HRD role dealing with contemporary challenges.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGMBABE005T

Course Title: Human Resource Development
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective

- To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization
- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions

Unit I: HRD- An Overview

Need for HRD, meaning, philosophy, goals and tasks, HRD and other functions, status of HRD in the organization; role of chief executives in HRD managers.

Unit II: Designing HRD Systems

Conceptual factors and system designing; analyzing the role for development, effective recruitment and placement systems; the training systems; training strategy; designing training programmes; training methods; the training climate, trainers style.

Unit III: Designing HRD System II

Performance appraisal in HRD; potential appraisal and career development; performance review and counselling; dual career groups, flexitime and flexi-work; developing the role job enrichment, QWL and role effectiveness; developing self-researching capacity; issues in HRD system designing.

Unit IV: Strategies and Instruments for HRD Implementation

HRD mechanisms; process, outcomes and organizational effectiveness; mapping HRD practice-profile; HRD climate survey; HRD competencies checklist; training effectiveness test; performance, planning and development test; leadership style test; integrated HRD systems intervention strategies.

Unit V: HRD in the New Economic Environment

Role of HRD in the liberalised economy; new environment, corporate strategy and HRD agenda; HRD and TQM, technological change and HRD; HRD for blue collar workers in the new context; HRD in select organisation, HRD Audit, HR Benchmark

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- Kharelwal, Anil K., Abraham, S.J., Verma K.K., *Alternative Approaches and Strategies of HRD*, National HRD Network, Rawat Publications, Jaipur.
- Maheshwari, B.L., Dharti, P. Saha, *Management of Change through HRD*, National HRD Network, Hyderabad, Tata McGraw Hill, 1991.
- Pareek Udal, Rao, T.U., *Designing and Managing Human Resource Systems*, Oxford & IBH Publication, New Delhi.
- Pareek, Udal, R.P. Lyson, *Training for Development*, Vista Publications, New Delhi, Padaki Sangeetha.
- Pareek Udal, & Nair R.R., *The HRD Response*, Network, Bangalore, Tata McGraw Hill.
- Rao, T.V., *HRD Missionary* HRD Network, Jamshedpur, Tata McGraw Hill, 1990.

PGMBA3E006T Interpersonal and Group Processes

Course Objectives:

The course focuses on study of theory and skills relevant to managing complex and challenging interactions in educational settings. It provides insight on group dynamics and group processes. Applied exercises are used to enhance skills in leading collaborative and inclusive approaches to wellbeing.

Learning Outcomes:

- Demonstrate a critical awareness of the theory and practice of constructive conflict management and selectively apply a range of assertion and conflict management skills to negotiation and collaboration.
- Demonstrate a critical awareness of the theory and practice of group dynamics and plan strategies to ensure the effective functioning of groups.

Syllabus of Master of Business Administration (Human Resource Management)
for the academic year 2019-20, 2020-21

Course No. PG-MBA8FC06T
Course Title: Interpersonal and Group Processes
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objectives

- Providing the students a conceptual framework of understanding and analyzing interpersonal processes
- Helping the students to manage organizational processes

Unit I

Introduction to Organizational Processes Organizations as social systems; Understanding interpersonal processes
Understanding Groups, Interpersonal communication.

Unit II

Interpersonal awareness and feedback – functions, process, strategies for effective feedback; Interpersonal Trust
– concept, importance, development of trust, rebuilding trust; Transactional Analysis

Unit III

Group – Definition; Types of groups - Formal, Informal; Reasons for Group formation; Group Development;
Group Structure; Group Communication

Unit IV

Introduction to Group Dynamics; Group Performance; Group decision making; Group Cohesiveness and
Synergy; Teams and team work, Team Building; Managing teams

Unit V

Leadership and groups; Transformational Leadership; Conflict and Negotiation; Intra Group Conflict; Conflict
Resolution Strategies

Note:

- ◆ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◆ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ◆ Cummings T. G. and Worley C.G. Organization Development and Change, Cengage Learning
- ◆ Hersey P. et. al, Managing Organizational Behavior, 7th ed, PHI, N. Delhi.
- ◆ Newstrom J W and K Davis : Organizational Behavior: Human Behavior at Work, 5th ed, New Delhi, Tata McGraw.
- ◆ Cartwright R. et. Al, Managing People, Blackwell, Oxford.
- ◆ Christopher E. M. and Smith L. E, Leadership Training, Viva, London.

BA3E007T Retail Management

Course Objectives

- To familiarize the students with retail management concepts and operations
- To explain the understanding of retail management and types of retailers
- To discuss an understanding of retail management terminology including merchandise management, store management and retail strategy
- To create awareness about emerging trends in retail management

Learning Outcomes:

- Learners will perceive about the retail management concepts and its operations.
- Learners will cognize about the understanding of retail management and types of retailers.
- Learners will procure an understanding of retail management terminology including merchandise management, store management and retail strategy.
- Learners will be aware of the latest trends in retail industry.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PG MBA31007T
Course Title: Retail Management
Duration of Examination: 3 hrs

Contact Hrs/Week: 4 hrs
Credit: 04
Maximum Marks: 100

Course Objective:

The course shall enable the students to understand the concept, process and management of retail business and stimulate their interest in retail sector by discussing opportunity and challenges in the retail industry.

Unit I: Nature and Importance of Retailing

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing: Economic And Social Importance, Value Added By Retailing Economic Justification, Size Of Retail Market, Operating Expenses And Profit, Retailing In India, Classifying Retail Firms: Form Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering

Unit II: Store & Non Store Retailing

Type of Merchandise, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Store, In Home Retailing, Telephone Retailing, Catalogue Retailing, Direct Response Retailing, Wholesalers-Sponsored, Voluntary Chain, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III: Retail Strategy and Planning

Retail Perspective, International Expansion- Growth Strategy, Understanding the Retail Customer, Store Locations

Unit IV: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance, Location, Size, Store Image, Design, Layout and Shop Design, In Store Promotion, Credit and Collections, Front Office Management: Personnel Selection, Recruitment and Motivation,

Unit V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Serving the Retail Customer, Supply Chain Management, Growth of Shopping Malls, Factory Outlet, Discount And Discount Malls, Power Retailer, Increasing Power Of Retailer Brand VS Manufacturer Brand, Green Retailing, e-Retailing, ethical and legal issues in retailing.

Note:

- ◆ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ◆ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's View will be incorporated.

Reference Books and Suggested Readings

- ◆ David Gillson, Retail Marketing Management, Edition II, Pearson India
- ◆ Robert C. Lusch, Patrick Dennis, Myron Gable, Retail Management, South western Pub. Co. Ohio
- ◆ Prahalan Swamy, Retailing Management Text & Cases, 2000, TMH Publications, New Delhi
- ◆ Whit. Levy, Retail Management, Edition III, Pearson Publication

PGMBA3E008T Consumer Behaviour

The course deals with the study of behavioral processes and strategic implications of this understanding for practicing marketing managers. Concepts from Social Sciences, Psychology, Economic and Cultural Anthropology are integrated to create an understanding of consumer behavior in market exchanges. It also provides insights into consumer's decision making process which is key in strategic effective decisions. Marketing applications of consumer behavior concepts are illustrated using cases, examples, websites and exercises.

Course Objectives:

The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

Learning Outcomes:

- To acquaint students with Consumer Behavior concepts and applications.
- To enable students to demonstrate the ability to analyze the complexities of buying behavior and use the same to formulate successful strategies.
- To create an understanding of the group influences and consumer behavior in cultural and contextual environment.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGMBAB3E008T
Course Title: Consumer Behaviour
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

This course is designed to help students to develop insight into consumer psychology and thereby understand how consumers comprehend & act to marketing stimuli.

Course Objective:

- To familiarize with the different facets of consumer behaviour.
- To create awareness of the theories of motivation and perception as applied in consumer behaviour.
- To acquaint with the communication and consumer decision making.
- To create awareness about the application of consumer behaviour in special types of markets.

Unit I: Introduction to Consumer Behaviour

Meaning and scope of consumer behaviour; level of analysis in consumer behaviour; relationship between consumer behaviour and behavioural sciences; applications of consumer behaviour in different areas of marketing; motivation and consumer behaviour.

Unit II: Motivation, Theories and Perception

Motivational theories and their application; measurement of motivation and motivation research; meaning and application of perception; application of absolute and differential threshold in consumer behaviour; meaning and nature of personality.

Unit III: Models of Attitudes

Theories of personality and their application in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

Unit IV: Communication and Decision-Making

Structure and process of communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; consumer decision making process.

Unit V: Markets and Consumer Behaviour

Meaning, scope and characteristics of organizational markets; industrial markets and its features; types of industrial buying decision process.

Note:

- ➔ Teaching Pedagogy (besides classroom teaching) will essentially include simulation, case studies, role play and games.
- ➔ Teaching Learning Process will involve 20% input from those who demonstrated excellence in the project. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Lavie G. Schiffman and Kanin L. Katz: Consumer Behaviour, PHL, New Delhi. 2. Sam & Kamal: Consumer Behaviour, Pahal Books, New Delhi. 3. Kotler, Keller, Kinby and Jain: Marketing Management, Pearson Education.

PGMBA3E010T Marketing of Services

Course Objectives:

The course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Learning Outcomes:

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyse the role and relevance of Quality in Services
5. Visualise future changes in the Services Industry

**Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21**

Course No. **PGMBA3E010T**
Course Title: **Marketing of Services**
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**
Credit: **04**
Maximum Marks: **100**

Course Objective(s):

- This course aims to help participants appreciate the ever increasing significance of services in the economies.
- Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.
- This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

Unit I

Introduction to Services Marketing; Difference between goods and services; Characteristics of Services; Services Marketing Mix ; The Gaps Model of Service Quality –Customer gap & Provider Gaps

Unit II

Consumer Behaviour in Services; Customer Expectations of Services ; Consumer Perception of Services ; Consumer Satisfaction ; Dimensions of Services Quality ; Service Encounters ; Moment of Truth

Unit III

Services Marketing Research; Building Customer Relationships through marketing; Service Failure and Service Recovery; Service Guarantee; Service Innovation and Design ; Service Blue Print

Unit IV

Customer Defined Service Standards; Physical Evidence and Servicescape; Employees Role in Service Delivery; Service Culture; Customers Role in Service Delivery

Unit V

Service Distribution; Role of Intermediaries; Electronic Distribution; Managing Demand and Capacity; Integrated Services Marketing Communication; Pricing of Services.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Donald Cowell.; Marketing of Service, Heinemann, London
- ❖ Harsh V. Verma, Services Marketing: Text and Cases, 2/e By, Pearson Education India
- ❖ Jha S.M.; Services Marketing, Himalaya Publishing House, New Delhi
- ❖ Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy Eighth Edition, World Scientific Publishing Company
- ❖ K. Douglas Hoffman, John E.G. Bateson. Services Marketing: Concepts, Strategies, & Cases, Cengage Learning
- ❖ Lovelock, C.H.; Services Marketing, Prentice Hall, London.
- ❖ Valarie A Zeithaml, Mary Jo Bitner, D D Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm Tata Mc Graw Hills

PGMBA3E011F International Marketing

Course Objectives:

International Marketing is a course designed to introduce you to the marketing practices of companies seeking market opportunities outside their home country, and to raise your awareness about the importance of viewing marketing management strategies from a global perspective. You will learn to plan effectively for the marketing of consumer and business needs and wants on an international level. Special emphasis will be placed on cultural and environmental aspects of international trade, and integration of culture and marketing functions.

Learning Outcomes:

At the end of this course, students would be able to:

- Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.
- Be able to demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal, and political) on international marketing activities.
- Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
- Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
- Be able to apply an integrated understanding of the course material by conducting an analysis of international marketing issues in relevant case studies and current events, identifying factors that contribute to the challenges faced by marketers internationally, and developing corresponding solution options based on multiple perspectives.

School of Master of Business Administration (SMA)
for the academic year 2019-20, 2020-21

Course No. PGMBAB0011T
Course Title: International Marketing
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objectives:

- To help the students in identifying the suitable modes of foreign market entry.
- To acquaint the students with the intricacies associated with international marketing.
- To familiarize with the EXIM documentation procedures.

Unit I

Introduction: Definition and scope, types of international trade, methods of entry, major international economic institutions and trading blocs, WTO and regional impacts.

Unit II

Product and Pricing Decisions: Foreign market identification, product decisions; price and non-price factors; pricing decisions and methods.

Unit III

Promotion and Distribution: International promotion; cross-cultural dimensions of advertising; distribution channels; institutional infrastructure for exports.

Unit IV

Export Policy and Procedures: EXIM policy and export assistance; export-import procedure and documents; export finance.

Unit V

Export Documentation and Import of Goods: Export documentation; import documents; negotiation of documents; outline of import procedure.

Note:

- ✦ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ✦ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's share will be incorporated.

Reference Books and Suggested Readings

- Terpstra & Sarasin: International Marketing, Harcourt Asia, 8th Edition.
- Cannon & Grunow: International Marketing, Pearson Education, 2000.
- Koeger, Warren J.: Global Marketing Management, Pearson Education, 2007.
- Nahl (ed): How to Start Import, John Book Depot, 2007.

PGMBA3E012T Security Analysis and portfolio Management
Course Objectives:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Learning Outcomes: At the end of this course students should be able to:

To provide a theoretical and practical background in the field of investments.

Designing and managing the bond as well as equity portfolios in the real word.

Valuing equity and debt instruments.

Measuring the portfolio performances.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PG MBA 3E012T
Course Title: Security Analysis And Portfolio Management
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

To train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analyzing investment attractiveness of various types of securities

Unit I: Introduction to Security Analysis:

Securities Market, Securities Analysis, Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation, Evolution of Portfolio Management, Role of Portfolio management, Financial Derivatives, Risk/Return Analysis-- required rate of return, Measures of Risk, relationship between Risk and Return-- security market line (SML), efficient frontier, capital assets pricing model (CAPM).

Unit II: Efficient Market Theory & Technical Analysis

Need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets. Top--down model, valuation process: Economic analysis-- economic cycles, leading and trailing economic indicators, economic variables and stock prices. Dow theory, Price charts, Trend and trend reversals, Chart patterns. Elliot Wave Theory, Market Indicators

Unit III: Fundamental, Industry and Company Analysis

Industry life cycle, competition analysis, impact of structural economic changes on industry Security Valuation (Company Analysis): Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter--cyclical, and defensive stocks, speculative stocks, value vs. growth investing.

Unit IV: Portfolio Management

Portfolio theory, risk and risk aversion, Markowitz portfolio theory. Measures of Portfolio Risk-- expected return of a portfolio variance and standard deviation of a two--asset portfolio, correlation and risk--return trade off of a two--asset portfolio. Efficient Frontier-- efficient frontier and investor utility, combining risk--free and risky assets, market portfolio as the optimal risky portfolio.

Unit V: Portfolio Evaluation

Composite Portfolio Performance Measures, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time--weighted and rupee--weighted returns

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2009). Investment (6th ed.). New Delhi: Tata McGraw Hill.
- ❖ Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). Modern portfolio theory and investment analysis (8th ed.). New York: Wiley.
- ❖ Fabozzi, F. J., & Markowitz, H. M. (Eds.). (2002). The theory and practice of investment management. New Jersey: John Wiley.
- ❖ Grinold, R. C., & Kahn, R. N. (2007). Active portfolio management: A quantitative approach for providing superior returns and controlling risk (2nd ed.). New Delhi: McGraw Hill.
- ❖ Kevin, S. (2006). Portfolio management (2nd ed.). New Delhi: PHI Learning.

PGMBA3E031T Indian Financial System

Course Objectives:

This course aims at providing the students the intricacies of Indian financial system for better financial decision making.

Learning Outcomes:

At the end of the course, students will be able to:

- Outline the structure and functions of the Indian financial system.
- Illustrate the functioning of financial market and government security market in the development of Indian financial system.
- Evaluate the functioning of different financial institutions.

**Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21**

Course No. PGMBR36013T
Course Title: Indian Financial System
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective:

This Course aims at making students conversant with the latest conceptual understanding, their various aspects of a financial system with particular reference to Indian Financial System and to grasp significance of various financial institutions, financial services and activities.

Unit - I

Financial System: Significance, Functions and structure of financial system, Indian financial system, Financial Distress, Financial Instruments: Depository, Money, ADRs, GDRs and DCBs, IPO Process, Listing and Trading, Derivative trading – Futures & option contracts

Unit - II

Money Market: Meaning and Functions, Components of Money Market: Call Money Market, Treasury Bill Market, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market, Method of Auction of Treasury Bills, RBI's Negotiated Lending System, CRR, and its role as inter-bank market maker, FIMMDA and its role in money market.

Unit - III

Capital Market | Concept, Structure and Functions of Capital Market; Primary Market its role & Functions, Methods of selling securities in Primary Market, SEBI Guidelines for different types of issues, procedures for Pricing of new issues, Appointment & role of Merchant Bankers, Underwriters, Lead Managers, Brokers, Solicitors & Regulators, Allotment of shares, Secondary Market-Role & Organization of stock exchanges, Types of stock exchanges, Listing & De-listing of securities, Screen based trading System and Settlement.

Unit - IV

Financial Institutions: Commercial Banks: Functions and management; Reserve Bank of India – Role & Functions, Development Financial Institutions: Types, Role, Functions, Non-Banking Financial Companies (NBFCs) : Concept, Types, Role and functions, RRFCs: Role & Functions.

Unit - V

Introduction to Commercial Banking: Types of deposits facilities and loan assets, Bank credit, types, features, credit process, modes of credit delivery, legal aspects of lending, DCF-Banking their need.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- Patil, Bhanu V. The Indian Financial System, 2nd Edition, Pearson Education, India
- Khan, M. Y. Indian Financial System, Tata McGraw Hill New Delhi
- Bhole, L. M. Indian Financial System Tata McGraw Hill New Delhi
- Bhole, L. M. Financial Institutions & Markets Structure, Growth & Innovations, Tata McGraw Hill New Delhi
- Varshney, R.N. Indian Financial System Sultan Chand & Sons, New Delhi

PGMBA3E032T Financial Services
Course Objectives:

The objective of this course is to help the students understand the intricacies of financial services in order to equip them with working knowledge applicable to the industry. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

Learning Outcomes:

- to understand the various methods available for corporate restructuring as a mode of consolidation.
- Able to do valuation of various tangible and intangible assets.
- Able to understand various tax aspects associated with the corporate restructuring.

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PGIMBA3E0147
Course Title: Financial Services
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective(s):

- Understanding the nature and role of financial services, the guidelines and framework within which they operate and the purpose of these services and their role in the development of financial markets

Unit I:

Introduction Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of financial Services, Management of Capital Issues Pre-issue Activities, Management of Capital Issues - Post Issue Activities, Pricing and Marketing of Public Issues

Unit II:

Leasing and Securitisation Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale, Securitisation, Introduction for mutual funds, Mutual Funds and Venture Capital Types & classification of Mutual Fund schemes, Operations and Management of Mutual Funds in India, Venture Capital, Issues in Venture Capital Financing

Unit III:

Credit Financing and Insurance Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Insurance Accounting and Finance fundamentals and Valuation analysis Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation

Unit IV:

Financial analysis, Planning and control Financial performance metrics, working capital management, strategic financial planning, investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

Unit V:

Financial Policy Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases, Growth strategies for increasing value Mergers and acquisition, strategic risk management, international financial management

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- Brealy, Richard, Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill
- Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill.
- Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition, Tata-McGraw Hill, 2007.
- M.Y. Khan: Financial Services, Tata Mc Graw Hill
- Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, Mc Graw Hill International Edition
- Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007

PGMBA3E033T Corporate Tax Planning

Course Objectives:

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws, and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/strategic decisions after taking into consideration the impact of corporate tax laws.

Learning Outcomes:

- Recognizing the foundations of the analytical approach to Indian tax laws.
- Understanding preparation of return of income manually as well as through software
- Understanding corporate tax planning in diverse managerial situations
- Understanding computation of taxable income and tax liability of companies
- Understanding the implications of tax benefits and incentives for corporate decisions in various situations
- Understanding International Taxation

Syllabus of Master of Business Administration (MBA)
for the academic year 2019-20, 2020-21

Course No. PG MBA 3E0167
Course Title: Corporate Tax Planning
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 04
Maximum Marks: 100

Course Objective(s)

- To provide basic understanding Indian commercial tax laws
- To apply tax laws in financial decisions making

Unit I

Introduction : Basic concept of taxation, Basic concept of corporate taxation, Brief history of corporate taxation in India, Residential status of firms, Computation of income from different heads

Unit II

Set Off and Carry Forward Set off and Carry forward, Set off and Carry forward normal business losses, set off and Carry forward: capital gains and losses Carry forward of unabsorbed depreciation and other allowances

Unit III

Profit Calculations Calculation of profit, Calculation of profit and determination of tax liability, Scope of tax calculation, Profit and surtax, Computation of tax liability under different conditions

Unit IV

Tax Incentives Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

Unit V

Tax Planning in Specific Situations Tax planning on mergers and acquisitions, on financing decisions and specific managerial decisions in these situations

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Singhania V.K., Corporate Tax Planning, TMH
- ❖ Gupta and Gupta, Corporate Taxation in India, Himalya Publishing House, New Delhi
- ❖ www.icfi.org 4. www.icai.org