

**MBA C 101**  
**MANAGEMENT: ORGANIZATIONAL BEHAVIOR**

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Learning outcome:**

The students should be able to learn the history of management and the contributions of important management researchers.

They should be able to understand the relevance of environmental scanning, planning and how to take decisions.

The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

**Unit – I**

**History of Management:** Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

**Unit – II**

**Problem solving, Decision Making and Planning:** Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

**Unit – III**

**Organizing and controlling:** Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

**Unit – IV**

**Organizational Behavior – individual and group behavior:** Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

**Unit – V**

**Leadership, Motivation and Organizational Structure:** Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valence Theory and other relevant theories of motivation

**REFERENCES:**

- Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
- Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14<sup>th</sup> Edition, 2012
- L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
- Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
- Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing.

**MBA C 102**  
**MANAGEMENT: PRINCIPLES & PRACTICES**

**Unit I: Introduction & Development of Management Thought** - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing, staffing leading and controlling. Is management a science or art? Scientific management; Contribution of Taylor, Henry Fayol, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption. Management and administration, Management as a profession, Professionalism of management in India.

**Unit II: Management Planning** - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry, MBO. Decision Making - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

**Unit III: Organisation** - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure. Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

**Unit IV: Coordination & Direction Concept** - Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good directives.

**Unit V: Control** - Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Brief review of Traditional Techniques & Modern Techniques of Control; Human response to control; Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control.

**REFERENCES:**

- Essentials of Management, Harold Koontz & Heinz, Wehrich, 5<sup>th</sup> Tata McGraw Hill
- Management Stoner, Freeman, Gilbert Jr. ,6<sup>th</sup> ,Prentice Hall
- Management (A Global Perspective), Heinz Wehrich & Harnold Koontz, 10<sup>th</sup> Tata McGraw Hill
- A Dictionary of Business 3ed. By Elizabeth Martin –Oxford
- Fundamentals of Management, Robins ,3<sup>rd</sup> Pearson Education Asia
- Management, 6e, Stoner, Pearson Education Asia

**MBA C 103**  
**MANAGERIAL ECONOMICS**

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome :** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

**Unit-I:**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in any Industry

Case: 2 Total Average and Marginal cost in the Indian Steel industry

**Unit-II:**

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Case: 1 Price Elasticity of Demand in the Real World

Case: 2 Income Elasticity of Demand & Cross Demand

**Unit-III:**

**Production Analysis:** Production function, Production function with one/two variables, Cobb - Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Case: 1 Labor productivity and Total compensation in India and Abroad

Case: 2 How Xerox lost and regained International competitiveness and became a leader in IT

**Unit-IV:**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership. Case: 1 Out Sourcing to India: way to Fast Track

Case: 2 The Shape of the long -Run Average cost curves in various industries

**Unit-V:**

**Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy.

Case: 1 Pricing of innovative product

Case: 2 Monopoly in the Mumbai city Taxi Industry

## REFERENCES

- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2014.
- „Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
- W. Bruce Allen, Managerial Economics Theory, Applications, and Cases 8th Edition.
- G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
- H. L. Ahuja, Managerial Economics, S. Chand, 2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012.

**MBA C 104**  
**FINANCIAL ACCOUNTING AND ANALYSIS**

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning Objectives:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**Unit-I:**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

**Unit-II:**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs. Intangible assets, and methods of depreciation. Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation– their impact on measurement of business Accounting.

**Unit-III:**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts-ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**Unit-IV:**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

## **Unit-V:**

**Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

## **REFERENCES:**

- V.Rajasekharan,R.Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
- Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.
- Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- Maheswari, Financial Accounting, IBH, 2015.
- T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New Delhi 2015.

**MBA C 105**  
**MANAGEMENT: QUANTITATIVE TECHNIQUES & METHODS**

**Unit – I:**

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics & computers, limitations of statistics.

**Unit – II:**

Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and coefficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness, Kelley's co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

**Unit – III:**

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Two dimensional and Three dimensional diagrams and graphs

**Unit – IV:**

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

**Unit – V:**

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients, Time Series Analysis-Components, Models of Time Series- Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

**REFERENCES:**

- Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
- Beri, "Business Statistics", 2015, 1st Ed, TMH.
- Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
- Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
- Levine, Stephan, Krehbiel, Berenson -Statistics for Managers using Microsoft Excel, PHI.
- J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

**MBA E 106 A**  
**CROSS CULTURAL MANAGEMENT (Open Elective – I)**

**Unit-I:**

**Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit-II:**

**Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit-III:**

**Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit- IV:**

**Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit-V:**

**Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**References**

- Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
- David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

**MBA E 106 B**  
**WTO & IPR** (Open Elective – I)

**Unit -I:**

**Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration– WTO Agreements including TRIPS & TRIMS.

**Unit -II:**

**WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement –  
Hague Agreement – UPOV.

**Unit -III:**

**IPR-1 Patents:** Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

**Unit -IV:**

**IPR – 2: Designs and Geographical Indication (GI)** – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

**Unit -V:**

**IPR-3: Trade marks and Copy rights:** Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

**References**

- e. P. K. Vasudeva, World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
- f. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
  - Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
  - Carlos M. Correa- Intellectual property rights , The WTO and Developing countries- Zed books

- Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress

**MBA E 106 C**  
**TOTAL QUALITY MANAGEMENT (Open Elective – I)**

**Course Aim:** The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

**UNIT-I:**

**Principles and Practices-I:** Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils- Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, - Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing- Performance Appraisal.

**UNIT-II:**

**Principles and Practices-II:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection- Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost-Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

**Unit-III:**

**Tools and Techniques-I:** Information Technology- Computers and the quality functions - Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

**UNIT-IV:**

**Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs-Autonomous Work groups.

**UNIT-V:**

**Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram-Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control- Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

**REFERENCES :**

- Joel E Ross : Total Quality Management, 3<sup>rd</sup> Edition,CRC press,2015
- Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- Poornima M charantimath Total Quality Management, Pearson Education, 2015
- Kanishka Bedi: Quality Management, Oxford, 2015.
- Dr.S.Kumar , Total Quality Management, University Science Press ,2015

**MBA E 106 D**  
**PROJECT MANAGEMENT (Open Elective – I)**

**Course Aim:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

**UNIT-I**

**Introduction:** Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

**UNIT-II:**

**Project Planning:** Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

**UNIT-III**

**Project Execution:** Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

**UNIT-IV**

**Leading Project Teams:** Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

**UNIT-V**

**Performance Measurement and Evaluation:** Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

**REFERENCES**

- Gray, Larson: Project Management-Tata McGraw Hill-2015
- Jeffery K.Pinto: Project Management-Pearson Education-2015
- Enzo Frigenti: Project Management-Kogan, 2015
- R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
- Thomas M.Cappels: Financially Focused Project Management, SPD,2008.

- Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

## **STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL LAB)**

**Course aim:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA. **Learning Outcome:** The learning outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

- **About EXCEL**

- 

### **Syllabus - PART A**

- Introduction, Uses of Excel, New functions and features of excel 2007.
- Getting started with excel: Opening a blank or new workbook, general organization.
- Highlights and main functions: Home, Insert, page layout, formulas.
- Highlights and main functions: Data, review, view, add-ins.
- Using the Excel help function.

### **II General EXCEL Lessons**

- Customizing the Quick Access Toolbar.
- Creating and Using Templates.
- Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
- Formatting Data and Using the Right Mouse Click.
- Saving, Page Setup, and Printing.
- Using Headers and Footers.
- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- Data from External Sources.
- Using and Formatting Tables.
- Basic Formulas and Use of Functions.
- Data Analysis Using Charts and Graphs.
- Managing, Inserting, and Copying Worksheets.
- Securing the Excel Document (Protect Cells and Workbook).

### **□ ADVANCED EXCEL LESSONS**

Advanced Formulas and Functions.

Advanced Worksheet Features.

Advanced Data Analysis using PivotTables and Pivot Charts.

## **PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL**

- Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

- t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.
- Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

#### **REFERENCES**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

## **BUSINESS COMMUNICATIONS – SEMINAR**

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- English language skills for effective written business communication (.,s).
- Will be able to understand how to write project report.

\*\*\*

### **Unit-I:**

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**Case Study:** Communication Complication in English

### **Unit-II:**

**Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase

### **Unit-III:**

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

**Case Study:** How to operate the Minolta Freedom 3 Camera.

### **Unit-IV:**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case Study:** Handling unsolicited proposals for private infrastructure projects

**Case Study:** The key board syndrome

### **Unit-V:**

**Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats,

traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Case Study:** Recruitment Drive at SOBER.

**REFERENCES:**

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
- Lesikar: Basic Business Communication, TMH, 2015.
- David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
- Business English Dictionary, Pearson, 2015.
- Lehman and Dufrene Sinha, BCOM (Business Communication) 2<sup>nd</sup> edition, Cengage, 2012.

**LIST OF SPECIALISATION IN MBA (FT) OFFERED BY SSSUTMS, SEHORE**

**CBCS PATTERN wef July 2016**

- MARKETING MANAGEMENT
- HUMAN RESOURCE MANAGEMENT
- FINANCE MANAGEMENT
- HOSPITAL MANAGEMENT
- RURAL MANAGEMENT
- HOTEL MANAGEMENT
- INFORMATION TECHNOLOGY MANAGEMENT
- BANKING & INSURANCE MANAGEMENT
- RETAIL MANAGEMENT
- PRODUCTION MANAGEMENT
- DISASTER MANAGEMENT
- TOURISM & TRAVELLING MANAGEMENT
- HEALTHCARE MANAGEMENT

- INTERNATIONAL BUSINESS MANAGEMENT (PROPOSED)
- AGRICULTURE MANAGEMENT (PROPOSED)