SYLLABUS
TWO YEAR MBA (FULL TIME) PROGRAMME
(Effective from 2016-18 Batch)
CHOICE BASED CREDIT SYSTEM
(CBCS)

(For University Teaching Departments and All Affiliated Colleges & Institutions)

FACULTY OF MANAGEMENT STUDIES
VIKRAM UNIVERSITY, UJJAIN
FACULTY OF MANAGEMENT STUDIES  
VIKRAM UNIVERSITY, UJJAIN  
TWO YEAR M.B.A. (FULL TIME) PROGRAM  
CBCS  
(Choice Based Credit System)  
(Effective from 2016 – 2018 Batch)  

COURSE STRUCTURE  
MBA FIRST SEMESTER

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Title</th>
<th>Ext</th>
<th>Int</th>
<th>Max Marks</th>
<th>Cre</th>
<th>Distribution of Credit</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>CORE COURSES</td>
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<tr>
<td>1.</td>
<td>FT-CC-101</td>
<td>Management Concept and Process</td>
<td>85</td>
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<tr>
<td>2.</td>
<td>FT-CC-102</td>
<td>Managerial Economics</td>
<td>85</td>
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<tr>
<td>3.</td>
<td>FT-CC-103</td>
<td>Accounting for Managers</td>
<td>85</td>
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<td>3 2 0</td>
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<td>4.</td>
<td>FT-CC-104</td>
<td>Organisational Behaviour</td>
<td>85</td>
<td>15</td>
<td>100</td>
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<td>5.</td>
<td>FT-SS-105</td>
<td>Business and Legal Environment</td>
<td>85</td>
<td>15</td>
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MBA SECOND SEMESTER

<table>
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<td>6.</td>
<td>FT-CC-201</td>
<td>Human Resource Management</td>
<td>85</td>
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<td>7.</td>
<td>FT-CC-202</td>
<td>Financial Management</td>
<td>85</td>
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<td>100</td>
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<td>8.</td>
<td>FT-CC-203</td>
<td>Marketing Management</td>
<td>85</td>
<td>15</td>
<td>100</td>
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<tr>
<td>9.</td>
<td>FT-CC-204</td>
<td>Production and Materials Management</td>
<td>85</td>
<td>15</td>
<td>100</td>
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<td>10.</td>
<td>FT-SS-205</td>
<td>Communication Skills</td>
<td>85</td>
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# MBA THIRD SEMESTER

<table>
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<th>S. No.</th>
<th>Course Code</th>
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<th>Ext</th>
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<th>Max Mark</th>
<th>Credit</th>
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<td>11.</td>
<td>FT-CC-301</td>
<td>Organizational Change and Quality Management</td>
<td>85</td>
<td>15</td>
<td>100</td>
<td>5</td>
<td>3 2 0</td>
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<td>12.</td>
<td>FT-CC-302</td>
<td>Advertising and Consumer Behavior</td>
<td>85</td>
<td>15</td>
<td>100</td>
<td>5</td>
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<td>13.</td>
<td>FT-CC-303</td>
<td>Product and Brand Management</td>
<td>85</td>
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<td>14</td>
<td>FT-EC-304</td>
<td>Elective Course - 1</td>
<td>85</td>
<td>15</td>
<td>100</td>
<td>5</td>
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<td>500 25 15 10 0</td>
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**MBA THIRD SEMESTER – LIST OF ELECTIVES**

*(Any Two Papers to be Opted)*

(3A) Human Resource Development  
(3B) Security Analysis and Portfolio Management  
(3C) Management of Financial Services & International Finance  
(3D) Management Information System  
(3E) Quantitative Techniques  
(3F) System Analysis and Design
MBA FOURTH SEMESTER

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Title</th>
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<tr>
<td>16</td>
<td>FT-CC-401</td>
<td>Business Research Methods</td>
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<tr>
<td>17</td>
<td>FT-CC-402</td>
<td>International Marketing</td>
<td>85</td>
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<td>100</td>
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<tr>
<td>18</td>
<td>FT-CC-403</td>
<td>Marketing of Services</td>
<td>85</td>
<td>15</td>
<td>100</td>
<td>5</td>
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<td><strong>ELECTIVE COURSE (Any Two)</strong></td>
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<td>19</td>
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<td>500</td>
<td>25</td>
<td>15</td>
<td>10</td>
<td>0</td>
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</table>

MBA FOURTH SEMESTER – LIST OF ELECTIVES

(Any Two Papers to be Opted)

(4A) Corporate Taxation  
(4B) Entrepreneurship  
(4C) Strategic Management  
(4D) Economics of Labour and Industrial Relations  
(4E) Creativity and Innovation  
(4F) Legal Framework of HRM

NON CREDIT COURSE:
On the request of a group of at least 20 students, any Institute/College affiliated to Vikram University, Ujjain, in consultation with the Faculty members of the Institute/College, may prescribe a separate Non-Credit Course of their choice in the Third / Fourth Semester. In case of Non-Credit Course, no Internal and External Examination shall be conducted by the University and the entire responsibility of such non-credit course shall rest with the concerned Institution/College.

NB:

1. Each paper shall consist of 85 marks in External Exam and 15 Marks for Internal Assessment. The mode of Internal Assessment shall consist of 2 Internal Tests of 15 marks each, out of which the highest of the two will constitute the Internal Marks obtained by the Student.
2. A Maximum of 2 papers in One Semester, he/she will be allowed to carry the same in
next semester (ATKT), and the candidate will be required to have to pass such papers
before the end of Fourth Semester Examinations. However, the candidate fails in more
than 4 papers in two semesters (2 papers in one semester) shall not be allowed to avail
the advantage of ATKT.

3. If the candidate fails in more than 2 papers in One Semester, he/she will be declared Fail
and he/she will not be given the advantage of ATKT.

4. There shall be no ATKT in Fourth Semester.

5. ‘10 Point Grading System’ as detailed below shall be administered while declaring the
result of examinations.

10 Point Grading System

Table 1: Grades and Grade Points

<table>
<thead>
<tr>
<th>Grade Letter</th>
<th>Nomenclature</th>
<th>Grade Point</th>
<th>Marks</th>
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<tbody>
<tr>
<td>O</td>
<td>Outstanding</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>A+</td>
<td>Excellent</td>
<td>9</td>
<td>90 - 99</td>
</tr>
<tr>
<td>A</td>
<td>Very Good</td>
<td>8</td>
<td>80 - 89</td>
</tr>
<tr>
<td>B+</td>
<td>Good</td>
<td>7</td>
<td>70 - 79</td>
</tr>
<tr>
<td>B</td>
<td>Above Average</td>
<td>6</td>
<td>60 - 69</td>
</tr>
<tr>
<td>C</td>
<td>Average</td>
<td>5</td>
<td>50 - 59</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>4</td>
<td>36 - 49</td>
</tr>
<tr>
<td>F</td>
<td>Fail</td>
<td>0</td>
<td>Below 36</td>
</tr>
<tr>
<td>AB</td>
<td>Absent</td>
<td>0</td>
<td>-</td>
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</table>

Computation of SGPA and CGPA

i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored
by a student in all the courses taken by a student and the sum of the number of credits of all the
courses undergone by a student, i.e., \[ \text{SGPA (Si)} = \Sigma(C_i \times G_i) / \Sigma C_i \]
where \( C_i \) is the number of credits of the \( i \)th course and \( G_i \) is the grade point scored by the student in
the \( i \)th course.

ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a
student over all the semesters of a programme, i.e.
\[ \text{CGPA} = \Sigma(C_i \times S_i) / \Sigma C_i \]
where \( S_i \) is the SGPA of the \( i \)th semester and \( C_i \) is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
Illustration of Computation of SGPA and CGPA

(A) Illustration for SGPA

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit</th>
<th>Grade Letter</th>
<th>Grade Point</th>
<th>Credit Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>A</td>
<td>8</td>
<td>5 x 8 = 40</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>B+</td>
<td>7</td>
<td>5 x 7 = 35</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>B</td>
<td>6</td>
<td>5 x 6 = 30</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>O</td>
<td>10</td>
<td>5 x 10 = 50</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td>C</td>
<td>5</td>
<td>5 x 5 = 25</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td></td>
<td></td>
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SGPA = 180/25 = 7.2

(B) ILLUSTRATION FOR CGPA

<table>
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<tr>
<th>SEMESTER I</th>
<th>SEMESTER II</th>
<th>SEMESTER III</th>
<th>SEMESTER IV</th>
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<tr>
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<td>Credit 25</td>
<td>Credit 25</td>
<td>Credit 25</td>
</tr>
<tr>
<td>SGPA 7.2</td>
<td>GPA 8</td>
<td>GPA 8.5</td>
<td>GPA 9</td>
</tr>
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</table>

CGPA = \[\frac{25 \times 7.2 + 25 \times 8 + 25 \times 8.5 + 25 \times 9}{100}\] = 8.17

(C) CONVERSION OF CGPA INTO PERCENTAGE

For converting CGPA into Percentage marks, the formula is:

CGPA \times 9.14 \quad (9.14 \text{ being the Conversion Factor})

(D) CALCULATION OF CONVERSION FACTOR

\[\text{MAXIMUM MARKS - MINIMUM MARKS} \quad \text{NO. OF GRADES}\]

Max. Marks in Paper = 100
Min. Marks in Paper = 36
No. of grades = 7 (O, A+, A, B, B+, C, P)

In our case: \[\frac{100 - 36}{7} = 9.14\]
MANAGEMENT CONCEPTS & PROCESSES  
(FT-CC-101)  
(Effective from 2016– 2018 Batch)

- The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

Suggested Readings:
Stoner and Freeman, Management, Prentice Hall, N. Delhi.
Massie, Essentials of Management, AITBS, New Delhi.
Terry and Franklin, Principles of Management, AITBS, New Delhi
Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.

Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.


Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.


**Suggested Readings:**
Adhikary,M. Business Economics., New Delhi, Excel Books.
Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.
Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.
Mathur, N.D.( 2010 ), Managerial Economics, Jaipur:Shivam Book House
ACCOUNTING FOR MANAGERS  
(FT-CC-103)  
(Effective from 2016 – 2018 Batch)  

- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis.  
- Management Accounting – Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision Making, Break Even Analysis.  
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.  
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting  

Suggested Readings:  
Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.  
Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.  
Hingorani, N L. and Ramanathan, A.R. Management Accounting, New Delhi, Sultan Chand.  
Jagdish Prakash & Nageshwar Rao “Prabandh Lekhankan”Prayag Pustak Sadan ,Allahabad  
Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.  
Bhattacharyya,”Financial Accounting”Prentice Hall of India Ltd,New Delhi  
Kothari,Rajesh,Godha Abhishek,”Management Accounting-Concept & Applications,Macmillan ,New Delhi  

ORGANIZATIONAL BEHAVIOUR
(FT-CC-104)
(Effective from 2016 – 2018 Batch)

- Personality: Meaning, Determinants, Types and Models of Personality
- Attitude: Meaning, Components and Measurement. Values- Meaning and Types, Relationship between Attitudes and Values.
- Learning: Meaning, Effectiveness of Learning.
- Transaction Analysis: Meaning and Systems of Egos. Complementary, Crossed and Hidden Transactions, How To Improve Transactions?
- Emotional Intelligence (EI): Meaning, System and Functions of IQ and EIQ.
- Leadership: Meaning of Leadership, Sources of Power. Various Theories of Leadership.

Suggested Readings:
Robbins S.P., Organisational Behaviour, New Delhi, PHI.
Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
Davis Keith, Human Behaviour at Work, TMH, New Delhi
Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
John W. New Strom, “Organisational Behaviour, Tata Mcgraw, New Delhi
BUSINESS AND LEGAL ENVIRONMENT
(FT-SS-105)
(Effective from 2016 – 2018 Batch)

- Business Environment: Nature, Scope and its relevance in Business Decision Making,
- Political, Social, Cultural & Economic and Technological Environment.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements,
- Performance of Contracts & its remedies.
- The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association,
- Prospectus ,Allotment of Shares.

**Suggested Readings:**
Francis Cherumilam, Business Environment
Adhikari, M., Economic Environment of Business
Sampat Mukerjee, Economic Environment of Business
Dwijendra Tripathi, Business Politics in India
Shukla M B,”Business Environment-Text &Cases”Taxmann ,NewDelhi
Gupta, D., Indian Government & Politics
Ruppuswamy, B., Social Changes in India
N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
V S Datey, Business & Corporate Laws, Taxmann, New Delhi
Human Resource Management  
(FT-CC-201)  
(Effective from 2016 – 2018 Batch)

- **Job Evaluation:** Meaning, Objectives and Methods of Job Evaluation.
- **Wage, Salary and Employee Benefits:** Meaning of Wages/ Salary, Minimum Wages, Fair Wages and Living Wages. Meaning and Description of Fringe Benefits (Fringes / Employee Benefits / Perquisites), Meaning and Types of Incentives, Factors Affecting Fixation / Revision of Wages / Salary and Fringe Benefits, Methods of Wage Fixation / Wage Revision, Methods of Wage Payment, Meaning of Bonus and Objectives of Paying Bonus.
- **Performance Appraisal:** Meaning, Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal.
- **Trade Unionism:** Meaning of Trade Union, Registration and Rights of Trade Unions, An Overview of Trade Unions in India,
- **Industrial Relations:** Meaning of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India.
- **Grievance Handling:** Meaning and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure.
- **Management of Discipline:** Meaning of Misconduct, An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry against Indiscipline Employees.
**Suggested Readings:**


Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata Mc-Graw Hill.


Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.


FINANCIAL MANAGEMENT  
(FT-CC-202)  
(Effective from 2016 – 2018 Batch)  

• Leverages: Operating, Financial and Combined Leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return, Internal Rate of Return and Time value of money methods.  
• Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing. Optimum Capital Structure.  
• Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend Payment Practices in India.  
• Management of Working Capital - Concept of Working Capital, need and influencing factors, Estimation of Working Capital, Inventory and Receivables Management.

Suggested Readings:
Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.  
Weston Brigham, Managerial Finance, McGraw Hill, New York  
P. Chandra, Financial Management, TMH, New Delhi.  
Khan & Jain, Basic Financial Management, TMH, New Delhi  
MARKETING MANAGEMENT
(FT-CC-203)
(Effective from 2016 – 2018 Batch)

- Channel Management, Promotion Management (Elementary idea Only).

Suggested Readings:
Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
Rajiv Lal, Quelch & Kasturirangan, Marketing Management- Text and Cases, TMH, New Delhi.
Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi
Suresh K, Green Marketing, ICFAI University Press, Hyderabad.
Saxena Rajan, Marketing Management, Tata Mcgraw Hill, New Delhi.
PRODUCTION AND MATERIALS MANAGEMENT
(FT-CC-204)
(Effective from 2016 – 2018 Batch)

- Nature, Significance , Scope ,Role ,Functions of Production Management, Relationship with other Management Functions, Different Production Systems

Suggested Readings:
Adam, E E & Ebert, RJ. “Production & Operation Management., New Delhi, PHI.
Chary S.N. Production and Operations Management, New Delhi, TMH.
COMMUNICATION SKILLS
(FT-SS-205)
(Effective from 2016 – 2018 Batch)

- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

Suggested Readings:
Rao ,Nageshwar and Das R.P.”Communication Skills” Himalaya Publishing House, Mumbai
Mehta D and Mehta N. K”A Handbook of Communication Skills Practices” Radha Publications ,New Delhi
Organizational Change and Quality Management  
(FT-CC-301)  
(Effective from 2016 – 2018 Batch)

- Concept of Organizational Effectiveness (OE) and Organizational Performance (OP). Indicators of OE and OP, Measurement of OE.
- Meaning and Nature of Organization Climate, Dimensions of Organizational Climate. Organizational Climate versus Organizational Culture. Methods of Conducting Organizational Climate Survey.
- Power and Politics in Organization.
- Benchmarking, JIT, Quality Circles, TPM, SQC and BPR.

Suggested Readings:
Change Management by Radha Sharma , Tata Megraw Hills Publication.
Robbins S.P., Organisational Behaviour, New Delhi, PHI.
Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
Davis Keith, Human Behaviour at Work, TMH, New Delhi
Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
John W. New Strom, “Organisational Behaviour, Tata Mcgraw, New Delhi
Kavita Singh, Organization Change and Development, Excel Books, New Delhi
Advertising and Consumer Behaviour
(FT-CC-302)
(Effective from 2016 – 2018 Batch)

- Factors in the study of Consumer Behaviour: Lifestyle, Motivation, Attitude, Learning, Perception and Personality. Family, Groups, Social Class and Cultural Influence on Consumer Behaviour,
- Various Buying Behaviour Models.

Suggested Readings:
Manendra Mohan, Advertising Management, TMH, New Delhi.
Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
Norris, Advertising Management, Prentice Hall of India, New Delhi.
B.S. Rathore, Advertising Management, Himalaya, Mumbai.
Consumer Behaviour, Peter D. Bennet and H.H. Kes.
Fundamentals of Consumer Behaviour, Douglas W. Meuot, Jr.
Consumer Behaviour, Shiffman, L.G. & Kanuk, L.L., PHI, N Delhi.
PRODUCT AND BRAND MANAGEMENT
(FT-CC-303)
(Effective from 2016 – 2018 Batch)

- Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand ,Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas

Suggested Readings:
Subroto Sengupta,, Brand Positioning, PHI, New Delhi.
S.A. Chunawalla,, Product Management, Himalaya, Mumbai.
Aaker, David A., , Managing Brand Equity, PHI, New Delhi.
Murphy, John A. Brand Strategy, Cambridge, The Director Books.
Kapferer, J.N. Strategic Brand Management, New York (Freepress).
Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM.
Francis Cherunilam – Industrial Marketing , Himalaya Publishing House, Mumbai. 18
BUSINESS RESEARCH METHODS
(FT-CC-401)
(Effective from 2016 – 2018 Batch)

- Sources / Methods of Collecting Primary and Secondary Data, Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.
- Research Report Writing. Elementary Idea about Statistical Software Packages

Suggested Readings:
Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi
Bannerjee,S &Roy R"Fundamentals of Research Methodology"Kitab Mahal ,Allahabad
Asthana BN”Elements of Statistics” S Chand,New Delhi
INTERNATIONAL MARKETING
(FT-CC-402)
(Effective from 2016 – 2018 Batch)

- International Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force, Emerging Trends in International Retail Business.
- Letter of Credit, Credit Risk Insurance with Reference to ECGC-Functioning & Evaluation, Functioning of WTO, UNCTAD.

Suggested Readings:
Joshi, R M “International Business” Oxford, New Delhi
Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley.
MARKETING OF SERVICES  
(FT-CC-403)  
(Effective from 2016 – 2018 Batch)

- Concepts, Nature, Emergence, Growth and Importance of Services, Challenges in Marketing of services, Service Classification.
- Marketing Mix in Service Marketing, Advertising, Branding Issues of Services, Relationship Marketing, Retail Marketing.
- E-Marketing and Marketing of Services in Various Business Areas.
- Development of Service Market in Indian Business.

Suggested Readings:
Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India.
ELECTIVE COURSES FOR MBA III SEMESTER
(Any Two Papers are to be opted)

(3A)
HUMAN RESOURCE DEVELOPMENT
(FT-EC-304/305)
(Effective from 2016 – 2018 Batch)

- Philosophy and Goals of HRD, An Overview of Sub-systems (Process mechanisms) of HRD. Inter-linkage of Various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top Executives in the Process of HRD.
- Defining HRD Climate and Dimensions of HRD Climate. Evaluation of HRD (HRD Audit). Strategic HRD. Organizational Learning.

Suggested Readings:
French and Bell, Organisation Development, PHI, New Delhi.
Rao, T.V., Recent Experiences in HRD, TMH, New Delhi.
Pareek, Udai, Evaluation of HRD, Jaipur Rawat Publications
Rao T.V., HRD Audit, Oxford IBM, Mumbai.
Margaret, Anne Reid, Harry Barrington & Mary Brown, Human Resource Development, Pinnacle, New Delhi.
Bedia,D D,Padmwat Ananda,”Talent Management”Zenith Publications,Delhi,2012
(3B)
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(FT-EC-304/305)
(Effective from 2016 – 2018 Batch)

- Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Investment Alternatives.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe Single Index Model; Capital Asset Pricing Model.
- Portfolio Management in Mutual Funds: Nature Scope and Types of MFs, UTI, Concept of NAV, Regulation of MFs, Taxation and MFs.

Suggested Readings :
Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, New Delhi, S.Chand.
Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
Dhanesh Khatri,”. Security Analysis and Portfolio Management” Macmillan , New Delhi
Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.
Rajesh Chakrebarthy and De, Capital Markets in India, Sage Publications.
MANAGEMENT OF FINANCIAL SERVICES
AND INTERNATIONAL FINANCE
(3C)
(FT-EC-304/305)
(Effective from 2016 – 2018 Batch)

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.
- Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.
- Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.

Suggested Readings:
Buckley, Adrian. Multinational Finance, New York, PHI.
Management Information System  
(FT-EC-304/305)  
(Effective from 2016 – 2018 Batch)  
(3D)  

- Management Information System Design - Defining the Problem, System Objectives, Determining information needs, sources, Development and selection of alternative design.  
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources, Recent Trends in MIS.  
- MIS and Decision Making - Phases of Decision making process, MIS support at each of the phase of Intelligence, Design & choice. Programmed v/s Non-Programmed Decisions.  
- Consumer Price Index Numbers, Wholesale Price Index Numbers, System of Sensex. Rating Agencies in India.

Suggested Readings:  
Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O’Reilly.  
Management Information Systems, Gordon B Davis,M.H. Olson, Prentice Hall, New Jersey
Quantitative Techniques  
(FT-EC-304/305)  
(Effective from 2016 – 2018 Batch)  
(3E)


- Probability Theory – Concept of Probability, basic Laws of Probability, Conditional Probability, Game Theory

- Application of Differentiation and Integration Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue and Total Revenue - Consumer Surplus and Producer Surplus.

**Suggested Readings:**
2. Quantitative techniques- C.R. Kothari.
4. Quantitative techniques in Mgmt. – N.D. Vohra.
5. Quantitative Methods : D.R.Agarwal

Suggested Readings:
5. Hawryszkiewyez, I.T. Introduction to Systems Analys is and Design. New Delhi, PHI.
7. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, PHI. 29
ELECTIVE COURSES FOR MBA IV SEMESTER
(Any Two Papers are to be opted)
CORPORATE TAXATION
(FT-EC-404/405)
(Effective from 2016 – 2018 Batch)
(4A)

- Basic Concepts of Income Tax; Residential Status of a Company; Computation of Income under Different Heads of Income.
- Set off and Carry forward of Losses, Deductions and Exemptions for Corporate Assesses, Minimum Alternate Tax (MAT).
- Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Tax Planning Relating to Amalgamation and Merger of Companies.
- Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.
- Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Double Taxation Avoidance Agreements.

Suggested Readings:
ENTREPRENEURSHIP
(Effective from 2016 – 2018 Batch)


Suggested Readings:

STRATEGIC MANAGEMENT
(FT-EC-404/405)
(Effective from 2016 – 2018 Batch)
(4C)

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management: Definition, model and process.
- Environmental Analysis: Environmental and Organizational Appraisal, SWOT Analysis, Experience Curve, Competitive Advantage of a Firm, Strategic Profile of Firm.
- Strategic Alternatives and Strategic Choice

Suggested Readings:
P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.
V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.
R.M. Srivastava, Corporate Strategy and Planning, Himalaya Publishing House, Mumbai
R. Nanjundaiah, Strategic Planning and Business Policy, Himalaya Publishing House, Mumbai
Meaning of Industrial Relations. Common Reasons of Industrial Disputes.


Industrial Employment (Standing Orders) Act, 1946.

Industrial Disputes Act, 1947.

Workers Participation in Management.

Collective Bargaining and Negotiation.

Grievance Handling Management.

Management of Discipline.

Government System of Labour Administration In India.

Wages, Dearness Allowance, Bonus and Fringe Benefits System In India.

Suggested Readings:


Niland J R etc. The Future of Industrial Relations. New Delhi, Sage.

Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO.


Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press.


Personnel Management and Industrial Relations, P.C. Tripathi, Sultan Chand & Sons, New Delhi.

Dynamics of Industrial Relation in India, C.B. Mamoria, Himalaya, New Delhi.

Modern Labour Law and IR, Sriakanta Mishra, Sultan Chand & Sons, New Delhi.

Industrial Relations in India, V.P. Michael, Himalaya Publishing, New Delhi.
CREATIVITY AND INNOVATION
(FT-EC-404/405)
(Effective from 2016 – 2018 Batch)
(4E)

- Nature of Creativity. Convergent Vs Divergent Thinking and Their relationship with Creativity.
- Individual Creativity Vs Team Creativity. Factors that affect Individual Creativity. Factors that affect Team Creativity. Creative Personality and Blocks to Creative Personality.
- Various Techniques of Creative Problem Solving.
- Innovation Sponsoring Capability. Climate / Culture required for creativity and innovation in organizations. Relationship between Creativity, Innovation and entrepreneurship.

Suggested Readings:


LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT  
(FT-EC-404/405)  
(Effective from 2016 – 2018 Batch)  
(4F)

- Contract Labour Act, 1952.
- Payment of Wage Act, 1936.
- Payment of Bonus Act, 1965.
- Payment of Gratuity Act, 1972.
- Employees Compensation Act, 1923.
- Child Labour Prohibition Act.
- Bonded Labour Prohibition Act.

Suggested Readings:
N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.