

### Year-2 Semester-3

#### Course: MBA Full Time

Sl. No.	Paper Code	Paper Name	L+T+P	Maximum marks			Credit
1	MBA301	Strategic Management	4+1+0	70	30	100	4
2	MBA302	Event Management*	2+1+2	40	60	100	4
3		Spec. Group 1 Paper 1	4+1+0	70	30	100	4
4		Spec. Group 1 Paper 2	4+1+0	70	30	100	4
5		Spec. Group 2 Paper 1	4+1+0	70	30	100	4
6		Spec. Group 2 Paper 2	4+1+0	70	30	100	4
7	MBA396	Hands on Experience Viva**				100	2
		Total		390	210	700	28

Institutional Course (Qualifying in Nature)

Aptitude (MBA398)

2 Hrs

2 Credit

\*Event Management being a highly practical subject, student's Organizing capacity evaluation become important. The students will be divided into group of four and these groups are expected to organize at-least one event. Evaluation of the group will be based on the report submitted by the group and viva will be conducted for individual assessment.

It is therefore necessary to reduce the weightage of external written examination to 40 marks and event organized assessment to 60 Marks. Out of 60 marks UTs consist of 20 marks and the rest 40 marks will be on viva of students on their event management experience.

### Year-2 Semester-4

#### Course: MBA Full Time

Sl. No.	Paper	Paper Name	L+T+P	Maximum marks			Credit
1		Spec. Group 1 Paper 3	4+1+0	70	30	100	4
2		Spec. Group 1 Paper 4	4+1+0	70	30	100	4
3		Spec. Group 1 Paper 5	4+1+0	70	30	100	4
4		Spec. Group 2 Paper 3	4+1+0	70	30	100	4
5		Spec. Group 2 Paper 4	4+1+0	70	30	100	4
6		Spec. Group 2 Paper 5	4+1+0	70	30	100	4
7	MBA496	Project Viva		-	-	100	2
		Total		420	180	700	26

## **MBA301: Strategic Management**

**Hours:40**

### **UNIT I (5 Hrs)**

Introduction: Concept of Strategy, Concept of Corporate Strategy, Strategic Management Process, Role of strategists, Impact of Globalization

### **UNIT II (10 Hrs)**

Environmental Appraisal: BOD- Role and Functions, Board functioning in Indian Context, Environment Scanning, Industry Analysis, Synthesis of External Factors, External factors Analysis Summary (EFAS), Internal Scanning, Value Chain Analysis, Synthesis of Internal Factors, Internal factors Analysis Summary (IFAS), Case Study 1

### **UNIT III (15 Hrs)**

Strategy Formulation, Strategic factors Analysis Summary (SFAS), Business Strategy, Corporate Strategy, Functional Strategy, Strategic Choice, Case Study 2.

Blue Ocean Strategy and Fortune at the Bottom of the Pyramid Capability Approach and Strategy

### **UNIT V (10 Hrs)**

Strategy Implementation, 7-S framework, Organization Structure, Corporate Culture, Diversification, Mergers and Acquisition, Case Study 3.

Evaluation and Control, Strategic Information Systems, Strategic Issues in Small and Medium Enterprises and Non-Profit Organizations

### **Suggested Reading:**

1. Strategic Management Concepts and Cases- F.R. David, Prentice Hall of India
2. Business Policy and Strategic Management, Lawrence R. Jauch, Glueck William F., Frank Brothers & Co
3. Strategic Management- Pearce II John A. and Robinson J.R., Richard B. And Amita Mittal, McGraw Hill
4. Strategic Management and Business Policy- Wheelen Thomas L., Hunger J. David and Rangarajan Krish, PHI
5. Cases in Strategic Management- Budhiraja S.B. and Athreya M.B., Tata McGraw Hill
6. Business Policy and Strategic Management- Kazmi Azar, Tata McGraw Hill
7. Strategic Management: Concepts and Cases- Thomson and Strickland, TMH

## **MBA302: Event Management**

***Main Objective:** Providing training to students to be future managers of the Industry so that, they technical proficiency to effectively adjust, grow and excel in the field of Event Management*

**Hours: 40**

**UNIT I (15 Hrs): Event Selection** - Family, Social, Religious, Professional, Cultural, Associates, National and International. Role of the Event Manager.

**Event Proposal Preparation-** Develop a mission, Establish Objectives, Preparing event proposal, Use of planning tools, Quotation Preparation, Budgeting, Cost ascertainment of the Event, Relevant legislations, liquor licenses, trade acts, stake holders and official bodies, contracts

**UNIT III (10 Hrs): Event Organization** - Purpose, venue, timing, guest list, invitations, food & drink, Stage Management, Concept, theme, Fabrication, equipment, light & sound, guest of honour, speakers, media, photographers, podium, exhibition, Parking, safety and Security, Crowded Management, Protocols, Dress Codes.

**UNIT II (10 Hrs): Event Execution** – Self or outsourcing, Identification of Venders, Quality control, Pricing, Sponsorship, Major risks and emergency planning, Incident reporting, emergency procedures, Staffing and Coordination

**UNIT IV (5 Hrs): Event Closer-** Report Back to the Party, Image, Branding, Advertising, Promotional tools, Media tools, Celebrity endorsement, Ministerial/Presidential visits, personal image issues. Breakeven point, cash flow analysis.

### **Suggested Readings:**

1. Successful Event Management by Anton Shone & Bryn Parry, Cengage Learning
2. Event management, an integrated & practical approach by Razaq Raj, Paul Walters &Tahir Rashid, Sage
3. Event management, a professional approach by AshutoshChaturvedi, Global India Publications
4. Event Management by Lynn Van Der Wagen & Brenda R Carlos, Prentice Hall

## **MBA311: Banking Operations Management**

**Hours: 40**

**UNIT I (10 Hrs):** Indian Financial System: Money and Capital Market – Structure, Instruments, Institutions, Functions and Regulatory framework. Evolution of Banking, Banking Sector reforms, Functions of the Central Bank, Central Bank and the Indian financial System, Prudential Norms of RBI, Basel Norms and Dodd-Frank

**UNIT II (10 Hrs):** Functions of Bank : Banker-Customer Relations, KYC guidelines - Different deposit products, Banker's Lien, Right to set off-garnishee order ,attachment order ,Collection of cheque –duties and responsibilities of paying and collecting banker ,Endorsement ,forged instruments, bouncing of cheques and their implications , Opening of accounts for various types of customers, Principles of Lending, Credit management, Credit monitoring, NPA management

**Unit III (10Hrs):** Development Banking: IDBI, IFCI, SIDBI, ICICI, SHCL, DFHI, NHB, SFCs, EXIM Bank, Financial Inclusion, Rural Banking, NABARD.

**Unit IV(10Hrs):** Changing Patterns in Banking Operations: Core Banking, Electronic products - Electronic payment system, Mobile Banking, Internet Banking, Electronic fund transfer system: RTGS, NEFT & SWIFT, Merchandise banking, Credit cards and ECS, Global developments in banking technology, Computer audit, Banking security system, Consolidation of Banking

### **Suggested Readings:**

1. Bank Management; Koch W Timothy and Scott S Macdonald, Thomson (South-Western), Bangalore 2005 (Text Book)
2. Financial Institutions and Markets, Bhole LM, Tata Mc Graw Hill, 2008
3. Indian Financial System, Khan M Y., Tata Mc Graw Hill, 2009
4. Management of Indian Financial Institutions, Srivastava, R M ., Himalaya Publishing House, Mumbai, 2005
5. Investments and Securities Markets in India, Avadhani V A., Himalaya Publishing House, 2004
6. Development Banking in India and Abroad, Srinivasan NP and Saravanel, P., Kalyani Publications, Ludhiyana, 2001

## **MBA312: Capital Markets and Stock Exchange Operations**

**Hours: 40**

**UNIT I (10 Hours):** An Overview of the Indian Securities Market: Market segments, Key indicators of securities market, Products and participants, Market segments and their products, Reforms in Indian securities markets

BSE: Different trading systems, Share groups on BSE, BOLT System, Different types of settlements, Pay-in and Pay-out, Bad Delivery, Short delivery, Auction.

NSE: Order types and books, De-mat settlement, Physical settlement, Institutional segment, Funds settlement, Valuation debit, Valuation price, Bad and short delivery, Auction.

**UNIT II (10 Hours): Trading:** NEAT system, Market types, Trading system users hierarchy, Local database, Market phases, Logging on, Log off/exit from the application, Neat screen, Invoking an inquiry screen, Order management, Trade management, Limited physical market, Block trading session, Retail debt market, Trading information downloaded too members, Internet broking, Wireless application protocol (wap), Computer to computer link (ctcl) facility

**UNIT III (10 Hrs): Clearing and Settlement:** Key terminologies used in clearing and settlement process, Transaction cycle, Settlement agencies, Clearing and settlement process, Securities and funds settlement, Shortages handling, International securities identification number, Data and report downloads

Risk management system in BSE & NSE Margins, Exposure limits, Surveillance system in BSE & NSE, Circuit breakers

**UNIT IV(10 Hrs): STOCK MARKET INDICES:** Meaning, Purpose, and Consideration in developing index, Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method), Stock market indices in India, BSE Sensex, Scrip selection criteria, Construction, Other BSE indices (briefly), NSE indices, S&P CNX Nifty, Scrip selection criteria, Construction, Stock market indices in foreign countries (Overview).

### **Suggested Readings:**

1. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
2. Investment and Securities Market in India, V. A. Avadhani, Himalaya Publishing House
3. Security Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw-Hill
4. A Guide to Indian Capital Market, Sanjeev Agarwal, Bharat Publishers
5. Manual of SEBI, Ravi Puliani and Mahesh Puliani, Bharat Publication

## **MBA412: Financial Risk Management**

### **Main Objective s:**

- *Provide Conceptual Understanding on different types of Risks and Practice oriented real world examples on Financial Risk Management*
- *Inculcate Intensive Quantitative Orientation and Problem Solving*
- *Apply the Risk Management Concepts for Investments Decision Making and Banking Risk Management*

**Hours: 40**

### **Unit I: Quantitative Analysis, Financial Markets and Products**

Risk Management: Risk Measurement, Evaluation of Risk Management Processes, Value of Risk Management. Fundamental of Probability and Statistics: Random Variables, Univariate and Multivariate Distribution Function, Important Distribution Functions. Monte Carlo Simulation. Financial Institutions and Risk Management: Banks, Insurance Companies and Pension Plans, Mutual Funds. Volatility, Correlation and Copulas.

### **Unit II: Market Risk and Measurement**

How Traders manage their Risks: The Greeks, The realities of Hedging, Hedging Exotic Options, Scenario Analysis. Interest Rate Risk: Convexity, Duration, Generalizations, Non-parallel Yield curve shifts, Interest Rate Deltas in Practice. VAR and Back Testing. Market Risk VAR: Historical Simulation Approach, Extreme Value Theory. Market Risk VAR: The Model Building Approach.

### **Unit III: Credit Risk Measurement and Management**

Credit Risk: Estimating Default Probabilities: Credit Ratings, Historical Default Probabilities, Credit Default Swaps, Credit Spreads. Counterparty Credit Risks in Derivatives: Bilateral and Central Clearing, Credit Value Adjustments (CVA), Debt Value Adjustments (DVA). Credit Value at Risks: Vasicek's Model. Scenario Analysis and Stress Testing.

### **Unit IV: Operational and Integrated Risk Management**

Operational Risk: Categorization of Operational Risk, Implementation of AMA (Advanced Measurement Approach), Use of Power Law, Sarbanes-Oxley. Liquidity Risk: Trading Risk, Funding Risk, Black Holes. Model Risk: Marking to Market, Models for Linear Products, Models for Non-linear Products. Detecting Model Problems.

### **Unit V: Investment Risk Management**

Portfolio Risk Management: Performance Evaluation, Return based and Position based risk measurers. Hedge Fund Risk Management.

### **Suggested Readings:**

1. Financial Risk Manager Handbook, Philippe Jorion (2008), Fifth Edition, GARP, Wiley Finance
2. Options, Futures and Other Derivatives, John Hull (2008), 7th Edition, Prentice Hall
3. Elements of Financial Risk Management, Peter Christoffersen (2003), Academic Press
4. Derivatives Markets, Robert McDonald (2006), 2nd Edition, Addison Wesley
5. Modelling Risk: Applying Monte Carlo Simulation, Real Options Analysis, Forecasting, and Optimization Techniques, Jonathan Mun (2006), 1st Edition, Wiley
6. John Marthinsen (2009), Risk Takers: Uses and Abuses of Financial Derivatives, 2<sup>nd</sup> Edition, Pearson Education.
7. Risk Management and Financial Institutions (3/e), John C Hull, Wiley

## **MBA411: Corporate Restructuring**

**Hours: 40**

**UNIT I (10 Hrs):** Corporate Restructuring and to days dynamic world, Need, Scope and Modes of Restructuring, Historical Background, Emerging Trends, Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off, Expanding Role of Professionals

**UNIT II(10 Hrs):** Legal, Procedural, Economic, Accounting, Taxation and Financial Aspects of Mergers and Amalgamations including Stamp Duty and Allied Matters, Merger Aspects under Competition Law, Filing of Various Forms, Amalgamation of Banking Companies and Government Companies, Cross Border Acquisition and Merger.

Corporate Demerger and Reverse Merger, Modes of Demerger, Legal and Procedural Aspects; Tax Aspects and Reliefs, SEBI Takeover Regulations, Disclosure and Open Offer Requirements, Bail Out Takeovers and Takeover of Sick Units, Takeover Defences, Cross Border Takeovers

**UNIT III(10 Hrs):** Funding of Merger and Takeover, Financial Alternatives; Merits and Demerits, Funding through various Types of Financial Instruments including Equity and Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through Financial Institutions and Banks, Rehabilitation Finance, Management Buyouts/Leveraged Buyouts, Factors involved in Post-Merger Reorganization, Integration of Businesses and Operations, Assessing Accomplishment of Post -Merger.

**UNIT IV(10 Hrs):** Approaches to Valuation & Identifying Value Drivers, Estimating the Discount Rates, Growth Rates, and Cash Flows, Dividend Discount Models, FCFE Models, Valuation Using Multiples.

Valuations for Different Strategies: Merger & Acquisition, Demerger, Slump Sale, Liquidation and Corporate Insolvency, Internal & External Restructuring, Valuation of Intangibles, Valuation of Securities.

### **Suggested Readings:**

1. Guide to Companies Act, A.Ramaiya, LexisNexis Butterworths, Wadhwa, Nagpur
2. Guide to Company Law Procedures, M.C. Bhandari, LexisNexis Butterworths Wadhwa Nagpur
3. ICSI, Handbook on Mergers Amalgamations and takeovers.
4. Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, K. R. Sampath, Snow White Publications
5. S. Ramanujam, Mergers et. al., Lexis Nexis Butter worths wadhwa Nagpur
6. Mergers and Acquisitions Strategy, Valuation and Integration Ray, , PHI

### **MBA 413: Wealth Management**

**Hours: 40**

**Unit 1 (10 Hours): Financial Planning:** Background, Role of Financial Planner. Financial Planning Process, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan: Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR Financial Planning in India)s

**Unit II (10 Hours): Investment & Risk Management:** Role of Equity, Active and Passive Exposures, Returns from Passive Exposure, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches Investment and Speculation, Leveraging.

**Investment & Risk Management:** Role of Debt, Deposits and Debt Securities, Valuation of Debt Securities, Yields and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt.

**Unit III (10 Hours): Investment & Risk Management: Alternate Assets – Gold,** Gold Investment Routes, Rupee returns from Gold, Real Estate- Real Estate Investment Routes, Real Estate Indices, Derivatives, Futures, Option, Mutual Fund, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services (PMS)

**Investment Evaluation Framework:** Risk-Return Framework, Risk, Standard Deviation, Beta, Risk Adjusted Returns, Sharpe Ratio, Treynor Ratio, Alpha, selectively - Invest Classification Scheme for Investment Products

**Unit IV (10 Hours): Risk Profiling & Asset Allocation -** Asset Allocation Returns in Equity and Debt, Asset Allocation Returns in Equity, Debt and Gold, Allocation to Speculation, Diversification in Perspective, Effect of Taxation on wealth Management.

**Taxation of Investment Products:** Dividend Tax / Tax on Income Distributed by Mutual Funds, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans, Dividend and Growth Options in Mutual Fund schemes, Wealth Tax

#### **Suggested Readings:**

1. IIMA Business Books Collection, Ajeet N. Mathur, Anurag K. Agarwal - Lessons in Management: The Winning Way 2014
2. Seven Steps to Financial Freedom: A Family's Guide to Managing Money 2005, by Monika Halan
3. Managing Your Money All-In-One For Dummies® 2009 by Consumer Dummies



## **MBA 316: SALES AND DISTRIBUTION**

**Hours: 40**

**UNIT I (10 Hrs):** Selling Vs Marketing- the argument continues, Psychology of selling-why people buy, Sales knowledge-customers, products and technologies, Personal selling & Salesmanship, SPIN selling, Sales presentations, handling sales objections, Sales Negotiations, Role of Sales Manager, Selling in the age of social media, Time, territory and self management, Sales Force Automation.

**UNIT II (10 Hrs):** Designing the Structure and Size of Sales Force, Planning Staffing and Training Successful Sales People, Motivation and reward system, Sales force leadership, Compensating the Sales Force, Analyzing Market Demand and Sales Potential, Forecasting Sales and Quota fixation, Preparation of Sales Budget, Sales Contests, Analysis of Sales volume, Marketing cost and profitability analysis, Evaluation of Sales Force.

**UNIT III (10 Hrs):** Distribution for strategic advantage: Concept of Distribution Channel, Types of Channels, Channels for Consumer goods, Industrial Goods & Services, Integrated Marketing Channels–Horizontal, Vertical, Multi Channel Marketing Systems, Interface between sales force and channel.

**UNIT IV(10 Hrs):** Channel Management: Distributors Selection and Appointment, Channel power and conflicts and their Resolutions; Training, Motivating and Evaluating the Distributors' Sales Team, Distributors: Policies and Strategies; Transportation & Warehousing

### **Suggested Readings**

1. Sales Management: Principle, Process and Practice Donaldson B - (Palgrave) 2008, 3e
2. Sales & Distribution Management, Panda, Sahadev- (Oxford) 2009 (13<sup>th</sup> impression), 1e
3. Sales Force Management, Spiro - (Tata Mc Graw Hill) 2009, 11e
4. Sales Management: Decisions, Strategies and Cases Still Richard R, Cundiff Edward W. and Govoni Norman A.P - (PHI) 2008, 5e
5. Marketing Channels, Rosenbloom – (Cengage Learning) 2010, 7e
6. Marketing Channels, Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - (PHI/Pearson) 2009, 7e
7. Marketing Channels, Churchill, Ford, (TMH) 2009, 9e

## **MBA 317: Service Management**

**Hours: 40**

**UNIT I (10 Hrs):** Understanding Service markets, products and customers; Augmented service marketing mix; New perspectives on marketing in service economy; Customer Behaviour in Service encounters, Understanding customer expectations and perceptions of Services; Customer Satisfaction & Service Quality, Service Quality Models

**UNIT II (10 Hrs):** Segmenting, Targeting and Positioning Services in competitive market; Developing service concepts: core & supplementary elements; Service accessibility through physical and electronic channels; Service pricing and revenue management; Educating and engaging customers and promoting the value proposition.

**UNIT III (10 Hrs):** Designing and managing the customer interface: Service process, Service Encounter and Service Blue Print; Balancing Demand and capacity; Service Recovery and customer feedback; Crafting the service environment; Managing People for Service Advantage.

**UNIT IV (10 Hrs):** Managing Relationships and building Loyalty; Customer Profitability and Lifetime value; Service Leadership; Services in Global Perspective, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing.

### **Suggested Readings:**

1. Services Marketing-Integrated Customer focus across the firm Zeithaml - (Tata Mc Graw Hill) 2004, 3e
2. Services Marketing: People, Technology and Strategy Lovelock Christopher - (Pearson Education) 2009, 5e
3. Services Marketing, Rama Mohana Rao - (Person Education) 2009, 1e
4. Services Marketing, Govind Apte - (Oxford University Press) 2010, 1e (13<sup>th</sup> Impression)
5. Services Marketing, Rajendra Nargundkar - (TMH) 2004, 2e
6. Services: Marketing, Operations & Management, Jauhari & Dutta- (Oxford University Press) 2009, 1e

## **MBA 416:Consumer Behavior & Integrated Marketing Communication**

**Hours: 40**

**Unit-I(10 Hrs):** Consumer behavior and marketing analytics, Consumerism: consumer rights, consumer protection & dispute redressal, External influences on consumer behavior: Cross cultural variations, family and households and group influence, Changing Indian society- values, demographics & social stratification.

**Unit-II(10 Hrs):** Individual determinates of consumer behavior: Perception, Learning, Memory, Motivation, Personality and Attitude, Self Concept & Lifestyle; Consumers as decision makers, Consumer decision process. Perceptual mapping, Targeting & positioning strategies and repositioning.

**Unit III(10 Hrs):** IMC in 21<sup>st</sup> century, developing effective communications, celebrity endorsements, Marketing communication mix, Managing IMC process, developing and managing an advertising program, deciding on media and measuring effectiveness, Events and experiences, Sales Promotion, Public Relations

**Unit IV(10 Hrs):** Managing Personal Communications: Direct and interactive marketing, Word of Mouth & Personal Selling; Branding & Identity: Creating, building and measuring Brand equity, devising branding strategy, crafting the brand positioning, Brand revitalization.

### **Suggested Readings:**

1. Consumer behavior - David, Loudan & Bitta, Tata McGraw Hill, 2002, 4th Ed.
2. Consumer Behavior - Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI, 2008, 8<sup>th</sup> Ed.
3. Consumer Behavior - Hawkins, Best, Coney, TMH, New Delhi, 2002, 8th Ed.
4. Consumer Behavior - Michael R. Solomon, PHI, New Delhi, 2003, 5th Ed.
5. Brand Positioning Strategies for Competitive Advantage- Subrato Sengupta, Tata McGraw Hill, 2005, 2nd Ed.
6. Advertising Management- Aaker, David A et al. Prentice Hall, India, 1996, 5th Ed.
7. Advertising and Promotion Management- Rossiter, John R / Percy, Larry. McGraw Hill, 1997, 2nd Ed.

## **MBA 417: RURAL MARKETING**

**Hours: 40**

**UNIT I (10 Hrs):** Rural Hinterland-Characteristics and Dimensions, Rural Urban dichotomy, Growing Corporate interest in rural market, Challenges in Rural Marketing; Assessing rural Market opportunities, Rural Demand Dimensions: Thomson rule of Marketing Index, MICA rating, Lin Quest.

**UNIT II (10 Hrs):** Strategic Marketing in rural context; rural market offerings: rural product and brand decisions, No frills pricing for value maximization; Educating customers and building trust in rural Markets, Innovative distribution pattern and methods in rural markets.

**UNIT III (08 Hrs):** Rural Marketing Strategies: Rural Marketing of FMCG, Rural marketing of consumer durables; Marketing of agricultural products, Agricultural inputs and their types, Agricultural marketing, Marketed & Marketable Surplus, Marketing rural non farm products, Different marketing agencies and institutions, New Trends in Indian agriculture.

**UNIT V (12 Hrs):** Rural development administration: New Panchayati Raj System, NGOs in rural development, Information technology and village development, e-governance, New Economic reforms & rural development; Agricultural and non agricultural finance, Sources of finance, NABARD, RRBs and rural development banks, constraints in credit delivery system.

### **Suggested Readings:**

1. Rural- Marketing- Text & Cases, Krishnamacharyulu C S G, Ramakrishnan Lalitha - (Pearson) 2011, 2 e
2. New Perspectives in Rural & Ahicultural Marketing, Ramakishen Y-: Jaico publishing 2011, 2 e
3. Rural Marketing Concepts & Practices, Dogra Balram, Ghuman Karminder- (Tata Mc Graw-Hill) 2009, 4<sup>th</sup> Reprint, 1e
4. Rural Marketing- Environment Problems & Strategies, Gopalaswamy T P- (Vikas Publishing House) 2009, Revised 3 e
5. Rural Marketing- Targeting the Non urban consumer, Velayudhan Sanal Kumar- (Response, SAGE Publication) 2002, 1 e

## **MBA 418:International Marketing**

**Hours: 40**

**Unit I(10 Hrs):** Why go global- drivers of globalization, Internationalization stages and international marketing orientation; Dynamic environment of international trade: Socio-cultural dynamics in assessing global markets,International politico-legal environments-playing by the rules, economic environments.

**Unit II(10 Hrs):** Assessing Global Market opportunities: Developing worldwide vision through market intelligence; Global Marketing strategies for strategic advantage:International market offerings for consumers and business: International product decisions, developing international brands,Pricing and revenue management for international market, Ensuring accessibility through international marketing channels, Educating and engaging international customers and promoting the value proposition.

**Unit III(10 Hrs):** Global entry and operating strategies - exporting; turnkey projects; licensing; contract manufacturing; foreignAssembly, foreign production; joint ventures; production in free areas; third country location;counter trade; strategic alliance; Trade in services.

**Unit IV(10 Hrs):** International marketing organization - export department, subsidiary; foreign branches/offices, global organization;Multinational corporations; Trends, problems and prospects of globalization of Indian business; Negotiating with international customers, partners and regulators.

### **Suggested Reading:**

1. International Marketing - P.K. Vasudeva, Excel
2. International Business- competing in the Global market Place- Charles W.L. Hill- TMH
3. International Marketing- Jain, Subhash., South – Western Thomson Learning
4. International Marketing- Cateura Philip and Graham John, Tata McGraw Hill

## **MBA321: Organizational Change & Development**

**Hours: 40**

### **UNIT I (10 Hours)**

Concept of organization, function of organization, Typology of organization, Virtual Organization, Organizational Development, Evolution: Kurt Lewin, Robert, McGregor  
Change: Introduction, meaning, need, implications. Understanding personal change, components of personal change: Self awareness, self analysis, self efficacy, self esteem, Organizational roles – making organizational and personal role effective

### **UNIT II (10 Hours)**

Organizational Change: Force Field Analysis, Managerial approaches for implementing change.  
Change management: facilitating change, dealing with individual and group resistances, intervention strategies.  
Organizational Culture & Change: formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change.

**UNIT III (10 Hours)** Organizational Design, Work Organization: Analysing and Organising Work, Emerging Issues of Work Organisation and Quality of Work Life Balance.

### **UNIT VI (10 Hours)**

Organizational Analysis: Organisational Diagnosis-Tools and Techniques, Questionnaire and Interview as Diagnostic Tools, Workshops, Task-forces and Other Methods.

### **Suggested Readings:**

1. Change & Knowledge Management -R.L. Nandeshwar, Bala Krishna Jayasimha, Excel
2. Management of Organizational Change -K Harigopal, Response Books
3. Managing Organizational Change -V Nilkant, S Ramnarayan Response Books
4. Managing organizational change -Palmer, Dunford, Akin, Tata McGraw Hill
5. Organization Change and Development- Kavith Singh, Excel Books

## **MBA 322: Training and Development**

**Hours: 40**

### **UNIT I (10 Hours)**

Concept and nature of training, Training, Development and Education. Objective of Training, Need and importance of training, Types of Trainers, Principles of Learning. Training Need Assessment, Training needs Analysis (Person, Task, and Organization), Methods and processes,

### **UNIT II (10 Hours)**

Training: Types of training, methods of training, Vestibule training, Simulation Development techniques, Management Development Programme: Meaning and nature, Methods of Executive Development, Job rotation, Sensitivity Training, Simulation methods of Executive development

### **Unit III (10 Hours)**

Training Program: Trainer Identification, Designing a training module for any sector, Budgeting of Training, Preparation of short project on designing a training module with hypothetical budget, Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning, Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training

### **UNIT IV (10 Hours)**

Human Resource Development: Concept, HRD Vs Personnel Function, HRD culture and climate, HRD Matrix, HRD Sub-system, OCTAPACE Culture

### **Suggested Reading:**

1. Training for Development- Sahu R. K., Excel Books
2. Training & Development Concepts & Application- Tapomoy Deb, Ane Books
3. Employee Training and Development- Raymond Noe, McGraw-Hill Companies
4. 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma, McGraw-Hill

## **MBA421: EMPLOYEES WELFARE AND LABOUR LEGISLATIONS**

**Hours: 40**

### **UNIT I (10 Hours)**

Concept of IR, Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Idea of trusteeship.

The Industrial Disputes Act, 1947: Causes and Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes, Strike, Lock-out, Lay-off and Retrenchment and unfair labour practices.

### **UNIT II (10 Hours)**

Trade union and collective bargaining: Trade Union, kinds, Problems, Functions, and Registration, Types of bargaining – Collective bargaining in India, Grievance redressal & Disciplinary procedure.

### **UNIT III (10 Hours)**

THE FACTORIES ACT, 1948: Salient features, working hours and leaves.

THE EMPLOYEE'S PROVIDENT FUND AND MISCELLANEOUS PROV. ACT, 1952: Salient features, determination of contribution, deposit and withdrawal from the PF account.

THE PAYMENT OF GRATUITY ACT, 1972: Salient features

THE PAYMENT OF BONUS ACT, 1965: Salient features, eligibility and disqualification for Bonus, calculation and payment of Bonus.

### **UNIT IV (10 Hours)**

The employees compensation act, 1923: Important features, types of incapacities or disabilities and amount of compensation paid therefor. commissioner and his power, The employees' state insurance act, 1948: Salient features, Benefits provided under this Act: sickness benefit, maternity benefit, disablement benefit, dependent's benefit, medical benefit council and its duties, regional boards, local committee

### **Suggested Readings:**

1. Industrial Relations – B.D Singh, Excel Books
2. Labour and Industrial Law Manual-Central Law Agency
3. Labour and Industrial Law -S.N. Mishra, Central Law Publication, Allahabad.
4. Labour & Industrial Laws by P L Malik, Eastern Law Publication



## **MBA422: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Hours: 40**

### **UNIT I (10 Hours)**

CHANGING ENVIRONMENT AND STRATEGIC RESPONSES: Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses. Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

### **UNIT II (10 Hours)**

Strategic hrd system practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept. / function. Training PA, Job Enrichment, Career planning, communication, empowerment Facilitators: Concerns of Management, Concerns of Trade unions. Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

### **UNIT III (10 Hours)**

Alignment of hrd system and responses: Portfolio related strategic responses and Strategic HRD system. Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

### **UNIT IV (10 Hours)**

Strategic responses of indians most valuable companies: Profiles of study organization, strategic responses of study organizations. Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

### **Suggested Readings:**

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
2. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.
3. Managing Human Resource - Wagen F Cascio, TMH, 6th ed. 2003.
4. Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

## **MBA 423: Performance Management and Compensation Management**

**Hours: 40**

**Unit I (10 Hours):** Introduction to Performance Management: Meaning, need, features, Performance Benchmarking. Component of performance management, performance management Vs performance appraisal, Competence and Competency Analysis, Job Competency Assessment, Measuring performance: Balance Scorecard, Economic Value Added, Performance Review, Performance management documentation, Evaluating Performance Management System, Implementing Performance Management System.

**Unit II (10 Hours):** Introduction to Appraisal System: Concept, Features, Objectives, Importance and Barrier. Appraisal System, Methods of Appraisal: Designing of various traditional methods performance appraisal form.

**Unit III (10 Hours):** Compensation: Meaning and component of compensation, Base and Supplementary Compensation. Compensation Management: Meaning, Objectives, Principles, Basic elements of a compensation management. Compensation Policies: Types of compensation policies, General compensation policy, Pay Structure policy. Components of Compensation: CTC and CIH (Cash in Hand), Study of hypothetical compensation structure. Base Wage, Time Wage System, Piece wage system, DA and Fringe Benefit

**UNIT IV (10 Hours):** Designing of hypothetical Offer Letter with compensation structure, Payroll Accounting System, Need of Payroll Accounting, Complexity of payroll accounting, Scope of payroll accounting. Contemporary issues in compensation management: Salary Increase, Attrition rates, Impact of high labour cost.

### **Suggested Readings:**

1. Performance Management- Dixit Varsha, Vrinda Publication
2. Performance Management- Herman Aguinis, Pearson Education
3. Performance Management- Cardy Robert L., PHI
4. 360 degree feedback & Performance Management- TV Rao, Excel Books
5. Performance Management System- Sahu R.K., Excel Books
6. Strategies for Performance Management- Srivastava K. Dinesh, Excel Books
7. Performance Management and Appraisal Systems- Rao, T.V., Sage Publication
8. Performance Management- Michael Armstrong & Baron Angela, Jaico Publishing

## **MBA 336: Business Intelligence using Data Mining**

**Hours: 40**

**UNIT I(10 Hours):** Data Mining Functionalities, Classification of Data Mining systems, Major issues in Data Mining. Data Pre-processing: Needs, Pre-processing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation. Introduction to data warehousing: Data Warehouse and OLAP Technology for Data Mining, Data Warehouse, Design of data using Multidimensional Data Models, Data Warehouse Architecture, From Data Warehousing to Data Mining. Data Mining Primitives.

**UNIT II (10 Hours):** Definition, History, Business and Technical Drivers, Decision Makers and Decision Making Process, Role of Decision Support Tools. Components of BI solutions: BI Solutions with Backend Data Warehouse Solutions, Different Types and Uses of BI-Statistical Analysis, OLAP, Association Rule Mining, Correlation analysis, Classification and prediction, Cluster Analysis, Text Mining for Unstructured Data.

**UNIT III (10 Hours):** BI from Organizational and Business Perspective, Understanding Business Process, Process Reengineering, Customization, BI Testing, Deployment. BI Development Process: Agile process, Different Stages of BI Development Process.

**UNIT IV (10 Hours):** Emerging Technology, BI Search and Text Analytics, Advanced Visualization, Rich Reportlets.**BI Package:** Pentaho Business Analytics , Data integration, Analysis, Services, Reporting, Data Mining, Dash Board, Work Flow, ETL.

### **Suggested Readings:**

1. Successful Business Intelligence, Indi Howson, McGraw-Hill, 2<sup>nd</sup> Edition, 2007.
2. Data Mining -Concepts and Techniques, Han, Kamber, Harcourt India, 2006.
3. Business Intelligence for Dummies, Swain Scheps, John Willy & Sons, 1<sup>st</sup> Edition, 2008.
4. Business Intelligence, Ramesh Sharda, Prentice Hall, 1<sup>st</sup> Edition, 2007.

## **MBA337: E-COMMERCE**

**Hours: 40**

**UNIT I (10 Hours):** Introduction: What is E-Commerce, Forces behind E-Commerce Industry Framework, Brief history of E-Commerce, Inter Organizational E-Commerce Intra Organizational E-Commerce, and Consumer to Business Electronic Commerce.

Network Infrastructure for E-Commerce, Market forces behind I Way, Component of I way Access Equipment, Global Information Distribution Network, Broad band Telecommunication.

**UNIT II (10 Hours):** Mobile Commerce: Introduction to Mobile Commerce, Mobile Computing Application, Wireless Application Protocols, WAP Technology, Mobile Information Devices, Web Security.

Introduction to Web security, Firewalls & Transaction Security, Client Server Network, Emerging Client Server Security Threats, firewalls & Network Security.

**UNIT III (10 Hours):** Encryption: World Wide Web & Security, Encryption, Transaction security, Secret Key Encryption, Public Key Encryption, Virtual Private Network (VPM), Implementation Management Issues. Electronic Payments: Overview of Electronics payments, Digital Token based Electronics payment System, Smart Cards, Credit Card I Debit Card based EPS, Emerging financial Instruments, Home Banking, Online Banking.

**UNIT IV (10 Hours):** Net Commerce: EDA, EDI Application in Business, Legal requirement in E -Commerce, Introduction to supply Chain Management, CRM, issues in Customer Relationship Management.

### **Suggested Readings:**

1. E-Commerce, Greenstein and Feinman, TMH
2. Frontiers of Electronic Commerce, Ravi Kalakota, Andrew Whinston, Addison Wesley
3. The E-Business Revolution, Denieal Amor, Addison Wesley
4. E-Commerce, Diwan, Sharma, Excel
5. E-Commerce: The Cutting Edge of Business, Bajaj & Nag, TMH

## **MBA437: IT Project Management**

**Hours: 40**

**UNIT I (10 Hours):** Fundamentals of IT Project Management, Need Identification, Vision and Scope document, Project Management Cycle, PM Objectives, Management Spectrum, Project Planning, Planning Objectives, Project Plan, Types of project plan, Structure of a Project Management Plan, IT project estimation. **Project Organization:** Project Elements, Work Breakdown Structure (WBS), Types of WBS, Functions, Activities and Tasks, Project Life Cycle and Product Life Cycle, Ways to Organize Personnel.

**UNIT II (15 Hours):** Project schedule, Scheduling Objectives, Building the project schedule, Scheduling terminology and techniques, Network Diagrams: PERT, CPM, Bar Charts: Milestone Charts, Gantt Charts. **Project Monitoring and Control:** Dimensions of Project Monitoring & Control, Earned Value Analysis, Earned Value Indicators: Budgeted Cost for Work Scheduled (BCWS), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule Performance Index (SPI), Interpretation of Earned Value Indicators, Error Tracking, Software Reviews, Types of Review: Inspections, Deskchecks, Walkthroughs, Code Reviews, Pair Programming

**UNIT III (10 Hours):** Concept of Software Quality, Software Quality Attributes, Software Quality Metrics and Indicators, SEICMM, SQA Activities, Formal SQA Approaches: Proof of correctness, Statistical quality assurance, Clean room process. **Testing:** Testing Objectives, Testing Principles, Test Plans, Test Cases, Types of Testing, Levels of Testing, Test Strategies, Program Correctness, Program Verification & validation, Testing. Automation & Testing Tools.

**UNIT IV (10 Hours):** Software Configuration Management: Software Configuration Items and tasks, Baselines, Plan for Change, Change Control, Change Requests Management, Version Control. **Risk Management:** Risks and risk types, Risk Breakdown Structure (RBS), Risk Management Process: Risk identification, Risk analysis, Risk planning, Risk monitoring, Cost Benefit Analysis, Project Management Tools: CASE Tools, Planning and Scheduling Tools.

### **Suggested Readings:**

1. Software Project Management, M. Cotterell, Tata McGraw-Hill Publication
2. Software Project Management, Royce, Pearson Education
3. Software Project Management, Kieron Conway, Dreamtech Press
4. Software Project Management, S. A. Kelkar, PHI Publication

## **MBA438: Data communication and Networking security**

**Hours: 40**

**Unit I(10 Hrs):** Introduction – Data Communication, Networks, Internet, Intranet, Protocols, OSI & TCP/IP Models. Transmission Media, Switching, Connecting Devices, Backbone networks, Concept of VLAN Network Layer Logical addressing IPv4 Addressee & classless address, NAT Addressing.

**Unit II(10 Hrs):** Data Link Control & Protocol, Multiple Access, Channelization, Wired LAN, Ethernet, Ethernet frame, Addressing, Wireless LAN, Bluetooth, Cellular telephony,

**Unit III(10 Hrs):** Network layer protocol – internetworking, IPv4 protocol, IPv6 Protocol, Routing Protocols, Transport Layer – Process to process delivery, UDP, TCP Congestion Control, Application Layer – DNS, Remote Logging (Telnet), SMTP, FTP, WWW, HTTP.

**Unit IV(10 Hrs):** Introduction to system and network security, Cryptography, Network Security, Security at Application Layer, Security at Transport Layer, Security at Network Layer (IPSec) Firewall and Intrusion Detection

### **Suggested Readings:**

1. Data Communication and Networking, Forouzen, TMH
2. Computer Networks, A.S. Tanenbaum, Pearson Education
3. Data and Computer Communication, W. Stallings, Macmillan Press
4. Computer Networks Anuranjan Misra, Acme Learning
5. Essential of TCP/ IP, G. Shanmugarathinam, Firewall Media

## **MBA436: Big Data Analytics**

*Main Objectives: By the end of the course the student will be able to:*

- 1. Deploy a structured lifecycle approach to data science and big data analytics projects*
- 2. Select visualization techniques and tools to analyze big data and create statistical models*
- 3. Use tools such as R and RStudio, and Map Reduce/Hadoop.*

**Hours: 40**

**UNIT I (10 Hrs):** Introduction to Big Data Analytics, DBMS Overview, Introduction to R and RStudio, Basic analysis in R, Intermediate R, Intermediate analysis in R.

**UNIT II (10 Hrs):** Visualization and Data Exploration, K-means Clustering, Independent Sample Tests, Basic Association Analysis, Association Rule Speedup, Linear regression part 1, Linear regression part 2, Logistic regression.

**UNIT III (10 Hrs):** Naïve Bayes, Decision trees part 1, Decision trees part 2, Introduction to Hadoop and HDFS, Using R with Hadoop, First R/Hadoop program, Intermediate R/Hadoop programming

**UNIT IV (10 Hrs):** Pig, Hive, and HBase, Discussion of rmr2 Project, Support Vector Machines Part 1, Support Vector Machines Part 2

### **Suggested Readings:**

1. Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli , Michele Chambers, Ambiga Dhiraj, by, Wiley
2. The Culture of Big Data, Mike Barlow, by Oreilly
3. Real time Big Data Analytics; Emerging Architecture, Mike Barlow, by Oreilly
4. Planning for Big Data, Edd Dumbill, by Oreilly
5. Big Data Analytics; Frank J. Ohlhorst, by Wiley
6. Big Data Now; Edd Dumbill, by Oreilly

## **MBA 346: Project Management**

### ***Objective***

- *Offers a practical approach for managing projects, focusing on organizing, planning, and controlling the efforts for Successful completion of the Project activities.*

UNIT I (10 Hours): Project Management-Introduction, Terminology and Definitions, features of projects, responsibilities of the project manager, the process of project management, Project Life Cycle, Project Planning, Project scheduling, Approaches to Project Management-The traditional approach, PRINCE2, Critical chain project management, Agile Project Management.

- Identification of an industrial problem for project management implementation from respective engineering background.

UNIT II (10 Hours): Project Planning and Scheduling Techniques- Bar charts, Gantt chart, CPM, and PERT, Introduction to project management soft wares- Express Project, GANTTPROJECT etc. Project controlling, project management standards.

- Literature Review on the problem identified in the unit I.

UNIT III (10 HOURS): ORGANISATION OF THE PROJECT, PROJECT IMPLEMENTATION AND CONTROL, EVALUATION OF PROJECT MANAGEMENT SKILLS, STATISTICAL ANALYSIS USING MINITAB, DESIGN EXPERT AND MS OFFICE.

- Project research methodology, experimentation and validation using simulation software for the selected industrial problem.

UNIT IV (10 HOURS): CASE STUDIES ON PROJECT MANAGEMENT

- SUGGESTING CONCLUSIONS AND RECOMMENDATIONS FOR SELECTED INDUSTRIAL PROBLEM.

### **Reference:**

1. Project Management: Strategic Financial Planning Evaluation andControl, Bhavesh, M. Patel. Vikas Publishing House Pvt. Ltd.



2. Projects, Chandra, P., TMH
3. Effective Project Management, Wysocki, Robert K., Bick Robert and Crane David B, John Wiley and Sons, USA
4. Project Management: Engineering, Technology and Implementation, Shtub, Bard and Globerson, PHI
5. Project Management Handbook, Lock, Gower
6. Project Management Handbook, Cleland and King, VNR
7. Project Management Gary R. Heerkens, TMH (L)
8. Project Management and Control Narendra Singh, Himalya (L)
9. Project Management for Business and technology John M. Nicholas (L)
10. Managing Project Risk Yen Yee Chong Evelyn May Brown, Prentice Hall (L)
11. Project Management Harvey Maylor, Pitman Publishing (L)

### **MBA347: Innovation and New product development**

**Hours: 40**

**UNIT I(10 Hrs):** Introduction to Innovation, Nature of Innovation: Making the Idea a Reality, Need for Innovation in Organizations, Role of Innovation in the Organisation, Driving forces of innovation, Innovation strategies of international Industries, differences and similarities in production, process, and business model development) under convergent conditions

**UNIT II(10 Hrs):** Idea evaluation: What to do with generated ideas? Creativity in Teams, Developing and Contributing to a Creative-Innovation Team, Managing for Creativity and Innovation, Tools and Techniques in Creativity, Evolving a Culture of Creativity and Innovation in Organizations, Dynamics that underlie Creative Thinking, Creative insight: Why do good ideas come to us and when they do? Creativity in the Workplace, Creativity and Change Leadership, Researching/Assessing Creativity, Global Perspectives on Creativity

**UNIT III(10 Hrs):** Introduction to New Product Development, Product Development Methodologies and Organization, Identifying Market Opportunities, Product Planning, Understanding Customer and User Needs, Design Thinking Techniques, Point Forward Developing and Selecting Product Concepts, Product Specifications, Product Architecture, Industrial Design, User Interface Design

**UNIT IV(10 Hrs):** Prototyping, Time bound Research and development and prototype manufacturing, Concurrent Engineering, Program Management for Product Development, Product Development Economics, Design for Manufacturing, Product Testing and Reliability Simulation and Design Tools Product Launch, Design for the Environment, Product Lifecycle Management, Portfolio Management and the Program Management Office, Information Technology, Intellectual Property, Crowd sourcing and Open Innovation

#### **Suggested Readings:**

1. Innovation Management – Allan Afuah – Oxford Publications
2. Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford
3. Operations and Industrial Management – Donald Delmar
4. Operations Management – Decision Making in the operations function – Roger Schvoeder
5. Operations Management for Competitive Advantage - Chase – Jacobs –Acquilanc
6. *Product Design and Development*, Ulrich, Karl, and Steven Eppinger. 3rd ed. McGraw-Hill, 2003
7. IDEO Product Development, Thomke, Stefan, and Ashok Nimgade. Boston, MA: Harvard Business School, 2000
8. SweetWater, Bowen, H. Kent, and Thomas Everett. Boston, MA: Harvard Business, 1994

## **MBA446: Operations Strategy**

**Hours: 40**

**UNIT I(10 Hours): Basic Concepts of Operations Strategy,** Innovation and operations discipline, Frameworks for strategy and the decision category approach, Developing an operations strategy; Application of decision category approach and the capabilities approaches, Value chain dynamics and operations decisions, Value chain dynamics: Lessons from the auto industry, Enterprise architecture and operations strategy

**UNIT II (10 Hours): Key Elements and Decision Categories in an Operations Strategy:** Vertical integration and outsourcing, Business processes, Process technology decisions and multiple plants, Capacity strategy: How to make decisions on capacity and capacity expansion, Facilities strategies and globalization; Comparisons of plant productivity, Sourcing and supplier management, Information systems and the impacts of the electronic economy, Logistics systems and the fulfilment supply chain

**UNIT III (10 Hours): Capabilities and Different Approaches to Operations Strategy:** Competing on quality: Sources of quality and different measures of quality, Competing on cost versus competing on availability, Competing on cost versus competing on features and innovativeness, Competition in the housing industry: Improving cost, quality

**UNIT IV(10 Hours): Globalization, Outsourcing and Other Critical Issues in Operations Strategy and Policy in the 21st Century:** Models for gaining advantage in a global environment; How to position within a value chain, Globalization, joint ventures, sourcing overseas, and macroeconomic effects of off-shoring, Supplier power and overseas sourcing: Moving up the value chain in outsourcing

### **Suggested Readings:**

1. Manufacturing Operations Strategy Text and Cases, Terry Hill, Alex Hill Palgrave MacMillan, 3rd ed.
2. Strategic Manufacturing for Competitive Advantage, Steve Brown, Prentice Hall
3. World Class Manufacturing, Jim Todd, McGraw Hill, March 1996
4. Product Strategy and Management, M Baker, S Hart, Pearson Education, 2<sup>nd</sup> edition
5. Operations Strategy, Nigel Slack, Michael Lewis, Pearson education, 2<sup>nd</sup> Edition

## **MBA448: Business Process Reengineering and Benchmarking**

**Hours: 40**

**UNIT I (10 Hours):** Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes, Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities, Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines,

**UNIT II (10 Hours):** Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules, Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements, Benchmarking: Origins of benchmarking – Xerox approach Definition of benchmarking, Internal benchmarking, Benchmarking against the best in the unit Benchmarking against the best in the group, Benchmarking the best in any industry

**UNIT III (10 Hours):** Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required,

**UNIT IV (10 Hours):** Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets, Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains

### **Suggested Readings:**

1. Re-engineering the Corporation - Michael Hammer & James Champy
2. Beyond Re-engineering - Michael Hammer
3. Business process Bench marking - By Robert C. Camp
4. Process Re-engineering - By Lon Roberts
5. Business process Orientation - By Kevin Mc Cormack, By William C Johnson

## **MBA 447: Computer Integrated Manufacturing**

**Hours: 40**

**UNIT I(10 Hrs):** Introduction and Scope of CIM, CAD/CAM, Computerized elements & Components of a CIM System, Database for CIM, Planning, Scheduling and Analysis of CIM Systems. NC/CNC machine tools: Clarification, Application. Design of CNC: An introduction, Conventional machine tool design, Modern machine tool design, Tooling for CNC systems, introduction of CNC programming, Manual part programming, such as Drilling, milling, turning etc. Computer aided part programming (APT) Structure, APT language with examples.

**UNIT II(10 Hrs):** Automated Manufacturing Systems, Computerized Manufacturing Support Systems, Reasons for Automation, Automation Strategies-The USA Principle, Strategies for Automation and Process Improvement, Automation Migration Strategy. Automated Flow lines: System Configurations, Workpart Transfer Mechanisms, Storage Buffers, Control of Production Line, Analysis of Transfer Lines-Transfer Lines with No Internal Parts Storage, Transfer Lines with Internal Storage Buffers. Manual Assembly Lines: Assembly Workstations, Work Transport Systems, Line Pacing, Coping With Product Variety, Analysis of Single Model Assembly Lines- Repositioning Losses, The Line Balancing Problem.

**UNIT III(10 Hrs):** Automatic Material Handling and Storage systems: Design Considerations in Material Handling, Material Transport Equipment-Industrial Trucks, Automated Guided Vehicles, Monorails and Other Rail-Guided Vehicles, Conveyors, Cranes and Hoists, Analysis of Vehicle Based Systems, Conveyor Analysis. Automated Storage/Retrieval Systems, Automated Inspection systems: Overview of Automated Identification Methods, Bar Code Technology, Radio Frequency Identification, Other AIDC Technologies-Magnetic Stripes, Optical Character Recognition, and Machine Vision. Materials Requirements Planning (MRP): Concept of dependent demand, structure of MRP system, MRP calculations, planning & implementation issues, MRP-II & ERP

**UNIT IV(10 Hrs):** Cellular Manufacturing Systems: Part Families, Parts Classification and Coding, Features of Parts Classification and Coding Systems, Opitz of Parts Classification and Coding Systems, Production Flow Analysis, Composite Part Concept, Machine Cell Design, Applications Of Group Technology, Quantitative analysis of Cellular Manufacturing, Grouping of parts and Machines by Rank Order Clustering, Arranging Machines in a GT Cell. Computer Aided Process Planning: Retrieval CAPP Systems, Generative CAPP Systems, Feature Identification- Algorithms, Graph Based Approach, Attribute Adjacency Graph, Benefits of CAPP. Flexible Manufacturing Systems: Flexibility, Types Of FMS-A Dedicated FMS, A Random Order FMS, FMS Components-Workstations, Material Handling and Storage Systems, Computer Control System, Human Recourses, FMS Applications and Benefits Introduction to finite element analysis.

### **Suggested Readings:**

1. Automation, Production Systems and Computer Integrated Manufacturing, Mikell. P. Groover , Pearson Education 2001
2. CAD/CAM, Mikell. P. Groover and Emory Zimmers Jr., Prentice Hall 1998
3. James A. Regh and Henry W. Kreabber, Pearson 2005.
4. CAD CAM Principles, Practice and Manufacturing Management, Chris McMahon and Jimmie Browne, , Pearson Education 2005
5. Computer Integrated Manufacturing, Ranky, Paul G., Prentice Hall 2005
6. Computer Integrated Manufacturing, Yorem Koren, McGraw Hill, 2005
7. CAD/CAM Principles and Applications, P N Rao, TMH Publications, 2007

## **MBA326: International Business**

### **Main Objective:**

*The purpose of this course is to acquaint the students with concepts, techniques and policies in the field of International Economics to understand the dynamics of International Trade.*

**Hours: 40**

**UNIT I: (10 Hours):** International Trade Theory: Introduction to International Economics, Law of Comparative Advantage, Comparative advantage, H - O Theory, International PLC, New Trade Theory, Porters Diamond Model

**UNIT II: (10 Hours):** International Trade Policy: Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas

### **UNIT III: (10 Hours):**

**IMF** its objective functions and relevance, **World Bank** and its changing role, **WTO** the changing world economy and its impact on international business

### **UNITIV: (10 Hours):**

**Strategy and Structure of Multinational Company;**

### **Suggested Readings:**

1. International Economics, Salvatore Dominicks (2004). J, Mannur, H. G. (2003) ohn Wiley Sons, Inc.
2. International Economics, Second Edition, Vikas Publishing House, New Delhi
3. International Economics, Sodersten, B.O. (2003) McMillan, London
4. International Economics, Krugman, Paul and Maurice Obstfeld (2004) New York, Addison Wesley.

## **MBA327: EXIM Procedures and Documentation**

**Hours: 40**

**Unit I (10 Hours):** Need of documentation in export, Exim Policy, Infrastructural Support for India's Foreign Trade, Export Promotion Councils, Commodity Boards, Import/ Export Inspection Agencies.

**Unit II (10 Hours):** Export Procedure: Setting up Export Company, Export Sales Contracts, Processing of Export Order, Central Excise, Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Duty draw-backs, Special Issues: Export by post parcel and by Air.

**Unit III (10 Hours):** Import Procedure: Replenishment licensing, Import/Export passbook, Procurement for Exports, Custom Clearance of Imports, Duty Exemption Schemes. Commercial and regulatory Documents: Performa Invoice, Commercial Invoices, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate /Special Consular Invoice.

**Unit IV (10 Hours):** EXIM Bank and Commercial Banks, Export Credit and Foreign Exchange Covers, ECGC, Trading House: Export/Trading/ Star trading/Superstar trading houses, EOU/FTZ /EPZ/SEZ units: Policy

### **Suggested Readings:**

1. Export Policy Procedures and Documentation -M. I. Mahajan, Snow White Publications,
2. Export What Where How, Paras Ram, Anupam Publishers
3. EXIM policy 2009-14, Ministry of Commerce, Government of India
4. International Business: text and cases, Francis Cherunilam, PHI
5. International Payments, Edward G. Hinkelman, World trade Press
6. Handbook of Import-Export Procedures, Ministry of Commerce, Government of India

## **MBA426: International Financial Management**

### **Main Objectives:**

- *To provide an understanding of financial environment of global operations of business.*
- *To familiarise with the mechanics of foreign exchange markets.*
- *To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments*

**Hours: 40**

**Unit I (10 Hours):** Environment of international Finance Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments.

**Unit II (10 Hours):** The Foreign Exchange Markets The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting.

**Unit III (10 Hours):** Currency Derivatives Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

**Unit IV (10 Hours):** Foreign Exchange Risk and management Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure. Unit V: Global Financial management International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

### **Suggested Readings:**

1. Eitman, David K., Stonehill, Arthur, Moffet, Michael H., Multinational Business Finance, Pearson Education, 2007
2. Madura, Jeff, International Corporate Finance, Cengage (Thomson) Learning, 2007
3. Levi, Maurice, D., International Finance (2nd Ed), McGraw Hill, 1990
4. Shapiro, Alan, C., Multinational Financial Management, 8th ed. Wiley
5. Apte, P.G., International Financial Management, Tata McGraw Hill, 2006



## **MBA427: Global Business Environment**

*Main Objectives • To provide an in-depth understanding of various facets/elements of the international business environment • To equip with the tools and perspectives to analyse the effect of the various elements of business environment on internal organisation of business. • To enable the learners to draw implication of cross-cultural, political and ethical issues on global business.*

**Hours: 40 Hrs**

**Unit I (10 Hrs):** MNEs and International Business environment Nature of business environment; components of international business environment; MNEs and internationalization; environmental scanning for international business; forces of globalization and modes of entry.

**Unit II (10 Hrs):** International Economic Environment The components and characteristics of international economic environment; the transnational economy; trading environment of international business; FDI and their Impact on the Economy

**Unit III (10 Hrs):** The Political and legal environment: The regulatory and legal environment of business; basic principles of international law for business; areas of legal environment of particular concern to MNEs

**Unit IV (10 Hrs):** Cross-cultural environment of Business Analysis; country risk analysis; the cultural environment of international business; cross cultural challenges and complications; culture shock and international business

Ethical Issues in international Business The Ethical and social responsibility of international business; bribery and corruption; competitive strategy and international business environment; an overview of India's business environment

### **Suggested Readings:**

1. The international Business Environment Prentice Hall of India, Anant, K. Sundaram and J. Stewart Black, New Delhi 1996
2. International Business: Environments and Operations, Daneils, John D. and Lee H. Radebaugh, Pearson Education, 11th edition, New Delhi, 2007
3. International Business Environment, Cherunilam, Francis, 3rd edition, Himalya Publishing, 2007
4. International Management, Hudgell and Luthans McGraw-Hill
5. The Global Business Environment, Monir H. Tayeb, New Delhi, Sage Publications

## **MBA428: International Logistics**

**Hours: 40**

**UNIT I (10 Hours): Introduction** Objectives, Key tasks of logistics, Role of Government in controlling international trade and its impact on Logistics, Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of Shipping Company

**UNIT II (10 Hours):** Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering, Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores

**UNIT III (10 Hours):** Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo, Concept of Containerization, Classification of Constraints in Containerization, I.C.D's

**UNIT IV (10 Hours):** Concept of Air Transport, Air Cargo, Tariff Structure, I.A.T.A. Air freight insurance, International air freight tariffs, AWB (Air Waybill), Main airports of the world, International Contracts, Terms of Payment, Incoterms.

### **Suggested Readings:**

1. International Logistics, Pierre David, Biztantra
2. Logistic Management, Donald & David, Tata McGraw Hill
3. Strategic Logistic Management, Lambert, D et al, Tata McGraw Hill

## **MBA 331: Introduction to Tourism Industry**

**Hours: 40**

**UNIT I (10 Hrs):** Tourism; Tour; Tourist; Visitor; Excursionist; Domestic; International; Inbound; Outbound; Destination. Growth of Tourism / Evolution /History of Tourism & Present status of tourism in India.

**UNIT II (10 Hrs):** Constituents of Tourism Industry, Primary Constituents, Secondary Constituents, The 4 A's of Tourism – Attraction, Accessibility, Accommodation, Amenities, Career Opportunities for tourism professionals

Infrastructure of Tourism: Role of Transport in Tourism, Modes of Transport: Road, Rail, Air, Sea. Types of Accommodation – Main & Supplementary

**UNIT III (10 Hrs):** Types of Tourism: Types of Tourism: - Various Motivators Holiday, Social & Cultural, MICE Religious, VFR (Visiting Friends and Relatives), Sports, Political, Health, Senior Citizen, Sustainable Tourism, Alternative Tourism: Eco Tourism, Agro Rural Tourism

**UNIT IV (10 Hrs):** The Impact of Tourism: Economic Impact – Employment generation, Foreign Exchange Earnings, multiplier effect, Leakage, Infrastructure development. Social, Cultural & Political Impact – Standard of living, passport to peace, International understanding, Social Integration, Regional Growth, National Integration. Environmental Impact – Tourism pollution & control, wild life & bird sanctuaries & their protection for tourist industry.

### **Suggested Readings:**

1. *Tourism: Principles, Practices and Philosophies*, Goeldner, C.R and Brent Ritchie, J.R. (2003). (9<sup>th</sup> ed). Hoboken, NJ: John Wiley and Sons, Inc
2. *Tourism Development: Principles, Processes and Policies*, Gartmer, W.C. (1996). Hoboken, NJ: John Wiley & Sons, Inc.
3. *An Introduction to Tourism*, Lickorish, L.J. and Jenkins, C.L. (1997).. Butterworth-Heinemann.
4. *Dynamics of Tourism*, Kaul: (New Delhi, Sterling)
5. *The Tourism system an Introductory Text*, Mill and Morrison – (1992) Prentice Hall
6. *Tourism, Principles and practices*, Cooper, Fletcher, (1993) Pitman
7. *Tourism, Past, Present and Future*, Burkart and Medlik (1981) Heinemann, ELBS
8. *Dynamics of Tourism* P.S. Gill, (4 Vols) Anmol Publication
9. *Tourism Evolution Scope Nature & Organization*, P.C. Sinha, Anmol Publication

## **MBA 332: Hospitality and Tourism Planning**

**Hours: 40**

**UNIT I (10 Hrs):** Understanding tourism markets & travellers experience; Tourism service marketing mix; New perspectives on tourism marketing; Destination branding- tools & techniques; Tourist buying behaviour, travel purchase; Travel agents & tour operators; Tourism Marketing Research and Information Forecasting.

**UNIT II (10 Hrs):** Strategic Marketing of tourism Services in competitive market; Developing tourism service concepts: core & supplementary elements; Ensuring accessibility of tourism products through physical and electronic channels; Tourism pricing and revenue management; Educating and engaging customers and promoting the value proposition.

**UNIT III (10 Hrs):** Designing and managing the tourism service customer interface: Service process, Service Encounter and Service Blue Print; Balancing Demand and capacity; Tourism Service Recovery and customer feedback; Crafting the Tourism service environment; Managing People for Tourism Service Advantage.

**UNIT IV (10 Hrs):** Identifying, acquiring & Managing Relationships in tourism sector; Service Leadership; Tourism in Global Perspective, Principal Driving Force in Global Marketing of Tourism services; Contemporary trends in tourism marketing, Role of India Tourism development Corporation; Overseas promotion-Incredible India, IBEF.

### **Suggested Readings:**

1. Tourism Marketing, Choudhary - (Oxford Higher Education) 2015
2. Marketing for Hospitality & Tourism, Kumar Prasanna - (Mc Graw Hill) 2015

## **MBA431: Travel Agency and Tour Operators**

**Hours: 40**

**UNIT I (10 Hrs): The Tourism Organizations:** Objectives, Role & function of: Government Organizations: DOT, ITDC, MTDC, ASI, TFCI. Domestic Organizations: TAAI, FHRAI, IATO. International Organizations: WTO, IATA, PATA. NGO: Role of NGO in making responsible tourists.

**UNIT II (10 Hrs): The Travel Agency:** Meaning & Definition of Travel Agent. Types of Travel Agent: Retail & Wholesale. Functions of Travel Agent. Provisions of Travel Information, Ticketing, Itinerary Preparation, Planning & Costing, Settling of Accounts, Liaisons with service providers, Role of Travel Agent in promotion of Tourism.

**UNIT III (10 Hrs): The Tour Operator:** Meaning & Definition, Types of Tour operator: Inbound, Outbound & Domestic, Tour Packaging – definition, components of a tour package. Types of Package Tour: Independent Tour, Inclusive Tour, Escorted Tour, Business Tour, Guides & escorts – Their role and function Qualities required to be a guide or escort.

**UNIT IV (10 Hrs):** Travel Formalities & Regulations, Passport – Definition, issuing authority, Types of Passport, Requirements for passport. Visa – Definition, issuing authority, Types of visa Requirements for visa. Health Regulation – Vaccination, Health Insurance. Economic Regulation – Foreign Exchange

Itinerary Planning: Definition, Steps to plan a Tour, Route map, Transport booking, Accommodation reservations, Food facilities, Local guide / escort, Climate / seasonality, Shopping & cultural show, Costing

Assignments

1. Preparation of Itinerary – 2 days, 7 days for well known tourist destinations.
2. Preparation of passport, visa, requirements
3. Field visit to a Travel Agency, Airport etc.

### **Suggested Readings:**

1. Introduction to Travel & Tourism-Michael M. Cottman Van Nostrand Reinhold New York, 1989
2. Travel Agency & Tour Operation Concepts & Principles-Jagmohan Negi - Kanishka Publishes, Distributors, New Delhi, 1997
3. International Tourism – Fundamentals & Practices -A. K. Bhatia –Sterling Publishers Private Limited, 1996
4. A Textbook of Indian Tourism -B. K. Goswami & G. Raveendran -Har – Anand Publications Pvt. Ltd.
5. Dynamics of Modern Tourism -Ratandeep Singh -Kanishka Publishes, Distributors, New Delhi, 1998

6. Tourism Development, Principles and Practices -Fletcher & Cooper-ELBS  
**MBA432: Hospitality Information System**

**Hours: 40**

**UNIT I (10 Hours):** Understanding Information Systems, Computer Hardware for Hospitality, Computer Software for Hospitality: Word processing programs, Spread-sheet application programs, Database Programs, General-Purpose application programs, Business Software for Hospitality Organizations.

**UNIT II (10 Hours):** Computer networks for Hospitality: Introduction, Networking Data Resources, Computer Networks-Topologies, Network Connections, Telecommunications Media, Network Operating Systems-Intranets and Extranets.

**UNIT III (10 Hours):** Hospitality Management and Internet: E-Commerce, E-Information and Distribution =Systems, E- Business Strategies and Solutions.

**UNIT IV (10 Hours):** Hospitality Functional Applications-Computer Reservation Systems (CRS) and Global Distribution Systems (GDS), Property Management Systems & Point-of Sale Systems, Accounting Control and Production Systems.

**Suggested Readings:**

1. Hospitality Information Systems and E-commerce- Dana V. Tesone , John Wiley and Sons , 2005 1st Ed.
2. Management Information System - James O' Brien, Tata McGraw Hill, 2008,12th Ed.
3. E-Commerce and Information Technology in Hospitality and Tourism- Zong Qing Zhou, Delmar learning – a division of Thomson learning incorporation , 2003 ,1s

## **MBA433: Tourist Product Design & Destination Development**

### *Main Objective :*

*To provide students with the ability to initiate and carry out advanced analysis and research in the field of destination development. To understand ways of effective destination management. To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques.*

**Hours: 40**

**Unit I(10Hrs): Tourism product development:** conceptual background. Tourism product designing, development issues and considerations. Marketing considerations for sustainability of tourism product- interpretation.

Development of destination. Principles of destination development. Concerns for destination planning. Stages in destination designing and management.

**Unit II (10 Hrs): Cultural tourism product:** designing, development, issues and considerations  
Religious tourism product: designing, development, issues and considerations  
Heritage tourism product: designing, development, issues and considerations.

**Unit III (10 Hrs): Medical and health tourism product:** designing, development, issues and considerations. Special interest tourism product: designing, development, issues and considerations  
Cruises as tourism product: designing, development, issues and considerations.

**Unit IV (10 Hrs): Ecology and wildlife tourism product:** designing, development, issues and considerations. Adventure tourism product: designing, development, issues and considerations.  
Beaches and islands as tourism product: designing, development, issues and considerations.  
Resorts, types of resorts. Resort as a tourism product: designing, development, management, issues and considerations.

### **Suggested Readings:**

1. Tourism Planning: Basic, Concepts and Cases, C.Gunn, Cognizant Publications,2002
2. Destination branding: Creating the Unique Proposition, Nigel Morgan, Annette Pritchard, Roger Pride, Butterworth and Heinemann.,2001
3. The Tourism Area Life Cycle v. 1: Applications and Modifications', Richard W.Butler, Channel View Publications, 2006
4. Tourism SMEs, Service Quality and Destination Competitiveness' Claire(Edt) Haven Tang, Eleri Ellis(EDT) Jones, CABI Publishing,2005
5. Tourism in Destination Communities, Shalini (EDT) Singh, Dallen J.Timothy, Ross Kingston Dowling, CABI Publishing, 2003
6. The Competitive Destination : a sustainable tourism perspective, Geoffrey Ian Crouch, JR Brent Ritchie, Horst-Herbert G Kossatz, CABI Publishing,2003
7. Tourism and recreation Development C.B.I. Baud Bovy Munuel and Lawson (1976) Pub.6
8. In the wake of Tourism special places in Eight countries, The Conservation Foundation, Bosselman Fred P.1979, Washington D.C.
9. Tourism & Development Bouyden Jahn N. Cambridge University Press, London. 1978

10. A Plan for Managing Tourism in Bahamas Islands Checa K. Co.. Washington D.L. 1969

**MBA 341: Retail Science**

**Hours: 40**

**UNIT I (10 Hrs):** New dimensions of retail sale, Developing and Sustaining Relationship in Retailing, Organized Vs Unorganized Retailing, Contemporary Retail Strategies, Changing retail landscape-Impact of Socio-cultural, Demographic, Economic variables, Trading Area Analysis, Store Location and Site, Retail Buying Strategies

**UNIT II (10 Hrs):** Retail Aesthetics, Store Atmospherics- moments of truth, physical evidence, Store Design, Store Fittings, Management of Floor space, Visual Merchandising, Product Range Management, Consumerism. Ethics in Retailing, Multichannel Retailing, Impact of Retailing on Human Resource and Career growth in Retailing

**UNIT III (10 Hrs):** Financial Objectives and Dimensions, GMROI, Strategic Profit Model, Success of Private Labels Brands and its role the success of Retail Store

**UNIT IV (10 Hrs):** Corporate Social Responsibility, Retail Research and Audit, Insurance, Consumer Protection Act, Torts Harassment, Health, Safety, Security Hazards – Material, Equipments, Cash, Pilferage, External Threats, Safety Gadgets

**Suggested Readings:**

1. Retail Management: A Strategic Approach, Barry Berman & Joel R. Evans PHI, 2007, 11<sup>th</sup> Ed.
2. Retailing Marketing, Dravid Gilbert, Prentice Hall - Pearson Education 2007, 2<sup>nd</sup> Ed.
3. Retail Management, Gibson G. Vedamani, Jaico Publishing House 2004, 9<sup>th</sup> Ed.
4. Retailing Management, Michael Levy, Barton A. Weitz & Ajay Pandit:, TMH 2008, 2<sup>nd</sup> Ed.
5. Retailing Management- Swapna Pradhan: TMH 2009, 3<sup>rd</sup> Ed.



## **MBA 342: Pricing and Branding**

**Hours: 40**

**UNIT I (10 Hrs):** Pricing Policies Concept and Strategies, Factors influencing Pricing, Mark ups and Mark downs, Price Awareness, Price Sensitivity, Cost and Price decisions

**UNIT II (10 Hrs):** Differential Pricing, Promotional Pricing, Pricing and PLC, Product Line Pricing, Transfer Pricing, Bundle Pricing, Retail Pricing: A Deep Cut Strategy, an Alternative Strategy, Charm Prices, Trading Stamps

**UNIT III (10 Hrs):** Price Management and Psychology, Vertical Price Management, Bait and Switch Pricing, Retail Price Management: Pricing of Individual Items, Price Management and Cross-Product Effects, Price Promotions in Retail, The Role of Price Image of stores

**UNIT IV (10 Hrs):** Retail Positioning and Branding, Role of Retail Brands, Store Brands, Positioning and Proposition of a Brand, Counterfeit or Copy Cat Brands, Corporate Branding, Brand Extension

### **Suggested Readings:**

1. Pricing - F. Livesey: The Macmillan Press Ltd. (Unit I &II)
2. Price Management - Hermann Simon: Elsevier Science Publisher B.V. (Unit III)
3. Retail Store Management Problems Donald Kirk David, M.B.A.: - A. W. Shaw Company
4. Retail Management: A Strategic Approach Barry Berman & Joel R. Evans: - PHI 2007
5. Retailing Marketing David Gilbert, , Prentice Hall - Pearson Education 2007(Unit IV)
6. Retailing Management, Michael Levy, Barton A. Weitz& Ajay Pandit -TMH, 2008

## **MBA 441: International Retailing**

**Hours: 40**

**UNIT I (10 Hrs):** International retailing growth prospects, Products and Services Retailing in International Market, Branding Decisions- International Products and Services Strategies, International Retail Structure, Motives and Reasons for Internationalization, Direction of Expansion, Market Entry methods, Typology of International Expansion

**UNIT II (10 Hrs):** Shopping at World Class Stores, Cultural Influence on International Retailers, International Management, Emerging Themes and Niches, Market Selection and Growth, Stages of Internationalization, Internal Opportunities, Entry Strategies: Export, Franchising/Licensing, Acquisitions and Mergers, Joint Ventures, Organic Growth

**UNIT III (10 Hrs):** International Market Environment: PESTL, Motives for International Retailing, Marketing Research: Factors, Problems, Process, Marketing Planning for Differing International and Regional Requirements

**UNIT IV (10 Hrs):** Competing and Competitive Advantages in Foreign Market, Career in Foreign Markets, Attitude Scaling Techniques- Multi Attribute model- Multidimensional Scaling- Conjoint analysis

### **Suggested Readings:**

1. Globalization of Business- Practice and Theory Abbas J Ali, Jaico Publishing House, 2003, 2<sup>nd</sup> Ed.
2. International Retailing Nicolas Alexander: Blackwell Business Publishers Ltd, 1997, 2<sup>nd</sup> Ed.
3. International Retailing S.L. Gupta & Arun Mittal: Excell Books, 2010, 1<sup>st</sup> Ed.
4. Principles of Retail Management Rosemary Varley & Mohammed Rafiq: Macmillan 2005, 2<sup>nd</sup> Ed.
5. Retail Management - A Strategic Approach-Barry Berman & Joel R. Evans: PHI, 2007, 11<sup>th</sup> Ed.
6. Retailing Marketing, David Gilbert: Prentice Hall - Pearson Education 2007, 2<sup>nd</sup> Ed.
7. Retail Management - Gibson G. Vedamani: Jaico Publishing House 2004, 9<sup>th</sup> Ed.
8. Retailing Management- Michael Levy, Barton A. Weitz & Ajay Pandit, TMH 2008, 2<sup>nd</sup> Ed.

## **MBA442: Merchandising and Mall Management**

**Hours: 40**

**UNIT I (10 Hrs):** Merchandise Assortments, Role and Responsibilities of Merchandiser, Forecasting Sales, Developing Assortment Plans, Merchandising Planning System: Stale Merchandise, Fashion Merchandise, Bin Management, Beginning of the Month (BOM), End of the Month (EOM) Merchandiser Skills and Profile

**UNIT II (10 Hrs):** Buying Merchandising: Methods of Planning and Calculating, Merchandise Sourcing & Allocation, Evaluating Merchandise Performance, Multiple Attribute Methods and Category Management

**UNIT III (10 Hrs):** Inventory Levels, Fashion, Season, Theme, Pattern, Support Services, Merchandise Budget, Vender Negotiating in Purchase, In Store Merchandise Handling, Buying for Chain Stores, Non Store, Single/Independent Store, Visual Merchandising and its Role, Shrinkages

**UNIT IV (10 Hrs):** Introduction to Malls: History, Types, Growth, Dynamics, Concepts in Mall Design, Site Selection, Market Analysis, Commercial Lease, Tenant Mix, Maintenance Management

Entertainment in Shopping, Shopping Centres, Aspects in Security, Aspects in Quality Management, Quantifying Mall Performance

### **Suggested Readings:**

1. Mall Management, Abhijit Das: - Taxmann's, 2006, 2<sup>nd</sup> Ed.
2. Retail Management, Barry Berman & Joel R. Evans: A Strategic Approach, PHI 2007, 11<sup>th</sup> Ed.
3. Retailing Marketing, Dravid Gilbert: Prentice Hall Pearson Education, 2007, 2<sup>nd</sup> Ed.
4. Retail Management, Gibson G. Vedamani: Jaico Publishing House, 2004, 9<sup>th</sup> Ed.
5. Retailing Management Michael Levy, Barton A Weitz & Ajay Pandit: - TMH, 2008, 2<sup>nd</sup> Ed.
6. Retailing Management- Swapna Pradhan: TMH, 2009, 3<sup>rd</sup> Ed.

## **MBA 443: Acquiring Maintaining and Retaining Customer**

**Hours: 40**

**UNIT I (10 Hrs):** New Dimensions of Relationship Management in Business, Transactional Marketing to Relationship Marketing, Understanding Customer, CRM as a Strategic Marketing tool, Customer Life Cycle management, Methods and Tools for Customer Acquisition, ACTMAN model

**UNIT II (10 Hrs):** Sustaining relationship with Customer, CRM Structures, CRM Cycle, Stakeholders in CRM, CRM Comprehension and Implementation Model, e CRM, Managing Customer Satisfaction, Customer Satisfaction Models and Practices, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, KANO Model Loyalty Ladder, Loyalty and its relationship with customer satisfaction, RaiSrivastava model of customer loyalty formation

**UNIT III (10 Hrs):** Managing Customer Retention, Customer retention and Brand Loyalty, customer recall strategies, customer experience management, Implication of Employee Customer Affinity, Customer Engagement, Employee-Organisation Relationship, Employee-Customer Linkage, Factors effecting employee's customer oriented behaviour, Essentials of building employee relationship

**UNIT IV (10 Hrs):** Dynamics of Information Technology in developing and sustaining relationship with Customers, e CRM, Rural CRM, customer relationship management practices in retail industry, Customer Service Initiatives

### **Suggested Readings:**

1. Customer Relationship Management: Concepts and Cases Alok Kumar Rai : (Second Edition)- PHI Learning
2. Customer Relationship Management Simon Knox, Adrian Payne, Stan Maklan: - Routledge Inc.
3. Customer Relationship Management Bhasin- (Wiley Dreamtech)
4. Customer relationship management handbook Dyche- prentice hall
5. Customer relationship management Peelan- prentice hall
6. Customer relationship management Kristin Anderson, Carol Kerr :, McGraw-Hill Professional
7. Customer Relationship Management Chaturvedi- (Excel Books)
8. Customer relationship management Concepts, Tools, & Applications Sheth J N, Parvatiyar A. and Shainesh G., Emerging, Tata McGraw-Hill Education
9. Customer Relationship Management Lumar- (Wiley India)

## **MBA351: Hospital Planning**

**Hours: 40**

**Unit-I (10 Hrs):** Types of Hospital Organisation & Statutory Requirements for Planning, Steps in Hospital Planning: Need Assessment, Appointment of Planning Teams/Consultants, Appointment of Architect, Size of the Hospital, Design of the Hospital, and Selection of the Contractor

**Unit-II(10 Hrs):** Preparation of Architect's Brief Selection of the Size, Preparation of the Master plan, Preparation of Schedule of Accommodation Layout, Grouping, Zoning & Phasing of Activities, Circulation & Movements of Patients, Staff, Visitors.

**Unit-III(10 Hrs):** Planning for: Out Patient Department/Accident/Emergency, Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Paediatric, Maternity ward.

**Unit-IV (10 Hrs):** Planning for Water supply, Electricity, Drainage & Sewage disposal, Planning for equipment's & Purchase. Planning for various categories of Staff, Administrative action for Appointment, Training

### **Suggested Readings:**

1. Hospital Planning & Administration – WHO Monograph Series 54 – By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi.
2. Hospital & Nursing Homes : Planning, Organisation, & Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi.
3. Principles of Hospital Administration & Planning – By B.M. Sakharkar – Jaypee Brothers.
4. Hospital Administration – By C.M. Francis & Marioc Desouza – Jaypee Brothers, New Delhi.
5. Hospital Administration & Planning – By A.G. Chandorkar – Paras Medical Publisher.
6. Hospitals Planning, Design & Management – By Kunders & Gopinath.
7. Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.
8. Management of Hospital – By S.L. Goel & R. Kumar – Deep & Deep Publisher.

## **MBA352: Medical Terminology & Procedures**

**Hours: 40**

**Unit-I (10 Hrs):** Fundamentals of Medical Terminology: Word Roots, Prefix, Suffix, Abbreviations & Symbols. Introduction to Anatomy & Physiology Organs & Systems: Gastro Intestinal, Respiratory, Circulatory, Renal, Reproductive, Nervous

**Unit-II (10 Hrs):** Common Diseases & Procedures: Gastro Intestinal, Cholecystitis, Cholelithiasis, Appendicitis, Intestinal Obstruction, Hernia, Peritonitis, Gastroscopy: Endoscopy, Laparotomy, Laparoscopy.

Common Diseases & Procedures: Respiratory, Tuberculosis, Bronchial Asthma, Respiratory Failure, Pulmonary Embolism, Pneumonia, Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation.

**Unit-III (10 Hrs):** Circulatory: Hypertension, Coronary Artery Disease, Arrhythmias, Cardiac Arrest Shock. Deep Vein Thrombosis (DVT), ECG, 2D Echo Cardiogram, Coronary Angiography, Cardiac Catheterisation, Stress Test, Pacemaker.

Renal: Nephrotic Syndrome, Urinary Tract Infection, Renal Failure, Renal / Bladder Stones  
Intravenous Pyelography, Cystoscopy, Urinalysis, Hemodialysis, Peritoneal Dialysis.

**Unit-IV(10 Hrs):** Reproductive: Female – Breast Cancer/Self Examination, Menstrual Disorders, Dysmenorrhoea, Premenstrual Syndrome (PMS), Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultra Sound, Laparoscopy, IVF, Tubectomy, D & C.

Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of Prostate (TURP)

Nervous: Stroke (Cerebro Vascular Accident), Brain Tumor, Brain Injuries, Spinal Cord Injuries, Lumbar Puncture, Myelography, CT Scan, MRI, EEG, EMG

Oncology: Investigations

### **Suggested Readings:**

1. Principles of Anatomy & Physiology – By Gerard J. Tortora.
2. Anatomy & Physiology in Health & Illness – By Anne Waugh – Churchill Livingstone.
3. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.
4. Dorland's Pocket Medical Dictionary.
5. Taber's Cyclopedic Medical Dictionary – F.A. Davis Philadelphia.
6. Medical Manual of Anatomy – By Sampath Madhyastha – CBS Publication.

## **MBA451:Hospital Administration**

**Hours: 40**

**Unit-I (10 Hrs):** Routine Admission/Discharge Procedures/Discharge Summary, Hospital Utilisation Statistics: Average Length of Stay (ALS), Bed Occupancy, Rare, Turn Over Interval. Daily Reports / Returns: Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department Report: OT List

**Unit-II (10 Hrs):** Patient's Complaints, Medical Certificates. Hospital Committees: Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions. Patient Satisfaction Survey: Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing. Duty Roster of various categories of Staff, Availability of Materials: Critical Items, Stock Level, Procurement Methods. Administration of Patient Related Schemes: Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI.

**Unit-III (10 Hrs):** Front Office: Duties & Responsibilities: Duties & Responsibilities of the Hospital Administrator/CEO- In Profit Making Hospitals and In Non-Profit Making Hospitals Disaster Management/Disaster Plan, Marketing of Hospital, Telephone Courtesy, Guest Lectures, Organisation of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation.

**Unit-IV (10 Hrs):** Hospital Security: Staff, Patients, New born babies, Female staff/Patients, Stores. Application of Hospital Information System (HIS) & Management Information System (MIS), Negotiation Skills: Purchase of Stores / Equipment, Union Matters, Collective Bargaining. Hospital Waste Management, Methods of Infection Control, Fire Fighting, Dealing with Crisis Situation like Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners. Standard Operating Procedures (SOPs).

### **Suggested Readings:**

1. Sana's Guidelines for Hospital Infection Control – By Mohd. S. Khan – Jaypee Brothers, New Delhi.
2. Hospital Waste Management & its Monitoring – By Madhuri Sharma – Jaypee Brothers, New Delhi.
3. Medical Stores Management – By Shakti Gupta & Sunil Kant - Jaypee Brothers, New Delhi.
4. Medical Records, Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
5. Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta – Jaypee Brothers, New Delhi.
6. Hospital Waste Management – By A.G. Chandorkar – Paras Medical Publisher.
7. Hospital Infection Control – By S.A. Tabish – Academia, New Delhi.

## **MBA452: Laws Related to Hospital & Medical Services**

**Hours: 40**

**Unit-I(10 Hrs):** Introduction & Legal Procedures: Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons. Medico Legal Aspects of Emergency Services, Inquest: Police Inquest, Magistrate's Inquest.

Criminal Courts in India & their Powers: General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act.

**Unit-II(10 Hrs):** Introduction to Indian Constitution: Preamble, Fundamental Rights, Rights & Responsibilities of Medical Person, Hippocratic Oath, Declaration of Geneva.

List of Offences & Professional Misconduct of Doctors, as per Medical Council of India, Organisational & Procedural Laws: Indian Contract Act, Nursing Home-Registration Act, Birth-Death Registration Act, Labour Laws Applicable to a Hospital, Indian Trade Union Act 1926/Industrial Dispute Act 1947, The Bombay Shops & Establishment Act, The Workmen's Compensations Act, The Industrial Employment (Standing Orders) Act 1946.

**Unit-III(10 Hrs):** Medical Establishment, Professional Negligence, Errors & Commission, Insurance Policy, General Claims Procedure, Laws Related to Medical Procedures: Medical Termination of Pregnancy Act 1971(MTP Act), Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Consumer Protection Act 1986, Medical Negligence & Compensation, Medical Ethics/Doctor Patient Relationship.

**Unit-IV (10 Hrs):** Preventive Steps for Doctors/Hospitals to Avoid Litigation: Consent Form, Life Support, Dying Declaration, Death Certificate, High Risk, Post Mortem.

Illustrative Cases of Medical Negligence in India: Surgery, OBST/GYNAEC, Medicine, Pediatrics, Other Disciplines/Anaesthesia, Legal Requirements of Licences/Certificates for a Hospital.

### **Suggested Readings:**

1. Parikh's Text Book of Medical Jurisprudence & Toxicology – By Dr. C.K. Parikh – CBS Publications.
2. Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.
3. Medical Negligence & Legal Remedies – By Anoop K. Kaushal – Universal.
4. Medical Termination of Pregnancy Act.
5. Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.
6. Organ Transplant Act.
7. The Consumer Protection Act 1986.
8. Indian Trade Union Act 1926.
9. Industrial Dispute Act 1946.
10. Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law – By M.S. Pandit & Shobha Pandit – Pandit Publications.
11. Opening the Domains of Laws – By Adv. Seema Bapat.
12. Modi's Book on Medico Jurisprudence & Toxicology.



## **MBA453: Health Care & Administration of Clinical & Non-clinical Services**

**Hours: 40**

**UNIT I (10Hrs):** Health Administration in India, Health Care Delivery System, National Health Policy, National Health Programmes: Tuberculosis's control Programme, Dots, Programme for control of Blindness, Family welfare programme, AIDS control programme, role & functions of, National AIDS Control Organisation (NACO).

**UNIT II (10Hrs):** Epidemiological Triad, Levels of Disease Prevention: Research Methodology, Radiology Services, Pathology & Clinical Laboratory, Central Sterile Supply Department, Laundry & Linen Services, House Keeping Services, Disposal of Biomedical Waste

**UNIT III (10Hrs):** Kitchen Canteen Services, Medical Records Department, Engineering Services: Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety.

**UNIT IV (10Hrs):** Quality Management in Health Care: Quality control, ISO, ISO standards, Hospital Accreditation, Role of Quality Council of India (QCI), National Accreditation Board of Hospitals (NABH). Billing, Clamming, Insurance Companies/Employers, Public Relations

### **Suggested Readings:**

1. Park's Text Book of Preventive & Social Medicine –By K. Park - BanarasidasBhanot, Jabalpur.
2. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
3. Hospital Services Management – By S.K. Parthsarathi – K.J. Hospital, Madras.
4. Medical Records Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
5. Management Information System – By Waman s. Javdekar – McGraw Hill.
6. Total Quality Management – By V.V. Gopal – ICFAI University Press.
7. Marketing – RogeraKerin& Steven W. Hartcey – McGraw Hill.
8. Methods of Bio-statistics – By Rao.

## **MBA356: INDIAN COMPANIES ACT 1956**

*Main Objective: The objective of the course is to impart basic knowledge of the provisions of the Companies Laws and the Depository Laws along with relevant case law.*

**Hours: 40**

**UNIT I (10Hrs): Introduction:** Characteristics of a company, concept of lifting of corporate veil. Types of companies, association not for profit, illegal association. Formation of company – Promoters, their legal position, pre-incorporation contract and provisional contracts. Documents – Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus and Book Building.

**UNIT II (10Hrs): Share Capital** – issue, allotment and forfeiture of share, demat of share transmission of shares, buyback, share certificate and share warrant Members and shareholder – their rights and duties. Shareholders meetings, kinds, convening and conduct of meetings.

**UNIT III (10Hrs): Management** – Directors, classification of directors, dis-qualifications, appointment, legal position, powers and duties, disclosures of interest, removal of directors, board meetings, other managerial personnel and remuneration. Dividend Provisions and issue of bonus shares. Investigations. Winding up – concept and modes of winding up .

**UNIT IV (10Hrs): Emerging issues in company law:** One Person Company (OPC), Small Company, Postal Ballot, Small Shareholders on Board, Director Identity Number (DIN), Corporate Identity Number (CIN), MCA-21, Online Filing of Documents, Online Registration of Company, National Company Law Tribunal (NCLT), Limited Liability Partnership (LLP), Insider Trading, Rating Agencies, Producer Company – concept and formation.

### **Suggested Readings:**

1. An Easy Approach to Corporate Laws, Sharma J. P, Ane Books Pvt Ltd, New Delhi.
2. *Manual of Companies Act, Corporate Laws and SEBI Guidelines*, Bharat Law House, New Delhi
3. *A Ramaiya Guide to Companies Act*, Wadhwa and Company, Nagpur
4. *Company Law Procedure* Kannal, S., & V.S. Sowrirajan, Taxmans Allied Services (P) Ltd., New Delhi (Latest Edn)
5. *Indian Company Law*, Singh, Harpal, Galgotia Publishing, Delhi.
6. *Company Law*, Charlesworth & Morse, Sweet & Maxwell, London, U.K.
7. *Principles of Modern Company Law*, Gower, LCB, Stevens & Sons, London

## **MBA357: INTELLECTUAL PROPERTY RIGHTS (IPR)**

**Hours: 40**

### **UNIT I (12Hrs): General Principles of IPR:**

Introduction to Intellectual Property, Concept of Intellectual Property, Kinds of Intellectual Property, Economic importance of Intellectual Property

PATENTS ACT 1970: Introduction to Patents 2. Patentable subject-matter: Patent Act 1970 – amendments of 1999, 2000, 2002 and 2005, Pharmaceutical products and process and patent protection, Software Patents, Business Method, Protection of Plant Varieties and Farmers' Rights Act, 2003, Patenting of Micro-organism

3. Procedure for Obtaining of Patents: Contents of a Patent Application. Specification, Provisional, Complete, Disclosure aspects, Claims, Principal, Dependant, Omnibus, Examination of application, Opposition of Application, Sealing of Patents

### **UNIT II (10Hrs): TRADEMARK ACT 1999:**

An Introduction to Trademarks Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Well known Trademark, Registration of Trademarks : Grounds of refusal of registration, Absolute grounds Relative grounds. procedure for registration of Trademarks, Application.-intent to use ,Opposition, Registration Rights of Registered trademark owners. Assignment and licensing of Trademarks

### **UNIT III (08Hrs): COPYRIGHTS ACT 1957 :**

Copyright Law-Essentials and kinds , Ownership, authorship and assignment ,Copyright Infringement and fair use doctrine , Related/ neighboring rights and management of copyrights

### **UNIT IV (10Hrs): DESIGNS ACT 2000:**

An Introduction to Designs Act, definitions, registration of design, controller and other officers, prohibition of registration of certain designs, application for registration of design, registration to be in respect of particular article, publication of particulars of registered design, power and duties of controller, certificate of registration,

### **Suggested Readings:**

1. Intellectual Property – Global and Business Dimensions by J.K Bagchi
2. Issue of Intellectual Property Rights by Ramesh Chandra
3. Intellectual Property Rights – Dr Sreenivasulu N.S
4. P. Narayanan – Intellectual Property Law.
5. Cornish William – Intellectual Property.
6. Ganguli – Intellectual Property Rights: Unleashed the knowledge economy.
7. Copinger & Skine James – Copyright.
8. Pal P. – Intellectual Property Rights in India.
9. Unni – Trade Mark, Design and Cyber Property Rights.
10. Pavan Duggal – Cyber Law: the Indian Perspective.
11. D. P. Mittal - Law of Information Technology.

## **MBA456: INTERNATIONAL BUSINESS LAWS**

**Hours: 40**

### **UNIT I (10Hrs):**

Introduction to the legal environment of international business , Private International Law  
Nature & Scope of Conflict of Laws, Choice of Law in Contract, Domicile Public International  
Law Nature & Scope – Concept of States

**UNIT II (10Hrs):**Law of International Institutions – United Nations Charter & Institutions  
created there under (e.g International Court of Justice & Security Council)

**UNIT III (10Hrs):**Trade Laws WTO & Subsequent Developments Access to foreign markets  
Imports, Exports, Tariffs, and Sanctions Import Competition and Regional Trade Agreements  
International Contracts for the Sale of Goods International Collections and Letters of Credit  
Foreign Direct Investment

**UNIT IV (10Hrs):**Maritime Law,Admiralty Jurisdiction & Merchant Shipping Act  
1934,Protection of Intellectual Property.

### **Suggested Readings:**

1. The Law of Nations, J. B. Brierly
2. International Law D. H. Harris (Cases and Materials).
3. International Law, Oppenheim - ( Volume I, Peace)
4. International Law, S. K. Kapoor
5. World Trade Organization, Bhagirathlal Das
6. An Introduction to International Law , J. G. Starke
7. International Institutions, P.W. Bowett
8. Private International Law – Cheshire & North
9. Law of International Institutions - Bowett

## **MBA457: LAWS OF BUSINESS ORGANISATIONS**

**Hours: 40**

**UNIT I (10Hrs): Indian Trusts Act 1882 : Introduction-** Commencement, Repeal of enactments, Interpretation-clause "trust" CREATION OF TRUSTS, Lawful purpose. Trust of immoveable property and moveable property, Subject of trust. Beneficiary, Disclaimer by beneficiary, trustee, the duties and liabilities of trustees, the rights and powers of trustees, disabilities of trustees, rights and liabilities of the beneficiary, vacating the office of trustee, extinction of trusts, certain obligations in the nature of trusts.

**UNIT II (10Hrs): Societies Registration Act 1860 :** Introduction, Memorandum of association, Registration and fees, Annual list of managing body to be filed, Property of society how vested, Suits by and against societies, Enforcement of judgment against society, Recovery of penalty accruing under bye-law, Members liable to be sued as strangers, dissolution of societies and adjustment of their affairs, Disqualified members, Governing body, Registration of societies formed before Act, Inspection of documents, societies may be registered under this Act.

**Unit iii (10hrs): Limited liability partnership act 2012:** Introduction, fundamentals of a limited liability partnership, formation and registration, management of a limited liability partnership, conversion to limited liability partnerships, foreign limited liability partnerships, winding-up, dissolution and striking-off, enforcement,

**Unit iv(10hrs) : Indian companies act 2013:** Introduction, definitions, incorporation of company and matters incidental thereto, prospectus and allotment of securities, share capital and debentures, acceptance of deposits by companies, registration of charges, management and administration, declaration and payment of dividend, accounts of companies, audit and auditors, appointment and qualifications of directors, meetings of board and its powers, appointment and remuneration of managerial personnel, inspection, inquiry and investigation, compromises, arrangements and amalgamations, prevention of oppression and mismanagement, Case studies and presentations

### **Suggested Readings:**

1. Bare Acts
2. M. P. Tandon – Indian Trust Act.
3. Company Law – Avtar Singh

## **MBA458: REGULATORY ASPECTS OF BUSINESS**

**Hours: 40**

### **UNIT I (10Hrs):**

Definition of Securities U/Securities Contract Regulation Act 1956.

SEBI Act 1992

SEBI (Issue of Capital & Disclosure Requirement Regulations 2009)

### **UNIT II (10Hrs):**

SEBI Mutual Fund Regulations

SEBI Insider Trading Regulations

SEBI Takeover Code 2011

### **UNIT III (10Hrs):**

Legislation relating to Insurance etc

Insurance Act 1938, IRDA, Principles of Insurance

Concept of Insurance vs Assurance

### **UNIT IV (10Hrs):**

Depositories Act 1996 Definitions, Rights and Obligations of Depositories, Participants Issuers and Beneficial Owners, Inquiry and Inspections, Penalty.

Case Studies and Presentations

### **Suggested Readings:**

1. Guide to Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002. Justice Bhaghabati Prasad Banerjee-
2. Modern Law of Insurance in India. K. S. N. Murthy and K. V. S. Sharma
3. Principles of Insurance Law
4. General Principles of Insurance Law, relevant Chapters
5. M. H. Srinivasan - E. R. Hardy Ivamy