



## **Proposed Programme Structure & Syllabus**

**Master of Business Administration ( MBA)  
2020-21**

**Department of Management  
Central University of Rajasthan**

## Programme Structure

Semester I				Semester II			
Course Code	Course Name	Course Type	Course Credit	Course Code	Course Name	Course Type	Course Credit
MGT 401	Management Principles and Organizational Behavior	CC	4	MGT 406	Marketing Management	CC	4
MGT 402	Managerial Economics	CC	4	MGT 407	Human Resource Management	CC	4
MGT 403	Accounting for Managers	CC	4	MGT 408	Financial Management	CC	4
MGT 404	Quantitative Techniques	CC	4	MGT 409	Production & Operations Management	CC	4
MGT 405	Research Methodology for Business	CC	4	-	Open Elective	OE	4
MGT 421	Soft Skills	AECC	2	MGT 423	Business Writing Skills	AECC	2
MGT 422	Sector & Industry Seminar	AECC	2	-	Ability Enhancement Elective Course	AECC	2
	<b>Total Credit</b>		<b>24</b>				<b>24</b>
Semester III				Semester IV			
Course Code	Course Name	Course Type	Course Credit	Course Code	Course Name	Course Type	Course Credit
MGT 501	Strategic Management	CC	4	MGT 503	Business Ethics	CC	4
MGT 502	Entrepreneurship	CC	4	-	Departmental Specific Electives	DSE	8
-	Departmental Specific Electives	DSE	8	MGT 582	Dissertation Project	PC	8
-	Open Elective	OE	4	-	Fitness		2*
MGT 581	Summer Internship Project	PC	4	-	Societal Interface		2**
	<b>Total Credit</b>		<b>24</b>				<b>24</b>

**\*2 Credit Course for Fitness will be spread over all the 4 Semester of the Course**

**\*\*2 Credit Course for Societal Interface will be spread over all the 4 Semester of the Course**

Note:

1 In Fitness, the students are expected to participate in any physical activity (e.g. Yoga, sports etc.) and in Societal Interface they need to engage in some social activity (e.g. NSS etc.) in the university, right from I Semester to the IV Semester. By participating in both these activities the student will be earning 2 credits for the Fitness and 2 Credits for Societal Interface for Fitness and Societal Interface will be proportionately spread over the four semesters.

2 Total Credit for MBA Programme is 96 Credit which are divided as follows:-

- CC - Core Course ( 48 Credits)
- DSE- Departmental Specific Electives offered by the Department (16 Credits)
- OE– Open Electives offered by any department of the University ( 8 Credit)
- AECC – Ability Enhancement Compulsory Course ( 6 Credit)
- AEEC - Ability Enhancement Elective Course Offered by the Department ( 2 Credit)
- PC - Project Course ( 12 Credit),
- Fitness - ( 2 Credit)
- Societal Interface ( 2 Credit)

### **List of Departmental Specific Elective Course offered by the Department**

<b>Sr. No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Course Credit</b>
1	MGT 521	Marketing of Services	4
2	MGT 522	Sales & Distribution Management	4
3	MGT 523	Integrated Marketing Communication	4
4	MGT 524	Retail Management	4
5	MGT 525	Consumer Behaviour	4
6	MGT 526	Product and Brand Management	4
7	MGT 527	Digital Marketing	4
8	MGT 528	Marketing Analytics	4
9	MGT 529	Security Analysis and Portfolio Management	4
10	MGT 530	Financial Econometrics	4
11	MGT 531	Financial Institutions & Services	4
12	MGT 532	Financial Engineering	4
13	MGT 533	International Financial Management	4
14	MGT 534	Corporate Tax Planning	4
15	MGT 535	Human Resource Planning & Development	4
16	MGT 536	Organisational Change & Development	4
17	MGT 537	Employee Relations and Labour Laws	4

18	MGT 538	Performance & Compensation Management	4
19	MGT 539	Leadership Development	4
20	MGT 540	Strategic Human Resource Management	4
21	MGT 541	International Business	4
22		Any Other MOOC/ Online Course as approved by Board of Studies & school Board	4

### **List of Ability Enhancement Elective Course offered by the Department**

<b>Sr. No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Course Credit</b>
1	MGT 461	IT Skills	2
2	MGT 462	Statistical Software for Business analysis	2

# Detailed Syllabus

## MGT 401 Management Principles and Organizational Behaviour

### Objective:

The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organisation.

### Unit I

Challenges and opportunities for Management/ OB; Overview and definition of Management, Managerial roles and skills; Evolution of management thought: scientific management, administrative approach, behavioural approach, systems approach, contingency approach.

### Unit II

Management functions: Planning, Organizing, Controlling; Decision Making; Contemporary issues in management: Management by Objectives, Total Quality Management, Business Process Reengineering, Sustainable Business.

### Unit III

OB: Overview and definition; Disciplines that contribute to OB; OB model; Individual behaviour: Biographical characteristics, intellectual and physical abilities, emotions, personality types, transactional analysis, Johari window. Perception: definition, process, factors influencing perception. Diversity management.

### Unit IV

Leadership: Meaning and theories. Motivation: Meaning and theories. Groups and teams.

### Unit V

Organisational culture, change management, conflict management, negotiation.

### Suggested Readings:

1. Daft, Richard L. (2014) *Management*. 12<sup>th</sup> ed. South Western Cengage Learning.
2. Luthans, Fred, Luthans, Brett, C., & Luthans, Kyle W. (2015). *Organizational Behavior: An Evidence-Based Approach*. Information Age Publishing.
3. Robbins, Stephen P., & Coulter, Mary A. (2018). *Management*. 14<sup>th</sup> ed. Pearson.
4. Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika. (2016). *Organizational Behavior*. 16<sup>th</sup> ed. Pearson.

## MGT 402 Managerial Economics

### **Objective:**

The objective of the course is to provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making

### **Unit I:**

Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Fundamental concepts of Economics - Incremental reasoning, contribution, Time perspective, Risk and uncertainty, Discounting principle, Opportunity cost, Profit maximization model, Growth maximization model and Behavioral model of firm

### **Unit II:**

Demand and revenue, Elasticity of demand its significance and its applications in business, Demand function, Determinants of demand, Demand forecasting, Cost concepts relevant to business decisions, Cost Functions, Production function, Laws of returns and returns to scale, Estimation of production and Estimation of cost.

### **Unit III:**

Theory of pricing, Perfect competition, Imperfect Competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly

### **Unit IV:**

Pricing decisions, General theory of pricing, Peak load pricing, Pricing over life cycle of a product, Cost plus pricing, Multi-product pricing, Transfer pricing and Cost oriented prices

### **Unit V:**

National Income, its Components, Methods of measurement, Problems in estimating, economic welfare and industrial growth, The flat world economy, Characteristics of new economy, , Icons of new economy, Demographic dividend and Rules of the game in new economy .

**Case studies** based on above-mentioned curriculum

### **Suggested Readings:**

1. Joel Dean, Managerial Economics
2. Paul A Samuelson, Economics, Mc Graw Hill International , New York
3. D.N. Dwivedi Managerial Economics, Vikas, New Delhi
4. N.D. Mathur,, Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur
5. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand &Sons, N. Delhi

6. R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi
7. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

## **MGT 403: Accounting for Managers**

**Objective:** The objective of the course is to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions. The Course will provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

### **Unit I:**

Introduction: Objectives of accounting, Financial accounting, , Concept, Importance, Scope, Accounting as an information system, Accounting concepts & conventions and Generally Accepted Accounting Principles (GAAP)

### **Unit II:**

Financial Statements: Nature and Usefulness of financial statements, Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts.

### **Unit III:**

Management Accounting: Concept, Importance and Scope. Distinction between financial accounting, cost accounting and management accounting, Functions of management accountant.

### **Unit IV:**

Cost Accounting: Concepts, Cost Centre, Profit Centre & Investment Centre, Elements of Cost, Methods of costing, Techniques of costing, Preparation of cost sheet

### **Unit V:**

Marginal costing, Application of CVP analysis in business decision making, Absorption costing, Standard costing & Variance analysis, Budget and Budgetary Control

**Case studies** based on above-mentioned curriculum

### **Suggested Readings:**

1. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
2. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

3. Wheldon : Cost Accounting and Costing Methods.
4. Homgren Charges I: Intorduction to Management Accounting.
5. Keller and Ferrara: Management Accounting for Profit Control.
6. Accounting for Managers: S.K. Bhattacharya & John Dearden.
7. Management and Cost Accounting: Robert S. Kaplan.
8. Advanced Management Accounting: Robert S. Kaplan.
9. Robert Anthony: Management Accounting.

## **MGT 404 Quantitative Techniques**

### **Objective:**

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

### **Unit - I**

Decision Theory, Decision making under uncertainty, Criterion of Maximin and minimax, Decision making under risk Bayesian approach, Criterion of Maximum likelihood, Decision Tree-Applications, Decision making in a Competitive Situation-Game Theory, Types of Games, Two person zero sum games, Mixed strategy and Method of solution.

### **Unit II:**

Linear Programming, Problem formulation and graphical methods of solution, Simplex method, Elementary ideas about duality, Sensitivity Analysis, Integer Programming and Goal Programming.

### **Unit III:**

Transportation Model, North West Corner Rule, Stepping Stone Method, VAM, MODI, Application of Transportation Model, Assignment Models, Transshipment and Routing Problems

### **Unit IV:**

Waiting line, Characteristics, Single and multiple channel models, business application of waiting lines, Simulation for business, Monte Carlo method and application of simulation in business situations

### **Unit V:**

PERT & CPM, Network construction and analysis, Critical path, Time-cost trade off, Crash activity analysis, Planning and scheduling, Project costs, Controlling project costs

**Case studies** based on above-mentioned curriculum

**Suggested Readings:**

1. Anderson, Sweeney and Williams, An Introduction to Management Science
2. Vohra, N.D. Quantitative Techniques in Management, 3<sup>rd</sup> Edition, Tata McGraw Hill
3. Taha, H.A., An introduction to Operation Management
4. Tulsian and Pandey, Quantitative Techniques, Pearson Education
5. Sharma J. K., Operations Research

## **MGT 405 Research Methodology for Business**

**Objective:**

The objective of the course is to make the students familiar with basic research techniques and their applications in business decision making. The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, data analysis, and report writing

**Unit I:**

Introduction: Introduction to Business Research, Research process and Types of Research, problem formulation and Statement of Research Objectives, Importance of literature review.

Business Research Design: Steps involved in a research design. Exploratory research, Descriptive research, Causal research, Various types of experimental designs, types of errors affecting research design.

**Unit II:**

Sampling and Data Collection: Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, sample size determination.

Data collection: Primary and Secondary data – Sources, Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale

**Unit III:**

Measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. Binomial, Poisson and Normal distributions- their characteristics and applications . Measures of Variation. Skewness, Moments and Kurtosis.

#### **Unit IV:**

Data analysis: Validity & normality of data, Qualitative vs Quantitative data analyses, Hypothesis testing

Parametric and Non-Parametric Tests , t – test, Z test, ANOVA, Correlation & regression Analysis, chi square test, sign test, run test, Mann-Whitney U Test, Kruskal-Wallis H test.

Time Series Analysis

#### **Unit V:**

Report Design : Research report , Contents of report , need of executive summary – chapterization , contents of chapter , report writing , report format , Ethics in research.

#### **Suggested Reading**

- Schindler and Cooper, Business Research methods, TMH, New Delhi
- CR Kothari, Research Methodology, Remenyi, Williams, Money and Swartz,
- Doing Research in Business and Management, , Sage Publications , New Delhi K R Sharma,
- Business Research methods, National Publishing House, New Delhi
- David Levine, T. Krenbil, P.K.Viswanathan, Business Statistics, Pearson Education.
- S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
- T.N.Srivastava, Statistics for Management, TMH, 2008

## **MGT 406: Marketing Management**

#### **Objective:**

Marketing is no longer a company department charged with a limited number of tasks- it is a companywide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

#### **Unit I:**

**Marketing concepts:** Definition of Marketing Management, Marketing concepts, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control, Marketing environment, Consumer Buying decision making process.

#### **Unit II:**

**Product:** Definition, classification, product line-concepts and decisions, differentiation, new product development process, Product Life Cycle, Packaging, Labelling, Concepts and types of branding, Product portfolio matrices (BCG, GE)

**Pricing:** Meaning, pricing objectives, factors affecting pricing, methods, price strategy and policy (pricing of new products, geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

### **Unit III:**

**Physical distribution:** Definition, Channels, functions, levels of distribution channels, channel management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations.

**Retailing:** Meaning, types, functions of retailers, marketing decisions related to retailers.

**Wholesaling:** Meaning, types, functions of wholesalers, marketing decisions related to wholesalers.

### **Unit IV:**

**Promotion:** Definition, promotion mix concept; Advertising: Meaning, advertising objectives, Evaluation of advertisement; Sales promotion: Meaning, tools and techniques; Public relations: Definition, techniques and methods of PR; Personal selling: Meaning, process, direct, online, social media and mobile marketing.

### **Unit V:**

**Contemporary issues in marketing:** Concepts of green marketing, relationship marketing, service marketing and International marketing.

**Case studies** based on above-mentioned curriculum

#### **Suggested reading:**

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13<sup>th</sup> ed.
2. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
3. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2<sup>nd</sup> ed.
4. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13<sup>th</sup> ed.
5. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11<sup>th</sup> ed.
6. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2<sup>nd</sup> ed.
7. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3<sup>rd</sup> ed.

**Objectives:** The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management. By the end of the course the student will be able to: Appreciate the importance of human resource management as a field of study and as a central management function; Understand the implications for human resource management of the behavioral sciences, corporate decisions; Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.

#### **Unit I:**

**Perspective of HRM:** Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; Competencies of HR Manager: Employer branding and Competency mapping; changing role of HRM- Workforce diversity, HRM environment in India, Strategic HRM: Strategic role of HR, Approaches and models to SHRM

#### **Unit- II:**

**Staffing:** Human Resource Planning, Assessing Human Resource requirements; Human resource forecasting; Work load analysis ; Job Analysis, and Job Design; Job characteristic approach to job design, Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations, Restructuring and rightsizing

#### **Unit III:**

**Human Resource Development:** An overview of Training and Development; Meaning, Importance & assessment of training needs, principles of effective training, Skills of an Effective Trainer, Designing Training and Development Program, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training, Evaluation of Training program, Career planning and Development, Succession Planning

#### **Unit IV:**

**Compensation and Performance Appraisal:** Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit

#### **Unit- V:**

**International HRM-** Human Resources in a Comparative Perspective, International Recruitment and Selection, Cultural Factors/Issues in Performance Management, Developing International Staff and Multinational Teams, Approaches to International Compensation, Repatriation, Industrial Relations in a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, HR/IR issues in MNCs

**Case studies** Some cases of real business world to supplement learning from the course

**Suggested reading:**

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, NewJersey.
3. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
4. Dessler, Garry, Human Resource Management, Prentice Hall of India. Department of Commerce, University of Delhi 20
5. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
6. Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
7. Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing, Cincinnati.

## **MGT 408: Financial management**

**Objective:**

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

**Unit I:**

**Financial Management:** Concept, scope, classification of finance function, Financial Planning & theory of capitalisation, objectives of financial management, profit maximization vs. wealth maximization. Financial System, Time value of Money

**Unit II:**

**Sources of finance:** Long term sources- Shares, Debentures/Bonds Term Loan, Retained Earnings, Leasing, Hire-purchase, Venture capital, Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Emerging short-term and long term financial instruments.

**Unit III:**

**Financing decisions:** Cost of capital, Cost of debenture, Cost of Term Loan, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted cost of capital. Leverage, Trading on equity, factors affecting trading on equity, operating leverage, financial leverage and combined leverage.

**Capital structure:** Concepts and determinants of capital structure, Approaches to establish appropriate capital structure- Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach

#### **Unit IV:**

**Investment decisions:** Capital budgeting-Nature, scope, Non Discounted and discounted techniques, Risk analysis in Capital Budgeting

**Working capital management:** Concept of working capital, Operating Cycle period, Factors affecting working capital requirements, Computation of working capital requirements. Management of Debtors, Inventory & Cash & related models

#### **Unit V:**

**Dividend decision:** Dividend Policy, Regulatory, Dividend and its types, Factors influencing dividend decision, Dividend theories of relevance: Walter's model, Gordon's model, Dividend theories of irrelevance: MM Hypothesis,

**Case studies** based on above-mentioned curriculum

#### **Suggested reading:**

1. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9<sup>th</sup> ed.
2. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.
3. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
4. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
5. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.

## **MGT 409: Production & Operations Management**

#### **Objective:**

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

#### **Unit I:**

**Production planning and control:** Definition, production planning system, functions, Production control and steps.

**Production processes:** Manufacturing and Service operations, Differences between manufacturing and service operations, Classification of manufacturing processes.

## **Unit II:**

**Capacity planning:** Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.

**Plant location:** Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location.

## **Unit III:**

**Plant layout:** Meaning, objectives, influencing factors, principles, types of layout (Process/Functional/Job shop, Product, Fixed position, Cellular manufacturing, Hybrid layouts)

**Quality control:** Benefits, Statistical Quality Control, Control charts, Acceptance sampling techniques, Elementary concepts of Total Quality Management (TQM), Business Process Reengineering (BPR), six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications (ISO, ISI, AGMARK, BIS Hallmark)

## **Unit IV:**

**Operations management:** Definition, manufacturing operations vs. service operations, objectives, types of models in operations management, Financial and economic analysis in operations, Life of the asset.

## **Unit V:**

**Materials management:** Function, scope, importance of materials management, inventory, types, material requirement planning system.

**Case studies** based on above-mentioned curriculum

### **Suggested reading:**

1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5<sup>th</sup> ed.
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2<sup>nd</sup> ed.
3. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8<sup>th</sup> ed.
4. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
5. Datta, A.K., Materials management Procedures, Text and Cases, Prentice-Hall of India Pvt. Ltd., New Delhi, 2007.
6. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009

## **MBA 421: Soft Skills**

### **Objectives:**

The major objective of this course is to develop Soft skills in business communication. The course will acquaint the students with communication, the basic concepts and techniques of business communication.

**Unit I:**

Soft Skills in Business Communication: Meaning, its concepts & objectives, Principles of effective communication (7 Cs), Media for communication (covering written, oral, face-to-face, audio-visual, computer aided, silence)

**Unit II**

Skills required in different Model of communication process: Formal (upward, downward, horizontal, diagonal), Informal (grapevine, consensus), Ethics in communication. Communication in global scenario. Barriers to communication: Faulty medium, physical barriers, semantic barriers, socio-psychological barriers, different comprehension of reality

**Unit III:**

Business Presentation Skills, Basics for making presentations

**Unit IV**

Non-verbal communication Skills: Kinesics, paralanguage, art factual communication, proxemics, Chronemics, silent communication

**Unit V**

Skill related to Interviews: Its types & preparation, Mock Interview

Case studies based on above-mentioned curriculum

**Suggested Readings:**

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business
2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11<sup>th</sup> ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6<sup>th</sup> ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4<sup>th</sup> ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.
11. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.

**MBA 422: Seminar Course****Objectives:**

The major objective of this course is to develop writing skills in business communication.

All the students are required to choose one Sector/ Industry / Event and they will have to make business analysis and future scenario about the sector / Industry /Event keeping in view the updated environmental scenario such as economic , political, social, cultural, societal global, financial environment.

The student are required to make ppt presentation about his analysis in front of all the students and course instructor and handle the query / doubts raised by them.

The student will also have to submit a report of his work and analysis in 10-15 pages to the course instructor.

All the students are required to attend the presentation made by all other participants.

A viva voce will be conducted at the end by the instructor on the basis of presentation made by all participants.

### **Suggested Readings:**

1. Mittal, Vivek, (2007). Business Environment, New Delhi: Excel Books.
2. Cherunilam, F. (2012). Business Environment – Text & Cases, New Delhi: Himaliya Publishishing House.
3. Aswathappa, K. (2001). Essentials of Business Environment, New Delhi: Himaliya Publishing House.
4. Economic Survey (various years).

## **MBA 423: Business & Writing Skills**

### **Objectives:**

The major objective of this course is to develop writing skills in business communication.

#### **Unit I:**

Skill related to Business letters: Need, kinds of business letters, essentials of effective business letter, business letter styles (full block, semi-block, hanging indentation, special letter form)

#### **Unit II:**

Skill related to written Corporate Communication: business enquiries and reply, purchase orders, complaints, payment collection letters, circular letters, sales letters, correspondence with banks, memos, office orders, circulars, application letters.

#### **Unit III:**

Skill related to Report writing: Definition, classification of business reports, essentials of a good report, steps of preparation of report, organization of report, tables, Visual illustrations (bar chart, pie chart, line chart, pictogram), reports by individual, committees, agenda and minutes of business meetings, limitations of report writing.

#### **Unit IV:**

Skills related to Other Corporate communication: Press releases, speeches, negotiating & bargaining, conferences (corporate, press).

#### Unit V:

Skill related to other means of business communication: Telephone, fax, telex, email, voice mail, answering machine, teleconferencing, SMS, MMS, posters.

Case studies based on above-mentioned curriculum

#### **Suggested Readings:**

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business
2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11<sup>th</sup> ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6<sup>th</sup> ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4<sup>th</sup> ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.

## **MGT 461: IT Skills**

### **Objective:**

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

### **Unit I:**

**Computer fundamentals Skills:** Definition of computer, types of computer systems for individuals (Desktops, Workstations, Notebooks, Tablet PCs, Handheld PCs, Smart phones) and organizations (Network servers, Mainframes, Minicomputers, Supercomputers)

Computer components: Hardware (Processing devices, memory (RAM, ROM), Input-Output devices, External storage devices), Software (System, Application software), Data, Humanware

### **Unit II:**

**Working with Windows:** Desktop, anatomy of a Window, Menus, Start button, My computers, adjusting desktop properties, application switching, Windows explorer, opening, creating, renaming, deleting, finding, copying, moving files and folders, displaying and setting properties, Handling multimedia files, RUN window, command prompt, Using basic DOS commands (DIR, CD, MD, DEL, COPY)

### **Unit III:**

### **Mastering MS-Office:**

**MS Word:** Word window anatomy, opening and closing word document, creating a new document, entering, selecting, editing, formatting text, inserting date, saving word document, creating and formatting tables, bullets and numbering. **MS Excel:** Excel window anatomy, values vs. text concept, Entering & editing cell entries (text, numbers), inserting, deleting, copying, moving cells, rows, columns, text alignment, using autofill function, cell referencing, basic formula (SUM, COUNT, AVERAGE, MAX, MIN, PRODUCT, Subtract, divide), creating excel charts.

**MS PowerPoint:** Auto content wizard, Using blank presentations, Selecting slide layouts, Formatting slides and text, Adding objects (pictures, sound & video clip, tables from word), graphical bullets, formatting slide header & footer, adding animations, drawing charts, preparing handouts.

**MS Access:** Getting started with Access 2007, Using Tables & Queries, Using Forms, Using Reports, Modifying a relational database structure, creating multiple table queries, enhancing forms, analyzing data with reports, Importing and Exporting data, analyzing database design, creating advanced queries, creating advanced reports, managing database objects, creating macros, creating modules and VBA, Managing the database

### **Unit IV:**

**Internet Skills: Basic concepts** (Internet, World Wide Web, email), connecting to internet, opening a website, surfing internet, using search engines, making email address, sending, receiving and replying to emails, uploading and downloading attachments, Outlook express, managing address book, instant messaging, Video conferencing.

### **Unit V:**

**Skills related to Development of MIS :** Definition, role of MIS, need, Organizational pyramid & information concepts, general model of MIS, developing MIS plan, MIS plan contents, Ascertaining class of information, Determining information need, Implementation, MIS quality control, Factors contributing to success and failure of MIS.

**Case studies** based on above-mentioned curriculum

### **Suggested Readings:**

1. Courter, Gini and Marquis, Annette, Mastering Microsoft Office 2000 professional edition, BPB Publications, New Delhi, 2002.
2. Norton, Peter, Introduction to Computers, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006, 6<sup>th</sup> ed.
3. Jawadekar, Waman S., Management Information Systems Text & Cases A digital-firm perspective, Tata McGraw-Hill Education Pvt. Ltd., New Delhi, 4<sup>th</sup> ed.
4. Freeze, Jill T., Teach yourself Computer basics in 24 hours, Techmedia, New Delhi, 2<sup>nd</sup> ed.
5. PC Complete, BPB Publications, New Delhi, 2002, 2<sup>nd</sup> ed.
6. Sinha, P. K., Computer fundamentals Concepts, Systems & Applications, BPB Publications, New Delhi, 2002
7. Kanter, Jerome, Managing with information, Prentice-Hall of India Pvt. Ltd., New Delhi, 2006, 4<sup>th</sup> ed.
8. Murdick, Robert G., Ross, Joel E. and Claggett, James R., Information systems for Modern Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 3<sup>rd</sup> ed.

## **MGT 462: Statistical Software for Business Analysis**

### **Objective:**

This course is designed to make the students of management familiar with the basic software related with business research & analysis to analyse different information and data.

Unit I:  
SPSS

Unit II  
EViews

Unit III  
MS Excel for data Analysis

## **MGT 501: Strategic Management**

### **Objective:**

The course aims at imparting knowledge of formulation, implementation and evaluation of Business Policy and Strategies.

### **Unit I:**

**Business policy:** Nature, Objectives and importance of business policy.

**Strategic management:** Strategic decision making; Approaches & Process of strategic decision making.

### **Unit II:**

**Strategy formulation:** Company's vision, mission, objectives & goals; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain and competitive advantage.

### **Unit III:**

**Strategic Analysis:** SWOT Analysis, BCG Matrix, GE- Nine Cell, Industry Analysis, Experience Curve, Impact Matrix.

### **Unit-IV:**

**Strategy implementation:** Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioural and Functional implementation.

## **Unit-V:**

**Strategy Evaluation:** Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

**Case Studies** based on above curriculum

### **Suggested Readings**

1. Jauch & Glueck, Business Policy and Strategic Management
2. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
3. Michael Porter, Competitive Advantage of Nations.
4. Azhar Kazmi, Business Policy and Strategic Management
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

## **MGT 502: ENTREPRENEURSHIP**

**Objective:** The course aims at equipping the students with an understanding of entrepreneurship process, along with the skill sets and knowledge required to establish and run an enterprise successfully.

**Unit I: Foundations of Entrepreneurship:** Entrepreneurs and entrepreneurship: definition and meaning, qualities of successful entrepreneurs, benefits and potential drawback of entrepreneurship, how to be a successful entrepreneur, types of entrepreneurs.

**Unit II: Creativity and Innovation:** Creative thinking, barriers to creativity, how to enhance creativity, the creative process, innovation – meaning, types (incremental, radical, disruptive, etc.), grassroots innovation, process of innovation.

**Unit III: Business Plan Formulation:** Elements of a successful business plan: Executive summary, vision, mission and value statement, SWOT analysis, business strategy, company goals and objectives, company profile and management team, industry profile, product/service description, marketing strategy, competitor analysis, plan of operations/ production process, location and layout project financial statements, break-even analysis loan/ investment proposal.

**Unit IV: Policy and Institutional Framework to Promote Entrepreneurship:** Policies and schemes formulated and implemented by Government of India and State governments to promote entrepreneurship, for e.g., initiatives by DIPP, RIICO, RFC, and other institutions, SEZ policy, FDI, Make in India, Start-Up India, Skill India, etc.

**Unit V: Emerging trends in Entrepreneurship:** E-commerce, women entrepreneurs, franchising, social entrepreneurship.

**Case studies** based on above-mentioned curriculum

### **Suggested Reading:**

1. Zimmerer, T. H., Scarborough, N. M., & Wilson, D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2013, 5<sup>th</sup> ed.
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw Hill, 7<sup>th</sup> ed, ISBN: 9780071259521
3. Jeffry Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8<sup>th</sup> Edition, ISBN: 9780071276320
4. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
5. Desai Vasant, The Dynamic of entrepreneurial development and management, Himalaya Publishing house (2010).
6. Murthy CBS, Entrepreneurship Development, Himalaya Publishing house (2009)
7. Taneja Satish, Entrepreneurship Development, Himalaya Publishing house (2009)
8. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons.
9. Hisrich Robert D and Peters Michael P, Entrepreneurship, Tata McGraw Hill
10. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson

## **MGT 503 BUSINESS ETHICS**

The objective of this course is to orient and sensitise students towards ethical issues in business, and prepare them as future managers, with strong grounding in ethics. It aims to expand their awareness of social, environmental and ethical issues in order to enable them to take into account ethical considerations while making managerial decisions. It aims to make students responsive to complex social and ethical phenomena and enable them to resolve ethical dilemmas. It aims to equip students with practical knowledge of business ethics and enable them to create, manage and sustain ethical organisations.

### **Unit I**

Definition and meaning of ethics; relationship of ethics with values, morals, science, religion and law. Stages of moral development. Theories of ethics: Consequentialist/result-based and non-consequentialist/duty-based theories. Theories of business ethics: shareholder theory, stakeholder theory, social contract.

### **Unit II**

Indian ethical traditions and their relevance for managers, lessons in ethics from ancient Indian texts. Gandhian ethics, trusteeship. Ethics in different religions.

### **Unit III**

Challenges to ethical decision-making. Ethical dilemma, how to resolve ethical dilemma. Creating ethical organisations/ building an ethical climate. Environmental ethics, sustainable development, business sustainability, triple bottomline.

### **Unit IV**

Corporate social responsibility – definition, meaning, relevant legal provisions for CSR, critique of CSR. Creating shared value – definition, meaning, models of shared value creation. Corporate governance - definition, meaning, legal framework, challenges and opportunities.

### **Unit V**

Ethics in functional areas of management: ethics in marketing, consumer protection, ethics in human resources and labour welfare, ethics in accounting and finance, ethics in information technology applications, ethics in supply chains.

### **Suggested Readings:**

1. Fernando, A.C. (2014) *Business Ethics: An Indian Perspective. 2<sup>nd</sup> ed.* Noida: Dorling Kindersley.
2. Chakraborty S.K., *Management by Values*, New Delhi, Oxford University Press, 1992.
3. Chakraborty S.K., Chakraborty Debangshu, *Spirituality in Management: Means Or End?*, Oxford University Press, 2008.
4. Crane, Andrew, and Matten, Dirk (2010) *Business Ethics. 3<sup>rd</sup> ed.* New Delhi, Oxford University Press.
5. Gini Al, *Case Studies in Business Ethics*, 6th edition, Pearson Education, 2009.
6. Velasquez, Manuel G. (2012) *Business Ethics: Concepts and Cases. 7<sup>th</sup> ed.* Pearson.
7. Weiss, *Business Ethics concept & cases*, 1st edition, Cengage Learning, 2009.
8. Tripathi, Dwijendra. *History of Indian Business* by Publisher, Oxford University Press India, 2004.
9. S. Radhakrishnan, *The Bhagavad Gita*.
10. Gandhi, Mahatma. *The Story of My Experiments with Truth*. Navjivan Publishing, Ahmedabad.
11. Pai, Roopa (2015). *The Gita for Children*. New Delhi: Hachette.
12. Chattopadhyay, Chandrani. 'Indian Philosophy and Business Ethics'.

Harvard Business Review articles:

1. Integrity and Management
2. Conflicting Responsibilities
3. 'Green and Competitive' by Michael Porter and Claas van der Linde
4. 'The parable of the sadhu' by Bowen H. McCoy
5. A Company's Ethical Climate
6. 'Why don't we try to be India's most respected company?'

7. 'Creating Shared Value' by Michael Porter

## **MGT 521 Marketing of Services**

### **Objective:**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.

### **Unit I:**

Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification.

### **Unit II:**

Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing.

### **Unit III:**

Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services.

### **Unit IV:**

Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-Supply Management; Service Failure and Service Recovery.

### **Unit V:**

Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India.

**Case Studies based** on above curriculum

### **Suggested Readings:**

1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.

2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
3. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
4. Shankar, Ravi, Service Marketing, Excel, 2002.
5. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
6. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

## **MGT 522 Sales & Distribution Management**

### **Objective:**

The objective of this paper is to acquaint the students with the concepts which are helpful in organizing and managing sales force as well as enabling them understand the importance and dynamics of a firm's physical distribution functions and logistics.

### **Unit I:**

**Nature, Scope and objectives of Sales Management;** Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling;

### **Unit-II:**

**Determination of size of sales force;** Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel;

### **Unit-III:**

**Sales Meetings and Contests, Designing Territories and allocating sales efforts;** Sales Quota; Sales evaluation Programme; Sales Budgeting and Control.

### **Unit-IV:**

**Distribution Channels:** Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination.

### **Unit-V:**

**Logistics:** Nature, Importance and Scope; Transportation and Physical Distribution: Selection of transportation modes; Routing and scheduling in transportation; Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling.

**Case Studies based** on above curriculum

**Suggested Readings:**

1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
2. Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
3. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
4. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin; Sales Management; Tata McGraw Hill, New Delhi.
7. Futrell, Charles, Sales Management, Thomson Learning,Mumbai.
8. Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
9. Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall,
10. Glaskowsky N.A. Business Logistics, Dryden Press, Ohio.
11. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
12. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
13. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall
14. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

## **MGT 523 Integrated Marketing Communication**

**Objective:**

The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective communication programs.

**UNIT I:**

The Role of IMC in Marketing; Evolution and Reasons for Growing Importance of IMC; The Communication or Promotional Mix; The Role of IMC in the Marketing Process [Marketing Strategy and Analysis; The Target Marketing Process; Developing Marketing Planning Programme].

**UNIT II:**

Objectives, Budgeting and developing Communications for the IMC; Analyzing the Communication Process; DAGMAR Approach in Setting Objectives.

**UNIT III:**

Creative Strategy Planning and Development; Media Planning and Strategy; Developing, Monitoring and Evaluating the IMC Programme; Measuring the Effectiveness of Promotional Programme.

**UNIT IV:**

Future Perspectives of IMC; Direct Marketing; Sales Promotion; The Internet and Interactive Media; Personal Selling;

**UNIT V:**

Evaluating the Social, Ethical, and Economic Aspects of IMC; IMC Ethics & Government Regulations- IMC's Responsibility to Society; Current live Projects on IMC Practices

**Case Studies based** on above curriculum

**Suggested Readings:**

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed. Chicago; Irwin, 2002.
2. Arens and Bovee, Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, John & Moriarty Sandra, PHI, 2002.
8. Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.
9. Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGraw-Hill Ltd.

## **MGT 524 Retail Management**

**Objective:**

The course will focus on manufactures, perspective on retailers and understanding of the retail business.

**Unit-I:**

**Retailing:** Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Trends in Retailing in India and abroad.

**Unit-II:**

**Retailing Mix:** Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk etc.

**Unit-III:**

**Retail Store Location,** Design and Layout Decision: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display;

**Unit-IV:**

**Merchandise Planning:** Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Retail Promotion; Supply Chain Management; Warehousing; Staying Ahead of Competition.

**Unit-V:**

**Franchising, Direct Marketing/Direct Selling,** Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and Other Current and Emerging non-store Formats like e- retailing, Television Home Shopping, Vender Machine Retailing etc. ; Retail Equity; Technology In Retailing; Live projects in Retailing.

**Case Studies based** on above curriculum

**Suggested Readings:**

1. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
2. Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.
3. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.
4. Duane; Retailing; Thomson Learning; Mumbai
5. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.
6. Diamond. Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat Strong in Modem Retailing, Prentice-Hall, NJ. 1992.

## **MGT 525 Consumer Behaviour**

### **Objective:**

The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

### **Unit-I:**

Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy; Environmental factors affecting Consumers; Scope & applications of Consumer Research

### **Unit-II:**

Demographics, Psychographics & Lifestyle; Influence of Culture, Subculture and social class; Reference Group and Family Influence; Cross-Cultural Consumer Behavior

### **Unit-III:**

Consumer Motivation, Buying Motives; Information Processing and Consumer Perception; Consumer Learning; Brand Loyalty

### **Unit-IV:**

Consumer Attitudes & Beliefs: Formation and Change; Influence of Personality and Self; Concept on Buying Behavior; Brand Personality.

### **Unit-V:**

Diffusion of Innovations and Opinion Leadership; Consumer Involvement & Buying Decision Process; Buying Roles; Models of Consumer Behavior

**Case Studies based** on above curriculum

### **Suggested Readings:**

1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
3. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
4. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.

5. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
6. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

## **MGT 526 Product & Brand Management**

### **Objective:**

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and Brand Management.

### **Unit-I:**

**Product Management:** Product Concepts and Classification; Product Mix and Line Decisions; Managing Premium Products.

### **Unit-II:**

**Product & Technology Life Cycle;** Product Development Process; New Product Launches; Pricing Decision & Strategies

### **Unit-III:**

**Concept and importance of Branding;** Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity;

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes.

### **Unit-IV:**

**Brand Positioning and Re-launch:** Brand building and communication. Branding in Specific Sectors: Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing

### **Unit-V:**

**Brand Equity:** Sources & Benefits; Designing Marketing Programs to build Brand Equity; Measurement of Brand Equity

**Case Studies based** on above curriculum

### **Suggested Readings:**

1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3<sup>rd</sup> edition, 2002.
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
3. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.
4. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY,
5. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
6. Upshaw, Lyhh B. Building Brand Identity: A Strategy for success in a hostile market place. New York, John, Wiley, 1995.
7. Keller, Kevin Lana. Strategic Brand Management, Prentice Hall, 1998.
8. Sagar, Mahim et al. Brand Management, 2010.

## **MGT 527 DIGITAL MARKETING**

### **Objective**

The course aims at making the students understand various concerns at the intersection of marketing and internet technology. It provides an idea about increasing customer value through digital media and major aspects related to digital marketing strategy

### **Unit I: Introduction**

Concepts and Evolution of Digital Marketing, Difference between Digital Marketing and Traditional Marketing, Objectives & Components of Digital Marketing, Digital Marketing Mix, Digital Marketing Tools

### **Unit II: Digital Marketing Campaign Planning**

Principles of digital marketing campaigns, Supporting hardware platforms available and the implications of technological advancements in digital marketing campaign, Digital media channels and techniques: Search marketing, Email marketing, Social media and Viral marketing, Online & display advertising

### **Unit III: Understanding Digital Media Channels**

Digital marketing communication mix, Search Engine Optimisation (SEO), Marketing implications of Banner Ads and Mobile Ads, Online public relation activities, Affiliate sites & networks, Online social customer service

### **Unit IV: Strategic Thinking**

Need of Digital Marketing Strategy, Understanding the Digital Consumers, Building an effective Website, Content marketing, Online PR, Affiliate marketing and Strategic Partnerships.

### **Unit V: Issues on E-Commerce**

Analyzing trends of internet marketing in India, Determining target markets, E-branding, Retailing Vs. E-tailing, B2B E-commerce, Social & Ethical issues related to E-commerce.

#### **Suggested Readings:**

1. Ryan Damian and Jones Calvin, (2009), Understanding Digital Marketing, Kogan Page Limited
2. Kenneth C. Laudon and Carol Guercio Traver, (2011), E-Commerce: Business, Technology, Society, 7th edition, Pearson/Prentice Hall.
3. Judy Strauss and Raymond Frost, (2012), E-Marketing, 6th edition, Pearson.
4. Jaiswal S (2012), Doing Business on the Internet E-Commerce: Electronic Communication for Business, Galgotia Publications Pvt. Ltd.
5. P.T. Joseph S.J. (2012), E-Commerce: An Indian prospective, 4<sup>th</sup> Edition, PHI

## **MGT 528 MARKETING ANALYTICS**

### **Objective**

This course aims at giving an understanding of marketing analytics from both user's (management) and doer's (the researchers) perspective to students. It also focuses on the practice of marketing research in real life situations taking the help of multivariate statistical analysis.

### **Unit I: Basic Concepts and Issues**

Introduction: A Decision Making Perspective of Marketing Analytics, An Overview of the Marketing analysis and analytics, Problem Identification and Methodology of Marketing Research, Qualitative Research: Focus group interviews and Thematic Apperception Tests

### **Unit II: Data Collection and Presentation**

Basic Scales of Measurement, Validity Analysis, Reliability Analysis, Research instrument design, Field work, Non-sampling Errors and remedial measures, Data Preparation and Preliminary Analysis.

### **Unit III: Multivariate Data Analytic Tools-I**

Revision of Basic Statistical Tools, Variance Analysis, Multiple Regression Analysis, Techniques of Sales Forecasting, Data Reduction: Factor Analysis

#### **Unit IV: Multivariate Data Analytic Tools-II**

Data Classification: Cluster Analysis, Multidimensional Scaling & Perceptual Map, Discriminant Analysis, Logit Model, Basics of Structural Equation Models.

#### **Unit V: Marketing Analytic Applications**

Analytics in Segmenting and Positioning, Marketing research in New Product Development, Pricing Analytics, Media Analytics, Strategy Formulation, Brand Value, Other Managerial Implications

#### **Suggested Readings**

1. Malhotra, N. K., Marketing Research: An Applied Orientation, Pearson Education, 4<sup>th</sup> Edition, 2005
2. Hair, Joseph F., Bush Robert, P. & Ortinau, David J., Marketing Research: Within a Changing Information Environment; Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008
3. Beri, G. C., Marketing Research; Tata McGraw Hill, 4<sup>th</sup> Edition, 2008
4. Nargundkar, Rajendra, Marketing Research: Text and Cases, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2009
5. Chawla, Deepak & Sondhi, Meena, Research Methodology: Concepts & Cases, Vikash Publishing House, 1<sup>st</sup> Edition, 2011

### **MGT 529 Security Analysis & Portfolio Management**

#### **Objective:**

This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

#### **Unit I:**

Investment, types of investment, Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market

#### **Unit II:**

Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Bond Valuation, Term Structure of Interest Rates, Macaulay's Duration, Redington's Immunization.

**Unit III:**

Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis, Efficient Market Theory

**Unit IV**

Traditional Portfolio Theory, Markowitz's Risk-Return Optimization, Generating the Efficient Frontier, Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

**Unit V**

Managed Portfolios and Performance Examination - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Portfolio Revision & Re-balancing, Mutual Funds & Portfolio Management

**Case Studies based on above mentioned Curriculum**

**Suggested Readings:**

1. Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
2. Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8<sup>th</sup> Ed.
3. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
4. Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
5. Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya
6. Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.

**MGT 530 Financial Econometrics**

**Objective:**

The objective of this paper is to understand the different economics and mathematical tool that are applied to business problems to find their solutions.

**Unit I:**

Introduction. Financial Econometrics, Steps involved in Econometrics, The Nature of Stochastic Regression Analysis, Two-Variable Regression: Basic Ideas, Estimation, Hypothesis Testing. Assumptions of Classical Linear regression Model

**Unit II:**

Multiple Regression Analysis: Estimation, Inference and Application in Business Modelling and Forecasting.

**Unit III:**

Dummy Variable Regression Models

Elements of Multicollinearity, Autocorrelation and Heteroscedasticity useful in business & financial modelling

**Unit IV:**

Qualitative Response Regression Models: Applications in Business & Finance.

Panel Data Regression Models: Applications in Business & Finance.

**Unit V:**

Time Series Econometrics: Basic Concepts, Unit Root Test and Cointegration. ARIMA models, Vector Autoregression (VAR),

ARCH and GARCH Models: Applications in Business & Finance.

Non-Linear Regression Models: Applications in Business Modelling and Forecasting. Application in Business & Finance

**Suggested Readings:**

- 1.Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan, Latest Edition
- 2.Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition
- 3.Maddala, G.S., Econometrics, McGraw Hill, Latest Edition
- 4.Rao& Miller, Applied Econometrics, Prentice-Hall, Latest Edition
- 5.Damodar and Gujrati – Basic Econometrics, Tata McGraw-Hill Education, latest Edition

**MGT 531 Financial Institutions & Services****Objective:**

The aim of the course to familiarize the students with working and management of the financial institutions and their role in economic development. The course also aims at making the students understand the role of Financial Services in producing and maximizing value, understanding basic Financial Services and their need

## **Unit I:**

Financial institutions and economic development, Regulatory Institutions, Development Institutions, Banking Institutions, Investment Institutions, Non- Banking Finance Companies

**Regulatory Institutions:** RBI SEBI & IRDA, PFRDA

**Development Institutions:** Challenges faced by development institutions

## **Unit II:**

**Banking Institutions :** Evolution and growth of banking system , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking, Payment Banks, Small Finance Banks

## **Unit III:**

**Investment Institutions :** Role of Insurance companies, Life Insurance & general Insurance, Recent developments in insurance sector ,Mutual Funds , types, Organization and Management, Regulations of Mutual Funds Recent Development in Mutual Fund Sector

**Non-Banking Finance Companies :** Nature, types, performance, salient features of NBFC , challenges and recent development in NBFC Sector

## **Unit IV:**

**Financial services :** Role of Financial Services in Economic Development,

**Merchant Banking :** Meaning, Importance , Corporate Counselling, Project Counselling and Appraisal, Loan Syndication. Procedural aspects of public issues, bought out deals, Book Building, Pre-Issue Decision; Post Issue Decisions.

**Leasing & Hire Purchase :** Types of Leasing, types , Leasing Vs. Buying.

**Securitization ,** Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

## **Unit V**

**Venture Capital :** Financing, Process, benefits, Exit routes, Venture Capital Financing in India

**Factoring Services:** Features, Merits and Demerits, Cost Benefit Analysis, Forfeiting : Features, Merits and Demerits. **Credit Rating:** Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process,

**Depository:** Concept, Depository participants; Functions of depository system.

**Case Studies based** on above mentioned Curriculum

**Suggested Readings:**

1. Khan M Y, 1999, Indian Financial System, 2<sup>nd</sup> Ed., Tata McGraw Hill
2. Chandra, P. 1999, Financial Management: Theory and Practice, 4<sup>th</sup> Ed., Tata McGraw Hill.
3. Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10<sup>th</sup> Ed., Prentice Hall
4. Pandey, I.M. 1999, Financial Management, 8<sup>th</sup> Ed., Vikas Publishing House
5. Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
6. Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, TMH
7. Chandra, P. 1997, Financial Management: Theory & Practice, Tata McGraw Hill Publishing Company Limited.
8. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
9. Sadtler, D; Campbell, A. and Koch, R. 1997, Break Up: When Large Companies are More worth Dead than Alive.
10. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan

Regular reading of the Financial & Business Journals, Analyst, Economist is essential.

## **MGT 532 Financial Engineering**

### **Objective:**

The objective of the course is to enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms and equip them with innovative tools of financial engineering called derivatives and skills to use them in forming effective strategies to cope with the changing environment and hedge against the financial risks.

### **Unit I**

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Derivative Market in India

### **Unit II**

Future Markets; The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock & Index Futures, Interest Rate Futures, Foreign Currency Futures and Commodity Futures Direct and Cross Hedges

### **Unit III:**

Options Markets; Properties of Stock Option Prices; Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies, Option Pricing Models – Binomial Model, Black-Scholes; Model, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions

### **Unit IV:**

Swap Markets ; Structure of a Swap, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Other Swaps, Role of a Swap Dealer.

### **Unit V**

Debt Market Innovations, Exotic Options, Option Greeks, Value at Risk, Future Trends and Issues in Financial Engineering.

**Case Studies based on** above mentioned Curriculum

### **Suggested Readings:**

1. Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
2. Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.

3. Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
4. Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.
5. Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.
6. Articles from selected journals and magazines.

## **MGT 533 International Financial Management**

### **Objective:**

This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

### **Unit I:**

**Multinational Financial Management:** Growth and importance of international finance; Types of risk in international finance; Benefits of international finance.

### **Unit II:**

**Foreign Exchange market:** International monetary system, Balance of Payment, Spot rate & Forward rate, Exchange rate Quotations

### **Unit III:**

**International Financing & Investment Decisions:** Long term and short term sources of finance in International financing, Cost of capital for international financing, Capital Budgeting for multinational corporations. . International management of cash, accounts receivables and inventory management

### **Unit IV:**

**Portfolio Investment :** Benefits of international portfolio investment, spreading risk through International Diversification, international capital asset pricing, Withholding Taxes duties and tariffs; Tax havens.

### **Unit V:**

**International Accounting and Reporting:** Foreign currency Exposures; Multinational transfer pricing; Consolidated financial reporting; International accounting standards.

**Case Studies based on** above mentioned Curriculum

### **Suggested Readings:**

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill,
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

## **MGT 534 Corporate Tax Planning**

### **Objective:**

The course aims at making the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

### **Unit I:**

**Basic Concepts:** Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies. Concept of avoidance of double taxation

### **Unit II:**

**Assessment of Companies:** Computation of taxable income, MAT, Set off & carry forward of losses in companies, Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation /de-mergers of companies

### **Unit III:**

**Indirect Taxation:** Merging of Indirect taxes like Excise duty, Service tax, VAT, CST in to GST, Structure of GST, Working Mechanism of GST, filing of GST return.

### **Unit IV:**

**Other Taxes:** Wealth Tax, An overview of wealth tax provisions to the extent applicable to companies. Short term and long term capital gain tax, Dividend distribution tax

**Unit V:**

**Recent Developments:** Procedure of filing of company's tax returns, Impact of Recent annual union budget on tax structure, Recent changes in taxation system

**Case Studies based on** above mentioned Curriculum

**Suggested Readings:**

1. Singhania V.K. & Singhania Kapil, Direct taxes law & practices, Taxmann.
2. Lakhotia, R.N. & Lakhotia, Corporate Tax Planning, Vision books.
3. Singhania, V.K., Student's guide to Income Tax, Taxmann.
4. International dictionary of taxation by Indian Tax Institute, 1<sup>st</sup> Edition.

## **MGT 535 Human Resource Planning & Development**

**Objective:**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning in the organizations. It also aims to facilitate an understanding of the concepts, methods and strategies for HRD. By the end of the course the student will be able to:

- To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively
- Tools and techniques of qualitative measurement of human resources requirements.
- To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
- To train them in application of human resource development interventions and strategies

**Unit – I** Evolution of Human Resource Planning (HRP)–Contemporary approach to HRP, Macro level planning, Process of HRP–Relation between HRP and other HR Functions, Productivity and Cost Considerations, Manpower Stock Taking, Work Force Flow Mapping, Age and Grade Distribution Mapping, Impact of Technology on HRP

**Unit – II** Human Resource Planning: Tools, Methods and Techniques of forecasting manpower demand and supply, Behavioral Factors in the Application of Work Study and Work Measurement , Wastage Analysis, Employee Retention, Labour Turnover, Succession Planning, Replacement Charts

**Unit – III** Action Planning: Matching Requirement and Availability, Resourcing, Flexibility and Downsizing, Managing Redundancy and Alternatives to Redundancy, Recruitment planning and operations, Current practices in Recruitment: Outsourcing, e-recruitment etc. Succession Planning, Redeployment and Exit Strategies

**Unit – IV** HRD Process: Roles and competencies of HRD professionals, Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs, HRD culture and climate, Performance Management, Potential Appraisal, Human Resource Accounting and Human Resource Audit

**Unit – V** HRD Applications and Trends: HRD Dimensions, TQM and HRD strategies, HRD intervention, HRD mechanisms, processes and outcomes, HRD matrix, HRD Approaches, Career management and development, Employee counselling, Competency mapping, PCMM, Balanced Score Card, Appreciative inquiry, Integrating HRD with technology, Employer branding and other emerging trends.

Note: Lectures should be supplemented with the case studies- Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs, International experiences of human resource development.

**Suggested Reading:**

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
4. J.W. Walker: Human Resource Planning, Mc Graw Hill.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao T.V. (1998) HRD Missionary, Oxford & IBH.
7. Tripathi P.C. (2002) Human Resource Development, Sultan Chand.
8. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.
9. Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.

10. Dayal, Ishwar, Designing HRD Systems, Concept, New Delhi, 1993.

11. Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.

## **MGT 536 Organisational Change & Development**

### **Objective:**

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

### **Unit I:**

Organizational change - meaning and models, role of change agent

### **Unit II:**

History of organization development, core values and ethics of OD

### **Unit III:**

OD process, action research, role of OD practitioner/ consultant.

### **Unit IV:**

Steps in OD – entry, contracting, data gathering, diagnosis and feedback, evaluation and exit

### **Unit V:**

OD interventions – individual, group and organizational level. Future of OD

**Case Studies** based on above curriculum

### **Suggested Readings:**

1. Anderson, Donald L. (2017). Organization Development: The Process of Leading Organizational Change. New York: Sage.
2. Ramnarayan, S. & Rao, T.V. (2011). Organization Development: Accelerating Learning and Transformation. New Delhi: Response.
3. Abad, Ahmad. Etc; Developing Effective Organization; Sri Ram Center for Industrial Relations; New Delhi; 1980.
4. De Nitish; Alternative Designs of Human Organizations; Sage; London; 1988.
5. French, W. H. and Bell; CH. Organisation Development; Prentice Hall of India; New Delhi; 1991.

## **MGT 537 Employee Relations and Labour Laws**

### **Objective:**

Organizational efficiency and performance are intricately interlinked with industrial relations. This course inculcates to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels. Understanding of the legal framework is important for the effective and efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations.

### **Unit -I**

Philosophy of labour welfare, Marxism, theories of labour welfare. Overview of Indian judicial system. Constitution: Preamble and other relevant provisions for labour welfare. Principles of industrial jurisprudence

### **Unit - II**

Factories Act 1948, Employees' Compensation Act 1923, EPF and Miscellaneous Provisions Act 1952, ESIC Act 1948, Payment of Gratuity Act, 1972.

### **Unit –III**

Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, social and economic security for migrant labourers, women labourers and unorganised sector workers.

### **Unit –IV**

Trade Unions Act 1926, Industrial Disputes Act 1947, conflict management, collective bargaining, negotiation

### **Unit –V**

Industrial relations: meaning and scope, systems framework, theoretical perspectives. Employee participation. International Labour Organization: Role, functions and international labour standards.

**Case Studies** based on above curriculum

**Suggested Readings:**

- 1 Sarma, AM (2015) *Industrial Jurisprudence and Labour Legislation*. Mumbai: Himalaya.
- 2 Sarma, AM (2015) *Aspects of Labour Welfare and Social Security*. Mumbai: Himalaya.
- 3 Venkata Ratnam, C.S. (2014) *Industrial Relations*. New Delhi: Oxford.
- 4 Niland, J R. etc., *The Future of Industrial Relations*, Sage, New Delhi. 1994.
- 5 Papola, T S & Rodgers. G. *Labour Institutions and Economic Development in India*, ILO, Geneva, 1992.
- 6 Ramaswamy, E A. *The Strategic Management of industrial Relations*, Oxford University Press, New Delhi, 1994.
- 7 Virmani. B R. *Participative Management vs. Collective Bargaining*. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*. Longman. Melbourne, 1987.
- 8 Pylee, M.V. and George Simon; *Industrial Relations and Personnel Management*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 9 Davar; R.S; *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 10 Manappa Arun; *Industrial Relations*; Tata Mc Graw Hill Publishing Company Ltd., New Deelhi.
- 11 Drivedi; R.S.. *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company; New Delhi. 2005
- 12 Srivastava; SC; *Industrial Relations and Labor Laws*; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 13 Venkata Ratnam; C.S; *Industrial Relations*; Oxford university Press; New Delhi; 2006
- 14 Ghaiye, B R. *Law and Procedure of Department Enquiry in Private and Public Sector*, Eastern Law Company, Lucknow, 1994.
- 15 Malhotra, O P. *The Law of Industrial Disputes*, Vol. 1 and 2. N M Tripathi, Bombay, 1985.

## **MGT 538 Performance & Compensation Management**

**Objectives:** The course has been designed for giving Human Resource practitioners an idea of Performance Appraisal, Demands of the organization and how the Environmental factors affect performance. The course will also promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skill in designing, analyzing and restructuring reward management systems, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security

### **UNIT I:**

Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized

and Web-based, Problems in appraisal, Supervisor's role in appraisal, employees' responsiveness to performance feedback, achieving work/life balance.

#### **UNIT II:**

Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Importance of documenting employee performance, Building a High Performance culture-Performance Management & Employee Development, Performance Management and Rewards, Ethics in Performance Management. Alternative models for Assessing Performance-Balance score card, EFQM Model, Outcome metrics-Economic Value Added (EVA), other economic measures.

#### **UNIT III:**

Conceptual and Theoretical Understanding of Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage, Theories of Wages & Salary, Pay and Social Class, Salary Benchmarking, designing KRA & KPI, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation System, Internal Pay Structure, Designing Pay Level, Pay Mix and Pay Structures-Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive

#### **UNIT IV:**

Compensation Design for Specific Types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc. Reward for Special groups- Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers, Components of Executive Compensation package. Employee Benefits & Services-Rationale for employee benefits-Types of benefits, Choice of benefits

#### **UNIT V:**

Machineries for Wage Fixation- Statutory provisions governing different components of reward systems Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions. Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Equal Remuneration Act 1976, Determination of wages D.A., administering employee benefits, Tax considerations, Flexible benefits/Cafeteria Plans, Pension Schemes, ESOP, Computations of taxable income, overtime, etc.

#### **Suggested Readings:**

1. Performance Management : Herman Aguinis Pretince Hall New Delhi
2. Performance Management System & Strategies: Dipak Bhattacharyya Pearson Education ND
3. Performance Management : Robert Bascall McGrawHill
4. Strategies for Performance Management : Excel Books New Delhi

5. Employee Reward Management and Practice, Armstrong & Stephens, Kogan Page
6. Compensation Management, Henderson, R.O. Englewood Cliffs, Prentice Hall
7. Reward Management, Armstrong, M and Murlis H, Kogan Page.
8. Strategic Compensation-A Human Resource Management Approach, Martocchio Joseph J., Pearson
9. Compensation Management in a Knowledge-Based World, Richard I Henderson, Pearson Education.

## **MGT 539 Leadership Development**

Objective- This course offers a comprehensive review of contemporary issues and perspectives on leadership, including multidisciplinary and systems-oriented approaches as well as classic theory, moving to the examination of evolving contemporary beliefs. By the end of the course the student will be able to:

1. Develop the analytical ability of understanding the multifaceted role of leaders.
2. Interpret and apply central dimensions and skills related to different leadership tasks and situations.
3. Find their own value-based leadership and style, related to employees, external stakeholders, superiors or owners.

### **Unit- I**

Conceptual background of Leadership- Leadership and Management, Leadership Fundamentals: Individual Factors and Situational factors, Approaches to defining leaders and leadership under leadership theories and principles, the Trait Approach, the Style Approach, the Contingency Approach, the dark side of leadership

### **Unit-II**

Contemporary models of leadership- gender and power, culture, values and ethics, charisma, ethical leadership, transactional and transformational leadership, cross-cultural/ multicultural leadership, instrumental leadership, authentic leadership, women in leadership, spiritual leadership, everyday leadership and servant leadership

### **Unit-III**

Followership Culture and Leadership- interaction and expectations from followers- including their own leadership responsibility, Developing Leaders: Leadership Assessments Leadership Training, Coaching, Diversity and Leadership, Mentoring and Experiential Learning, Attributes for being an effective leader

#### **Unit-IV**

Leadership in groups- building and leading efficient teams and groups, Conflict management and handling difficult conversation, Communications skills, especially listening skills, Giving/receiving feedback, emotional intelligence, Coaching skills, Guiding and offering perspective on career development

#### **Unit-V**

Organizational Leadership- developing and implementing vision and strategy, organizational design and organizational change management, Self-leadership for creativity and innovation, Corporate Governance, Corporate Social Responsibility and Network Interventions

#### **Suggested Readings:**

**Leadership: Theory and Practice**, Peter G. Northouse Publisher: SAGE, Edition: Seventh ISBN: 978-1-4522-0340-9  
The above body of knowledge is going to be analyzed in light of collected empirical evidence of leadership from Indian business and Global organisations

# MGT 540 Strategic Human Resource Management

## **Objective:**

This subject provides an understanding of the contribution to strategies to Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategy, dimension so as to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.

## **Unit I:**

Issues and challenges for HRM in the modern world, evolution of SHRM. HRM models – hard HRM and soft HRM.

## **Unit II:**

Introduction to business strategy, basic concepts of strategy, competitive advantage, core competency, strategic management. Resource-based view of the firm, SHRM and the resource-based view of the firm.

## **Unit III:**

SHRM basic concepts – strategic fit and strategic flexibility. SHRM perspectives – universalist perspective, contingency perspective, configurational perspective.

## **Unit IV:**

HR strategies – human capital management strategy, high-performance strategy, employee engagement strategy, knowledge management strategy, employee resourcing strategy, talent management strategy, learning and development strategy, reward strategy, employee relations strategy.

## **Unit V:**

Contemporary approaches to HR evaluation. career stages and career management, mentoring, work-life integration.

**Case Studies** based on above curriculum

## **Suggested Readings:**

- 1 Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
- 2 Michael Armstrong, Strategic Human Resource Management: Strategy and Action, Kogan Page
- 3 Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
- 4 Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
- 5 Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.
- 6 Beardwell and Holden, 1996, Human Resource Management, London Pitman.
- 7 Gary Dessler, 1997 Human Resource Management, Prentice Hall of India.

## **MGT 541 International Business**

### **Objective:**

With globalization markets are inching towards a global market rather than domestic market. This paper aims to expose the students to the international business environment and decision areas required to operate successfully in international businesses.

### **Unit I:**

**Concepts:** Definition, importance, difference between International trade and International business, Major components of International business.

### **Unit II:**

#### **Multinational Corporations:**

Concept of Multinational Corporations (MNCs) and Transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country.

### **Unit III:**

**International Marketing:** Definition, Nature, Scope and Benefits; Reasons and Motives Underlying Global Trade and Global Business; Domestic Marketing versus Global Marketing, Global Marketing Environment; Issues in Global Marketing; Basic Modes for Entry, Factors Influencing Global Market Selection and Segmentation Strategies

### **Unit IV:**

**International Financial management:** MNCs financial management, International financial system, Concept of Risks and rewards, Risk involved in International Business, International Sources of Finance

### **Unit V:**

Human and Cultural variables in Global organizations; Cross Cultural differences and managerial implications, Role of financial and economic institutions, IMF, IFC, IDA, IBRD, WTO, UNCTAD

**Case studies** based on above-mentioned curriculum

### **Suggested Readings:**

1. Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007, 4<sup>th</sup> ed.

2. Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2008.
3. Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008.
4. . Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 2008, 2<sup>nd</sup> ed.

## **MGT 581 Summer Internship Project**

**Objective:** This project provide practical exposure to the students of the program to different industries and application of various concepts learned under different functional areas of Management

### **Description:**

The students are required to undertake summer internship for 6- 8 weeks during their summer break after semester II of the Programme. The students will be working for the project under the supervision of faculty guide allotted by the department and company guide allotted by the respective company. The students are required to submit their summer internship report as per guidelines prescribed by the department at the end of the internship. The students are also required to attend viva voce examination during the Semester III of the programme.

Out of 50 marks has been for Summer Internship Report, assessment by the Department (by constituting a panel of examiners including internal & external examiners) and out of 50 marks for viva voce to be awarded by internal & external examiners.

## **MGT 582 Dissertation Project**

**Objective:** This Dissertation project provide student learn application of different concept learned under different functional areas of Management and apply business research and analytical tools to provide solution/ advancement/ innovativeness to some business problems /Concepts/ functions.

### **Description:**

The students are required to work on specific topics / problems assigned by the faculty supervisor. The students will be working for the project under the supervision of faculty supervisor.

The students are required to submit their dissertation report as per guidelines prescribed by the department at the end of the specified period. The students are also required to attend viva voce examination during/ end of the Semester IV of the programme.

Out of 50 marks has been for Dissertation Project Report, assessment by the Department (by constituting a panel of examiners including internal & external examiners) and out of 50 marks for viva voce to be awarded by internal & external examiners.

## **Learning outcomes of the Programme**

The MBA programme offered by the Department of Management in School of Commerce and Management at CURAJ, prepares its graduates to be professionals. It provides students with the skills and knowledge necessary to become effective leaders. A MBA graduate can expect to achieve the following learning objectives and will be able to:

1. describe the theories and principles of management to understand the human behaviour at work place
2. display competencies and knowledge in key business functional areas including accounting, finance, marketing, operations and HR management
3. apply the skills to communicate effectively, both verbally and in writing
4. understand and apply information system for business management issues
5. identification of business opportunity, decision to become entrepreneur
6. develop an understanding of the diverse and rapidly changing global business environment
7. identify, understand and analyse professional issues in contexts of HR/ Market/ Finance and operations
8. apply decision-making techniques, using both quantitative and qualitative analysis, to propose solutions for real life issues
9. analyze and evaluate ethical problems that occur at all levels of business decision making
10. conduct strategic analysis using both theoretical and practical applications
11. construct and formulate business strategies to articulate a vision needed to motivate others and lead diverse teams of people
12. implication of various research methods to develop full length research projects and write term papers



**Table showing courses wise learning outcomes: Table -3**

Programme Outcomes	Departmental Specific Electives (DSE)						Ability Enhancement Compulsory Course (AECC)			Ability Enhancement Elective Course (AECC)		Project Course ( PC)	
	MGT 536	MGT 537	MGT 538	MGT 539	MGT 540	MGT 541	MGT 421	MGT 422	MGT 423	MGT 461	MGT 462	MGT 581	MGT 582
Outcome 1													
Outcome 2	X	X	X	X	X	X							
Outcome 3							X		X				
Outcome 4										X			
Outcome5													
Outcome 6								X					
Outcome 7	X	X	X	X	X	X		X				X	X
Outcome8	X	X	X	X	X	X					X	X	X
Outcome 9								X				X	X
Outcome 10								X				X	X
Outcome 11												X	X
Outcome12											X	X	X

**Pre- Requisites for different Courses**

Semester I		
Course Code	Course Name	Pre-requisites
MGT 401	Management Principles and Organizational Behavior	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor’s Degree</li> <li>• Must Have aptitude for management</li> <li>• Verbal comprehension and writing ability</li> </ul>
MGT 402	Managerial Economics	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor’s Degree</li> <li>• Must Possess Analytical thinking</li> <li>• Skill in dealing with practical business problems and challenges</li> <li>• Knowledge of graphical structure and differentiation of algebraic functions use in business</li> </ul>
MGT 403	Accounting for Managers	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor’s Degree</li> <li>• Aptitude and skills in quantitative analysis</li> </ul>

MGT 404	Quantitative Techniques	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude and skills in quantitative analysis</li> </ul>
MGT 405	Research Methodology for Business	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Written communication skills</li> <li>• Problem-solving and reasoning ability</li> <li>• Aptitude for quantitative analysis</li> </ul>
MGT 421	Soft Skills	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude for management</li> <li>• Verbal comprehension and writing ability</li> </ul>
MGT 422	Sector & Industry Seminar	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude for management</li> <li>• Problem-solving and reasoning ability</li> <li>• Verbal comprehension and writing ability</li> </ul>
<b>Semester II</b>		
MGT 406	Marketing Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Interpersonal skills, ability to strategise, and entrepreneurial ability</li> <li>• Urge to develop a feel of the market place</li> </ul>
MGT 407	Human Resource Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Management Principles and Organisational Behaviour</li> </ul>
MGT 408	Financial Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Must possess analytical skills</li> </ul>
MGT 409	Production & Operations Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Effective problem-solving skills</li> <li>• Real life experience of manufacturing plant visits</li> </ul>
MGT 423	Business Writing Skills	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude for management</li> <li>• Writing ability</li> </ul>
MGT 461	IT Skills	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Must have basic Knowledge of Computer skills</li> </ul>
MGT 462	Statistical Softwares for Business Analysis	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Knowledge of IT and Business Statistics</li> <li>• Problem-solving skills and Analytical skills</li> </ul>

<b>Semester III</b>		
MGT 501	Strategic Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Management Principles and Organisational Behaviour</li> <li>• Student must demonstrate knowledge of functional areas of management, such as Marketing, HR, Finance and Operations</li> </ul>
MGT 502	Entrepreneurship	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude for entrepreneurship</li> <li>• Student must demonstrate knowledge of soft skills and business writing skills</li> </ul>
MGT 581	SIP Project	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Aptitude for management</li> <li>• Verbal comprehension and writing ability</li> </ul>
<b>Semester IV</b>		
MGT 503	Business Ethics	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must demonstrate knowledge of functional areas of management, such as Marketing, HR, Finance and Operations</li> </ul>
MGT 582	Dissertation Project	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Completed a course in Research Methodology for Business</li> </ul>
<b>Departmental Electives</b>		
MGT 521	Marketing of Services	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Customer Experience in few Indian service sector</li> <li>• Ability of observing dealings of service providers</li> </ul>
MGT 522	Sales & Distribution Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Sense of salesmanship</li> <li>• Knowledge of basic managerial skill in product distribution</li> </ul>
MGT 523	Integrated Marketing Communication	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Creative thinking and innovation ability</li> <li>• Exposure to latest advertisements</li> </ul>
MGT 524	Retail Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Supervisory skills and leadership ability</li> </ul>

MGT 525	Consumer Behaviour	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Knowledge of Industrial Psychology / Organisational Behaviour</li> <li>• Analytical skills</li> </ul>
MGT 526	Product and Brand Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Knowledge of various consumer goods along with their brand profile</li> </ul>
MGT 527	Digital Marketing	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• IT skills and analytical skills</li> <li>• Sense and feel of digital business era</li> </ul>
MGT 528	Marketing Analytics	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have completed a core course in Marketing Management</li> <li>• Knowledge of fundamental business statistics</li> <li>• Analytical skill and knowledge of few decision science software tools</li> </ul>
MGT 529	Security Analysis and Portfolio Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have basic analytical skills and aptitude towards quantitative calculations.</li> <li>• Added knowledge of financial concepts will be preferred.</li> </ul>
MGT 530	Financial Econometrics	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have basic knowledge about different concepts related to research methodology &amp; tools as well as financial concepts.</li> <li>• The Students must have basic analytical skills and aptitude towards quantitative calculations.</li> </ul>
MGT 531	Financial Institutions & Services	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have basic knowledge about different concepts related to business &amp; trade</li> <li>• Added knowledge of financial concepts will be preferred</li> </ul>
MGT 532	Financial Engineering	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have appeared &amp; passed any course related to Capital Market / Security Analysis / Portfolio Management.</li> <li>• Student must have basic analytical skills and aptitude towards quantitative calculations</li> </ul>
MGT 533	International Financial	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have appeared &amp; passed any course related to Financial Management/</li> </ul>

	Management	<p>Corporate Finance</p> <ul style="list-style-type: none"> <li>• Student must have basic analytical skills and aptitude towards quantitative calculations</li> </ul>
MGT 534	Corporate Tax Planning	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Student must have appeared &amp; passed any course related Accounting/ Financial Accounting/ Cost Accounting / Management Accounting</li> <li>• Student must have basic analytical skills and aptitude towards quantitative calculations</li> </ul>
MGT 535	Human Resource Planning & Development	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Must have basic knowledge of Management Practices and Organizational Behaviour</li> <li>• Deep Knowledge of core paper i.e. Human Resource Management</li> </ul>
MGT 536	Organisational Change & Development	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Must have knowledge of Management Practices and Organizational Behaviour</li> </ul>
MGT 537	Employee Relations and Labour Laws	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Must have knowledge of Human Resource Management</li> </ul>
MGT 538	Performance & Compensation Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Basic knowledge of Management Concepts</li> <li>• Deep knowledge of core paper <i>i.e.</i>, Human Resource Management</li> </ul>
MGT 539	Leadership Development	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Basic knowledge of Management Practices and Organizational Behaviour</li> <li>• Deep knowledge of core paper <i>i.e.</i>, Human Resource Management</li> </ul>
MGT 540	Strategic Human Resource Management	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Basic knowledge of core paper <i>i.e.</i>, Management Principles and Organizational Behaviour</li> <li>• Deep Knowledge of core paper <i>i.e.</i>, Human Resource Management and Strategic Management</li> </ul>
MGT 541	International Business	<ul style="list-style-type: none"> <li>• Student must have completed Bachelor's Degree</li> <li>• Basic knowledge of core papers <i>i.e.</i>, Management Principles and Organizational Behaviour, Marketing Management, Human Resource Management, Production &amp; Operations Management, Financial Management, Managerial Economics, Accounting for Managers</li> </ul>