

## MBA –INTEGRATED (Curriculum)-5 Year Full Time

S.No	Paper Name	Credit Point	Marks Distribution	
			UU.Th	Int.Th.
<b><u>I Semester</u></b>				
MAM 101	Management Concepts and Practices	4	100	50
MAM 102	Environment Management	4	100	50
MAM 103	Fundamentals of Business Statistics	4	100	50
MAM 104	Computer Application in Business	4	100	50
MAM 105	Fundamentals of Accounting	4	100	50
MAM 106	Fundamental of Business Analysis Techniques	4	100	50
MAM 107	English (Qualifying)			
<b><u>II Semester</u></b>				
MAM 201	Management Accounting	4	100	50
MAM 202	Business Economics-I	4	100	50
MAM 203	Business Environment	4	100	50
MAM 204	Indian Ethos and Values	4	100	50
MAM 205	Information Technology in Business	4	100	50
MAM 206	Business Communication and Technology Interface	4	100	50
<b><u>III Semester</u></b>				
MAM 301	Organizational Behaviour	4	100	50
MAM 302	Business Economics-II	4	100	50
MAM 303	Fundamentals of Financial Management	4	100	50
MAM 304	Fundamentals of Human Resource Management	4	100	50
MAM 305	Fundamentals of Marketing Management	4	100	50
MAM 306	Startup Planning and Professional Development	4	100	50
<b><u>IV Semester</u></b>				
MAM 401	Quantitative Techniques	4	100	50
MAM 402	Cost Accounting	4	100	50
MAM 403	Corporate Legal Environment	4	100	50
MAM 404	Research Methodology	4	100	50
MAM 405	Entrepreneurship Development and SME	4	100	50
MAM 406	Advanced Business Analysis Techniques	4	100	50
<b><u>V Semester</u></b>				
MAM 501	Strategic Management	4	100	50
MAM 502	Event Management	4	100	50
MAM 503	Labour Legislation	4	100	50
MAM 504	Corporate Governance	4	100	50
MAM 505	Marketing of Services	4	100	50
MAM 506	Simulated Consultancy Project	4	100	50

**VI Semester**

MAM 601	Business Process Management	4	100	50
MAM 602	International Business Management	4	100	50
MAM 603	Investment Management	4	100	50
MAM 605	Startup Management, Funding, Launching And Valuation	4	100	50

**VII Semester**

MAM 701	Work Experience and Dissertation	20	150	50
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**VIII Semester**

MAM 801	Specialisation 1 Paper 1	4	100	50
MAM 802	Specialisation 2 Paper 1	4	100	50
MAM 803	Specialisation 1 Paper 2	4	100	50
MAM 804	Specialisation 2 Paper 2	4	100	50
MAM 805	Case Study Application	4	----	100
MAM 806	Research Based Project (Industry Expert Panel)	4	100	50

**IX Semester**

MAM 901	Specialisation 1 Paper 3	4	100	50
MAM 902	Specialisation 2 Paper 3	4	100	50
MAM 903	Specialisation 1 Paper 4	4	100	50
MAM 904	Specialisation 2 Paper 4	4	100	50
MAM 905	Problem Based Learning & Seminar (Industry Expert Panel)	6	100	50

**X Semester**

MAM 1001	Industrial Application Report	20	200	100
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## I Semester

### **MAM 101 : Management Concepts and Practices**

**Objective:** It aims to provide the fundamental knowledge of management and expose the students to various concepts, theories and practices in the field of management. Also, to impart knowledge about basic roles, skills and functions of management.

#### **UNIT 1 Nature of Management**

Meaning, Definition, Nature, Purpose, Importance & Functions, Management as an art, science & profession, Management as a social system, Concepts of management, administration and organization.

#### **UNIT 2 Evolution of Management Thought**

Contribution of F.W.Taylor, Henry Fayol, Elton Mayo, Chester Barnard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought), Indian management thought.

#### **UNIT 3 Functions of Management**

**Planning:** Meaning, need and importance, Types, Levels, Advantages and limitations, Forecasting: need and techniques, Decision making: types, process of rational decision making, and techniques of decision making.

**Organizing:** Elements of organising and processes, Types of organisations, Delegation of authority: need, and difficulties in delegation, Decentralization: meaning, importance and direction, Principles of communication: types and importance.

**Staffing:** Definition of staffing, An overview of staffing function, The system approach to human resource management, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter's principle.

**UNIT 4 Leading and Controlling:** (a) **Motivation:** importance and theories (b) **Leadership:** meaning, styles, qualities and functions of leaders, (c) **Controlling:** need, nature, importance, and process and techniques of controlling.

#### **UNIT 5 Recent Trends in Management**

Social responsibility of management, Environment friendly management, Management of change, Management of crisis, Total quality management, Stress management, International management.

#### **Text Book**

1. Koontz and Wehrich ; Essentials of Management; Tata McGraw Hill

#### **Reference Books**

1. Robbins, S.P. and Coulter, M.; Management; Pearson Education
2. Massie, Joseph L.; Essentials of Management; Prentice Hall of India

## **MAM 102 : Environment Management**

**Objective:** The course shall provide the students with an exposure of environmental problems and issues in a scientific framework, developing methodologies to solving problems and ultimately to master the manner of systematic implementation of existing environmental policies in achieving sustainable development. The main approach is to focus on the environmental management and to illustrate some of the ways in which we can protect our environment in a managed way.

### **UNIT 1 Basics of Environment Management**

Implications of human population growth, Limits to growth, Natural resources-Renewable and Non Renewable sources; associated problems, Role of an individual in conservation of natural resources, Sustainable development, Concept of an Ecosystem, Ecosystem degradation, Industrial Ecology and Recycling Industry. Biodiversity Management, Role of Biodiversity in trade.

### **UNIT 2 Environmental Management System**

EMS standards: ISO 14000, Environmental Auditing, Clearance/Permissions for establishing industry, Environmental Management & Valuation, Environmental Economics, Environmental Taxes Shifts, Green Funding, Environmental Ethics, Environmental Law Implementation.

### **UNIT 3 Major Environmental Issues**

Construction of dams: problems and concerns of rehabilitation of affected people; resources consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Concept of Bio-Ethics. Air, Water, Land & Waste Management: Introduction, Impact on health, environmental and industry, Measures of control, Individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.

### **UNIT 4 Environmental Laws**

Environmental (protection) Act, The water (prevention and control of Pollution); Issues involved in enforcement of environmental legislations; Environmental Impact Assessment; Environmental Auditing; Central Pollution Control Boards, State Pollution Control Boards, Local Bodies.

### **UNIT 5 Environmental Liabilities**

Criminal wrongs and the environment, Law of Torts (civil wrong) and the environment, Strict and absolute liabilities.

### **Text Book**

1. Bala Krishnamoorthy, - Environmental Management Prentice Hall India.

### **Reference Books**

1. NK Uberoi Environment Management, Excel Books, New Delhi.
2. Pandey, G.N. – Environment Management, Vikas Publishing House, New Delhi, 1997.
3. Mohanty, S.K. Environmental and Pollution Law Manual, Universal Law Pub., New Delhi 1996.

## MAM 103 : Fundamentals of Business Statistics

**Objective:** The course aims at developing understanding of basic concepts of statistics and skills to apply.

### UNIT 1 Introduction

Definition of statistics, Characteristics, functions, importance, limitations and types of statistics, Uses of statistics in functional areas of management, Introduction to sampling.

### UNIT 2 Classification and Presentation of Data

Frequency distribution: discrete and continuous frequency distribution, Diagrammatic and graphic representation: line, bar, rectangle and Pie diagram, Graphs: histograms, frequency polygon, cumulative frequency curves or ogives, Advantages and limitations of diagrams and graph, Tabulation: types of tables.

### UNIT 3 Measures of Central Tendency and Dispersion

Concept of central tendency, Measures of central tendency, Definitions, properties and applications of mathematical averages including arithmetic mean, Geometric mean and harmonic mean, Positional averages: mode, median and other partition values including quartiles, deciles, and percentiles, Measures of dispersion/variation: absolute and relative, range, quartile deviation, mean deviation, standard deviation, and co-efficient of variation, Properties of standard deviation/variance, Comparison of various measures of dispersion, skewness, and kurtosis, Moments: calculation (including Sheppard's corrections) and significance.

### UNIT 4 Correlation and Regression

Correlation: Scatter diagram, Karl Pearson's coefficient of correlation, and Spearman's coefficient of rank correlation, Regression: method of least squares, regression coefficient, and standard error of estimate.

### UNIT 5 Time Series and Forecasting

Time Series: introduction, Objectives of time series, Identification of Trend, Variation in time series: secular variation, cyclical variation, seasonal variation, and irregular variation, Methods of estimating trend, Choosing appropriate forecasting model.

### Text Book

1. Berenson and Levine; *Basic Business Statistics: Concepts and Applications*; Prentice Hall of India.

### Reference Books

1. Beri, G.C.; *Business Statistics*; Tata McGraw Hill.
2. Black, Ken; *Business Statistics: For contemporary Decision Making*; Wiley.
3. Siegel, Andrew F.; *Practical Business Statistics*; Tata McGraw Hill.
4. Levin, Richard and David S. Rubin; *Statistics for Management*; Prentice Hall of India.
5. Spiegel M.D.; *Theory and Problems of Statistics*; Tata McGraw Hill.

## **MAM 104 : Computer Application in Business**

**Objective:** The objective of this course is to make the students aware of the evolution of computers and the basic software and hardware that enables business processes. Some of the current concepts shall also be introduced such as RDF database, that is the basis of text analytics and social media analytics.

**UNIT 1** Introduction to Computer, Characteristics of Computer, Function of Computer, Application of Computer, Generation of Computer, Classification of Computer.

**UNIT 2** Basic Computer Organisation, Types of Memory, Central Processing Unit and its Component, ROM, RAM and their importance. How configuration of RAM, chip speed and other components affect the performance of a computer.

**UNIT 3** Number System: Positional and Non-Positional Number System. Binary Number System, Decimal Number System, Octal and Hexadecimal Number System, Conversion of One Number System to Other Number System.

**UNIT 4** Hardware and Software, Types of Software, Relation between Hardware and Software, Computer Virus and Antivirus Tools, GIGO.

**UNIT 5** Introduction to Databases; SQL, RDBMS, RDF, NoSQL; Brief introduction about Mongo DB, SparQL.

### **Text Book**

1. Rajaraman, V; Introduction to Information Technology, PHI.

### **Reference Books**

1. Sinha, P.K. and Sinha Priti, Computer Fundamentals; BPB Publication.
2. Saxena, S; Computer Application in Management, Vikas Publishing.

## **MAM 105 : Fundamentals of Accounting**

**Objective:** The course aims to provide an understanding of basic principles of accounting and their applications in business.

### **UNIT 1 Meaning and Scope of Accounting**

Nature of financial accounting principles, Basis of accounting, Accounting assumptions and limitations, Accounting vs. Book Keeping, Brief review of accounting standards in India, Accounting policies, Valuation principles, Accounting estimates.

### **UNIT 2 Accounting Process**

Recording of business transactions, Preparation of trial balance (Voucher systems, Accounting process, Journals, Ledger, Cash Book, Trial Balance).

### **UNIT 3 Depreciation Accounting**

Introduction, Methods for providing depreciation.

### **UNIT 4 Final Accounts**

Preparation of final accounts (non-corporate entities) along with major adjustments (P&L A/c, Balance sheet).

### **UNIT 5 Financial Statement Analysis**

The tools of analysis, Horizontal analysis, Vertical analysis, Trend analysis, Ratio analysis, Funds flow and Cash flow analysis, AS-3 (Revised).

### **Text Books**

1. Tulsian, P.C.; *Financial Accounting*; Pearson Education.
2. Maheshwari, S N and SK Maheshwari; *Financial Accounting*; Sultan Chand and Sons.

### **Reference Books**

1. Anthony, Robert N and Bretiner K. Leslie; *Essentials of Accounting*; Pearson Education
2. Gupta R.L.; *Advanced Accounting*; S. Chand and Sons
3. Bhattacharyya, Ashish; *Essentials of Financial Accounting*; Prentice Hall of India

## **MAM 106 : Fundamental of Business Analysis Techniques**

**Objective:** The intent of this module shall be to develop critical thinking and analytical ability in students to enable them take better decisions. Students shall be able to use several techniques adopted by Management professionals and Business Analysts to evaluate business performance.

**UNIT 1** Introduction to critical thinking; why critical thinking is important for correct decisions; how to think in a critical manner; art of asking right questions;

**UNIT 2** Introduction to problem solving; different methods deployed by business analysts to solve business problems; basics of problem solving; Creative problem solving, individual and group problem solving techniques.

**UNIT 3** Basics of performing analysis such as SWOT, cause effect analysis, PESTEL, break even, key ratio, what if scenario mapping, pareto analysis etc.

**UNIT 4** Restructuring techniques used to simplify complex business problems; Brainstorming technique and its application to idea analysis; Decision trees.

**UNIT 5** Performing company analysis in conjunction with industry analysis, structure of industry research reports, economic analysis, analysis of trade and taxation policies on economic viability and their methods.

**Lab Exercises:** Each unit should contain lab work using case studies and their mapping through software such as visio, business mapper, people mapper etc. Simulated problems shall be mapped in various templates for business analysis.

### **Text Book**

1. Podeswa, Howard; Business Analyst's handbook; Cengage Learning.

### **Reference Books**

1. Vangundy Arthur B; Creative Problem Solving: A guide for trainers and management; Greenwood Publishers.
2. Rickards Tudor; Problem Solving; Coles Business Books.

## **MAM 107 : English**

**Objective:** The course has been designed to improve the oral and written English communication skills of the students.

**UNIT 1 Types of Sentences** - Part of speeches, Active and passive voice, Direct and indirect (or Report) speech, Articles, Concord.

**UNIT 2 Tenses and Forms** - Question tags and short responses, Prepositions, Conjunctions, Verbs, Adjectives, Adverbs.

**UNIT 3 Word Substitution** - Homonyms, Antonyms, Synonyms, One word substitution, Common errors, Logical rearrangement of words, Punctuation and capitalization.

**UNIT 4 Vocabulary** - Splitting the fine senses of words, Literal and figurative use of words, Word parallels and alternatives, Lexical sets, Language games, Word stress and sentence stress, Intonation.

**UNIT 5 Comprehension** - Affirmative: negative & vice versa, Assertive: exclamatory & vice versa, Assertive: interrogative & vice- versa.

### **Text Book**

1. Wren & Martin; English Grammar and Composition; S. Chand & Co.

### **Reference Books**

1. Lewis Norman; Word Power made easy; W.R; Goyal Publication & Distributors.
2. BetterYour English- A Workbook for 1st year Students; Macmillan.
3. Rosen Blum M; How to Build Better Vocabulary; Bloomsbury Publication.

## II Semester

### **MAM 201 : Management Accounting**

**Objective:** The course intends to impart knowledge about basic principles of management accounting and their applications in business management.

#### **UNIT 1 Introduction**

Accounting for Management, Role of cost in decision-making, Management accounting and cost accounting as internal control tools, Types of cost, Cost concepts, Full costing, Overhead allocations, Preparation of cost sheet.

#### **UNIT 2 Marginal Costing**

Cost, Volume, Profit analysis, P/V ratio, Analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential costing and incremental costing: concept, uses and applications, Method of calculation of these cost and their role in management decision making like sales, replacement, buying etc.

#### **UNIT 3 Budgeting**

Concept of budget, Budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.

#### **UNIT 4 Standard Costing**

Concept of standard costs, Establishing various cost standards, Calculation of material variance, labour variance, and overhead variance, and their implications and applications, Transfer pricing: multinational transfer pricing, market based transfer pricing, and cost-based transfer pricing, Cost of quality and time.

#### **UNIT 5 Responsibility Accounting**

Concepts of investment center, cost center, profit center and responsibility centre, and their managerial implications.

#### **Text Books**

*Horngren, Charles T and Stratton, William O. and Sundem, Gary L; Introduction to Management Accounting ; Prentice Hall of India*

Anthony, Merchant and Hawkin; *Management Accounting*; Tata McGraw Hill

#### **Reference Books**

1. Richard M. Lynch and Robert W. Williams; *Accounting and Management: Planning and Control*; Tata McGraw Hill
2. Bhattacharya, D.; *Management Accounting*; Pearson Education
3. Jain, I.C; *Management Accounting*; Taxmann
4. Kishore, M., Ravi; *Cost Accounting*; Taxmann
5. Vij, Madhu; *Management Accounting*; MacMillan.

## MAM 202 : Business Economics- I

**Objective:** The course is intended to expose students to basic microeconomic concepts, to enable them to apply the economic reasoning, analyse various business problems and provide solutions.

### UNIT 1 Introduction

Nature and scope of microeconomics, Determinants of demand and supply and laws of demand and supply, Price, cross price and income elasticity of demand and supply, Consumer equilibrium: utility and indifference curve analysis.

### UNIT 2 Consumer Behavior

Notion of indifference and preference, Indifference curve analysis of consumer behavior, Consumer's equilibrium (necessary and sufficient conditions), Price elasticity and price-consumption curve, Income-consumption curve and Engel curve, Price change and income and substitution effects, Consumer surplus, Revealed Preference Theory.

### UNIT 3 Production Function

Short run and long run production functions, Characteristics of various factors of production laws of returns, Optimal input combination, Internal and external economics of scale, Revenue curves, Optimum size of the firm, Factors affecting the optimum size, Location of firms.

**Cost:** Classification of costs, Short run and long run cost curves and their interrelationship.

### UNIT 4 Market Structure

Perfect competition, Monopoly, Monopolistic competition, Discriminating monopoly, Aspects of non-price competition, Oligopolistic behaviour.

### UNIT 5 Theory of Distribution, Rent and Wages

Modern theory of distribution, Determination of rent, Quasi rent, Alternative theories of interest and wages.

### Text Book

1. Pindyck, R.S. and Rubinfeld, D.L.; *Microeconomics*; Prentice Hall of India.

### Reference Books

1. Samuelson, A. Paul and Nordhaus, D. William; *Economics*; TataMc-Graw Hill
2. Browning, E.K., and Browning J.M.; *Microeconomic Theory and Applications*; Kalyani Publishers
3. Gould, J.,P., and Lazear, E.P; *Microeconomic Theory*; All India Traveller Bookseller
4. Salvatore, D. and Schaum, *Outline of Theory and Problems of Microeconomic Theory*; Tata McGraw-Hill

## MAM 203 : Business Environment

**Objective:** The course aims at imparting knowledge about the various social, political, legal, economic and technological factors which influence the business environment.

### UNIT 1 Introduction

Introduction, Concept, Significance and nature of business environment, Types of environment, Difference between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

### UNIT 2 Economic Environment of Business

Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, monetary policy, and fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in new economic policy and its impact on business, EXIM policy.

### UNIT 3 Political Environment of Business

Politico-Legal environment, Political institutions: legislature, executive, and judiciary, Relationship between business and government, Role of government, Constitutional provisions affecting business.

### UNIT 4 Technological, Legal and Regulatory Environment of Business

Factors influencing technological environment, Role and impact of technology on business, Transfer of technology: channels, methods and limitations, Intellectual property rights and trademarks, Competition Act 2002, Consumer Protection Act 1986, SEBI Act.

### UNIT 5 a. Business and Social Environment

Population size, Declining birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behavior, Consumerism, Social responsibility of business.

### b. International Business Environment

Foreign investment and trade regulation, Foreign direct investment, Foreign institutional investment, WTO and India: an overview, Regulation of foreign trade, Disinvestment in public sector units.

### Text Book

1. Cherunilam, Francis; *Business Environment*; Himalaya Publishing.

### Reference Books

1. Paul, Justin; *Business Environment*; Tata McGraw Hill.
2. George, A. and Steiner, G.A.; *Business Environment and Society*; Macmillan.
3. Aswathappa, K.; *Business Environment and Strategic Management*, HPH.
4. I.C. Dhingra; *Indian Economics: Environment and Policy*; Sultan Chand & Sons.

## **MAM 204 : Indian Ethos and Values**

**Objective:** The intent of this course is to impact the student's moral behaviour by making him aware of the traditional ancient Indian culture and value system, ethics and morality and how such old practices can be adopted in the modern times to improve the business outlook and its progress.

**UNIT 1** Personal growth and lessons from ancient Indian educational system, Human values, Need for values, Human values in managerial education, reliance of values for managers, spiritual values in management.

**UNIT 2** Attitude governing ethical behavior, relationship between ethics and professional manager.

**UNIT 3** Model of management in the Indian socio political environment, work Ethos.

**UNIT 4** Indian inside into TQM, Need for values in global changing environment.

**UNIT 5** Problems relating to stress in corporate life, proper stress management techniques and practices.

### **Text Book**

1. Sankar; Indian Ethos and Values in Management, Tata McGraw Hill.

### **Reference Book**

1. Khandelwal, Dr. N.M.; Indian Ethos and Value for Management, Himalaya Publishing House.

## **MAM 205 : Information Technology in Business**

**Objective:** The course aims to provide knowledge about basic components of a computer and their significance, and hands on learning of applications of MS Office and Internet in businesses.

### **UNIT 1 Introduction to Computers**

Firmware, Software:, Relationship between hardware and software, System software: Operating system, Translators, Interpreter, Compiler, Assemblers, Linkers, Overview of operating system, Function of operating system, Application software: general purpose packaged software and tailor made software, Types of memory: main memory and secondary memory.

### **UNIT 2 Introduction to MS Word**

Introduction to word processing, Features of word processing, Formatting documents, Paragraph formatting, Indents, Page formatting, Header and footer, Bullets and numbering, Tabs, Tables, Formatting the tables, Finding and replacing text, Mail merging etc.

### **UNIT 3 Introduction to MS Excel**

Introduction to electronic spreadsheets, Feature of MS-Excel, Entering data, Entering series, Editing data, Cell referencing, Ranges, Formulae, Functions, Auto sum, Copying formula, Formatting data, Creating charts, Creating database, Sorting data, Filtering.

### **UNIT 4 Introduction to MS Power Point**

Power Point, Features of MS Power Point, Clipping, Slide animation, Slide shows, Formatting etc.

### **UNIT 5 Internet and its Uses**

Architecture and functioning of internet, Worldwide web and its structure, Role of internet service providers, Website development and role of websites in business, Searching and downloading from internet, Uploading on websites in some cases, and Updating of some simple websites.

### **Text Book**

1. Rajaraman, V.; *Introduction to Information Technology*; Prentice Hall of India.

### **Reference Books**

1. Sinha, P. K., and Sinha, Priti; *Computer Fundamentals*; BPB Publications.
2. Leon, Alex and Leon, Mathews; *Fundamentals of Information Technology*; Vikas Publishing.
3. Saxena, S.; *Computer Applications in Management*; Vikas Publishing.
4. Norton, Peter. ; *Computing Fundamentals*; Tata McGraw-Hill Education.

## **MAM 206 : Business Communication and Technology Interface**

**Objective:** The basic objective is to enhance communication skills of students and make them aware of the technology interface adopted by businesses to make communication better and effective.

**UNIT 1** Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.

**UNIT 2** Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – Indicators of assertive behavior, strategies of assertive behavior; Communication skills for group discussion and interviews.

**UNIT 3** Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, business etiquettes; business dining, business manners of people of different Cultures, managing customer care.

**UNIT 4** Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, electronic mail; resume preparation. The Cross Cultural Dimensions of Business Communication.

**UNIT 5** Modern communication techniques; e-mail, sms, chat; communication network; 3G, 4G and 5G networks; WebRTC and its applications; role of electronic communication in optimization of business processes; Introduction to Twitter, Facebook, LinkedIn and other social media communication networks and their merits and demerits.

### **Text Books**

1. Bovee, Thill and Chaturvedi; *Business Communication Today*; Pearson Education
2. Lesikar, Pettit ; *Business Communication:Theory Applications*; AITBS

### **Reference Books**

1. Thorat, A. and Lokhandwala,M. ; *Enriching Oral and Written Communication*; Orient BlacksWan
2. Dutt, P. Kiranmal and GeethaRajeevan and CLN Prakash; *A Course in Communication Skills*; Cambridge University Press

## III Semester

### **MAM 301 : Organizational Behaviour**

**Objective:** The course aims to develop the understanding of students about basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels.

**UNIT 1** Organizational Behaviour: Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

**UNIT 2** Personality: Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and OB.

**UNIT 3** Learning and Behaviour Modification: Learning process, Theories of Learning, Attitude – Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity.

**UNIT 4** Motivation: Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, ERG Model, Limitations and Criticisms of Motivation Theories.

**UNIT 5** Leadership: Importance, Functions, Style, Theories of Leadership, Types.

#### **Text Books**

1. Luthans, Fred ; *Organizational Behaviour*;Tata McGraw Hill
2. Robbins, S.P ;*Essentials of Organizational Behaviour*; Pearson Education.

#### **Reference Books**

1. Pareek,Udai; Understanding Organizational *Behaviour*; Oxford University Press.
2. Newstorm, John; *Human Behaviour at Work*;Tata McGraw Hill
3. McShane, Steven L and Mary Von Glinow and Radha R. Sharma; *Organizational Behaviour*; TataMcGraw- Hill.
4. Singh ,Kavita; *OrganisationBehaviour Text and Cases*; Pearson Education.

## MAM 302 : Business Economics- II

**Objective:** The course intends to develop the understanding of the macroeconomic concepts such as income and employment, investment, consumption, fiscal policy and monetary policy which impact businesses.

### UNIT 1 Nature and Scope of Macroeconomics

Meaning, nature and scope, Circular flow of income, National income: alternative concepts and the measure, Income and their interrelationship, Stock and flow variables, Aggregate demand, Supply and macroeconomic equilibrium, Nature of a trade cycle, Causes of booms and recessions.

### UNIT 2 Theory of Income and Employment

Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, Consumption Function: meaning, determinants and importance, Theory of consumption: absolute income hypothesis, relative income hypothesis, permanent income hypothesis and life cycle hypothesis.

### UNIT 3 Theory of Investment

Types of investment, Determinants of investment, Marginal efficiency of capital, Net present value, Internal rate of return, Interest rate determination: Classical, Neo-classical and Keynesian theories. Theory of Multiplier: Static and dynamic multiplier, Tax multiplier, Foreign trade multiplier, Balanced budget multiplier, Leakages from multiplier, Importance and limitations.

### UNIT 4 a. Fiscal Policy

Nature of fiscal policy, Fiscal deficits, Fiscal policy in relation to growth and price stability, Basic issues in fiscal deficit management, Nature and management of public debt, Business taxes: types, rationale and incidence.

### b. Money Supply Measures

Credit creation process and money multiplier, Instruments of monetary policy, Promotional and regulatory role of central bank, Monetary policy: types, causes, effects and control measures.

### UNIT 5 Measurement of National Income

Measurement of national income: concepts, methods, measures, Keynesian theory of income determination: income determination, aggregate demand, simple multiplier.

### Text Books

1. Rangarajan, C and Bakul H. Dholakia; *Principles of Macroeconomics*; Tata McGraw Hill
2. Gupta, G.S; *Macroeconomics Theory and Applications*; Tata McGraw Hill

### Reference Books

1. Shapiro, Edward; *Macroeconomic Analysis*; Galgotia publications
2. Vaish, M.C.; *Macro Economic Theory*; Vikas Publishing
3. D'souza, Errol; *Macro Economics*; Pearson Education

## **MAM 303 : Fundamentals of Financial Management**

**Objective:** The objective of this course is to develop basic financial management skills in students and make them aware of the different components of financial management that they need to evaluate while analysing a company's prospects and performance.

**UNIT 1** Financial Management: Meaning, nature and scope of finance, Financial goal-Profit vs. wealth Maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

**UNIT 2** Capital Budgeting: Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting. Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debt, Preference capital, Equity capital and Retained earnings, Combined cost of capital (weighted).

**UNIT 3** Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage. Capital Structure Theories: Traditional and M.M. hypotheses- Determining capital structure in practice.

**UNIT 4** Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behavior.

**UNIT 5** Requirement of Working Capital & Financing: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source, Management of Working Capital: Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

### **Text Book**

1. Prasanna Chandra - Financial Management, TMH

### **Reference Books**

1. Banerjee: Financial Policy and Management Accounting, (PHI)
2. James C Vanhorne - Financial Management & Policy, Pearson
3. Weston, John Fred and Eugene, F. Brigham; Managerial Finance, Dryden Press.

## **MAM 304 : Fundamentals of Human Resource Management**

**Objective:** To develop the fundamentals of Human Resource Management practices and to make aware of the HR practices prevalent in industry.

**UNIT 1** Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India.

**UNIT 2** Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.

**UNIT 3** Internal Mobility and Evaluation, Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.

**UNIT 4** Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices Impact on Motivation, Fringe Benefits.

**UNIT 5** Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation Motivational impact, Skill up gradation, Competence building.

### **Text Book**

1. Aswathappa, Human Resource Management: Text and Cases, McGraw Hill

### **Reference Books**

1. Dessler, Gary; Human Resource Management, Pearson.
2. Kandula – Human Resource Management in Practice with 300 models, Techniques and Tools; PHI.

## **MAM 305 : Fundamentals of Marketing Management**

**Objective:** The focus of their course is to provide understanding of marketing and marketing processes. It is confined to the foundation of marketing management.

**UNIT 1** Introduction to Marketing: Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

**UNIT 2** Marketing Planning: Identification of market, STP, MIS, and M.R. Studying of Consumer Behaviour.

**UNIT 3** Product Pricing Strategy: Product, Product Classifications, Product Strategies, Product Life Cycle and Marketing Mix Strategy, Branding, Leveling and Packaging Strategies, Methods of Pricing and Strategy.

**UNIT 4** Promotion and Placement Management: Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer.

**UNIT 5** Strategic Marketing/Contemporary Issues in Marketing, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

### **Text Books**

1. Kotler, Keller, Koshy and Jha; *Marketing Management-A South Asian Perspective*; Pearson Education

### **Reference Books**

1. Sherlekar, S.A. Marketing Management, Himalaya Publishing.
2. Etzel, Michale J, Bruce J Walker, William J Stanton and Ajay Pandit; *Marketing : Indian Adaptation*; Tata McGraw Hill.

## **MAM 306 : Startup Planning and Professional Development**

**Objectives:** PD module aims to empower students take control of their own learning and development by engaging in an ongoing process of reflection and action. This process can stimulate students to achieve their aspirations and move towards their dreams. Startup Planning aims to develop cognitive skills to promote entrepreneurship and direct students towards a startup thought process whereby they develop acumen to plan their venture through concepts of business planning, modeling and analysis. Students shall be exposed to business plan evaluation techniques adopted by venture capitalists, bankers and other funding agencies.

**UNIT 1** Introduction to self Personality mapping through MBTI and Belbin test; Performing a Belbin test and generating a report individually; Development of individual SWOT; Listing of my dream and aspirations and developing a professional development portfolio of skills to achieve one's dreams.

**UNIT 2** Introduction to Entrepreneurship; Essential skills for being an entrepreneur; Who should be an entrepreneur; role of entrepreneurship in economic development; stages of entrepreneurial process; overcoming barriers of entrepreneurship.

**UNIT 3** Developing a business idea and its critical evaluation process; Role of market research to move from idea to concept and proof of concept testing; Writing a business plan; various types of business plans and viability assessment process.

**UNIT 4** Process of finding funds for your startup; what are the stages of funding; what venture capitalists look for in a startup before funding; what should be the sales pitch; How to pitch your startup; What are the various options for funding and equity dilution. Finding the right VC and startup accelerator.

**UNIT 5** Planning for launching a startup; stages of scaling a startup; when to sell out; how to assess scaling options versus exit options; exit strategies; legal aspects of a startup management.

### **Text Book**

1. Havinal, Veer; Management and Entrepreneurship; Newage Publishers.

### **Reference Book**

1. Record, Mathew; Preparing a Winning Business Plan; Howtobooks.

## IV Semester

### **MAM 401 : Quantitative Techniques**

**Objective:** To impart knowledge about various mathematical and optimization methods which are an essential aid in decision making in business.

#### **UNIT 1 Introduction**

- a) Basic concepts, OR Models and their role in decision-making.
- b) Linear programming: basic concepts, problem formulation, and graphical and simplex methods of solution.

#### **UNIT 2 Transportation Models**

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping- stone method, MODI method.

#### **UNIT 3 Assignment Models**

Hungarian method of solution of assignment problem.

#### **UNIT 4 Game Theory**

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

#### **UNIT 5 PERT/CPM**

Project management: PERT and CPM, Time-Cost trade-off.

#### **Text Book**

1. Anderson, Sweeney and Williams; *Introduction to Operations Research*; McGraw Hill.

#### **Reference Books**

1. Vohra N D; *Quantitative Techniques in Management*; McGraw Hill.
2. Frank, Budnik S.; Dennis Mcleavey, et al.; *Principles of Operations Research*; AITB

## MAM 402 : Cost Accounting

**Objective:** To impart knowledge about cost accounting methodologies and techniques for planning, controlling and decision making in businesses.

### UNIT 1 Introduction

Meaning, objectives and advantages of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classifications, Elements of cost, Installation of a costing system, Role of a cost accountant in an organization.

### UNIT 2 Materials

Material/inventory control: concept and techniques, Accounting and control of purchases, Storage and issue of materials, Methods of pricing of materials issued: FIFO, LIFO, Simple average, Weighted average, Replacement, Standard treatment of material losses.

### UNIT 3 Labour

Accounting and control of labour cost, Time keeping and time booking, Concept and treatment of idle time, Over time, Labour turnover, Fringe benefits.

### UNIT 4 Overhead

Classification, Allocation, Apportionment and absorption of overhead, Under and over-absorption, Capacity costs, Treatment of certain items in costing like interest on capital, packing expenses, debts, and research and development expenses, Activity based cost allocation.

### UNIT 5 a. Methods of Costing

Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

### b. Accounting Systems

Integral and non-integral systems, Reconciliation of cost and financial accounts.

### Text Books

1. Shukla, M.C., T.S. Grewal and M.P. Gupta; *Cost Accounting: Text and Problems*; S. Chand & Co. Ltd.
2. Maheshwari, S.N. and S.N. Mittal; *Cost Accounting: Theory and Problems*; Shri Mahabir Book Depot

### Reference Books

1. Mittal, D.K. and Luv Mittal; *Cost Accounting*; Galgotia Publishing Co.
2. Arora, M.N.; *Cost Accounting – Principles and Practice*; Vikas Publishing House
3. Nigam, B.M. Lall and Jain I.C. ; *Principles and Practice; Cost Accounting*; Prentice Hall of India

## **MAM 403 : Corporate Legal Environment**

**Objective:** To make the student aware about various legal acts and their significance in day to day business.

**UNIT 1** Indian Contract Act - essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract. Special Contract Act - Quasi-contracts, indemnity and guarantee, bailment and pledge, contract of agency.

**UNIT 2** Sales of Goods Act - introduction, conditions and warranties, transfer of ownership of property in goods, performance of the contract of sale, remedial measures.

**UNIT 3** Indian Partnership Act - nature of partnership, formation of partnership, relation of partners to one another, relation of partners to third parties, reconstitution of a firm, dissolution of a firm.

**UNIT 4** Negotiable Instruments Act - negotiable instruments - parties, negotiation, presentation, dishonour, crossing and borrowing of cheques.

**UNIT 5** Consumer Protection Act; Concepts, Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forum, Role, Power and Functions; Procedure for Consumer Grievance Redressal.

### **Text Book**

1. Singh, Avtar; Business Laws; Eastern Law Publishing.

### **Reference Books**

1. Kuchhal, M.C.; Business Law; Vikas Publishing House.
2. Kumar, Ravinder; Legal Aspects of Business; Cengage Learning.

## MAM 404 : Research Methodology

**Objective:** To impart knowledge about research methods, and develop skills to use statistical tools necessary in management research.

### UNIT 1 Introduction to Research Methods

Definition and objectives of research, Various steps in scientific research, Types of research, Research purposes, Research design, Survey research, Case study research etc., Ethics in research.

### UNIT 2 Data Collection and Sampling Design

Sources of data: primary data, secondary data, sources of collecting primary data, and sources of collecting secondary data, Sampling procedures, Merits and demerits of sampling, Sampling errors.

### UNIT 3 Descriptive Statistics

Data preparation: editing, coding, classification and tabulation of data, Measures of central tendency, Probability concepts, Theoretical distributions: Binomial distributions, Normal distribution, and Poisson distribution.

### UNIT 4 Statistical Modeling and Analysis

Fundamentals of statistical analysis and inferences, Multivariate methods, Concepts of correlation and regression, Analysis of data, Hypothesis testing, procedure of testing hypothesis.

### UNIT 5 Research Reports

Structure and components of research report, Types of reports, Layout of research report, Mechanism of writing a research report.

### Text Book

Cooper, Donald R. and Schindler, Pamela S.; *Business Research Methods*; Tata McGraw-Hill

### Reference Books

1. Jenkins, G.M., and Watts, D.G; *Spectral Analysis and its Applications*; Holden Day.
2. Levin, Richard I and Rubin, David S.; *Statistics for Management*; Pearson Education.
3. Bendat and Piersol; *Random data: Analysis and Measurement Procedures*; Wiley.
4. Zikmund ; *Business Research Methods*; Cengage Learning
5. Saunders; *Research Methods for Business*; Pearson Education

## **MAM 405 : Entrepreneurship Development and SME**

**Objective:** To make the student aware about compliance procedures for setting up a new business and policies of government for promoting entrepreneurship.

**UNIT 1** The Entrepreneur: General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.

**UNIT 2** Environment and Entrepreneurial Development: Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development.

**UNIT 3** Project Appraisal and Management: Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.

**UNIT 4** Legal and Statutory Environment for Small Industry: Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social responsibility of Business.

**UNIT 5** Small Scale Industrial Undertakings: Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, sickness and prevention.

### **Text Book**

1. Khanka, S.S., Entrepreneurial Development, S.Chand Publishing.

### **Reference Books**

1. Mohanty, S.K., Fundamentals of Entrepreneurship, Prentice Hall of India, New Delhi.
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, HPH.

## **MAM 406 : Advanced Business Analysis Techniques**

**Objective:** This course shall develop a deeper understanding about the various business analysis techniques used by Business Analysts in corporate environment. Students shall be given industry oriented simulation projects where analytical techniques such as process modelling, data modeling, requirement analysis, decision trees, market basket analysis, risk evaluation models, force field analysis, network model, game theory etc. shall be used to develop analytical reports. By undertaking this course, students shall become employment ready as junior Business Analysts.

**UNIT 1** Introduction to Requirements Analysis; Planning for requirement & review meeting, fixing agenda, steering the meeting to meet desired objectives, Data collection techniques, data structures, data models, survey parameters, data flow diagrams, data analysis.

**UNIT 2** Mapping as a Business Analyst toolkit; Activity diagrams, Swimlane workflow block diagrams, Business Process diagrams, business process modeling, Using TIBCO software for BPM, Communication diagrams, Class diagram, Decision tree, Entity relationship diagram, Sequence diagrams.

**UNIT 3** Using Market Basket analysis, Force field analysis, 6 sigma technique, Competency Mapping, Cost benefit analysis, economic value added technique; Understanding data requirement and analysis method and situations to apply each technique.

**UNIT 4** Developing templates for business requirement document, work plan, risk analysis, user acceptance; Working with dummy data on excel templates for various analysis techniques such as variance analysis, 80/20 Pareto analysis, PEST analysis, What if simulation.

**UNIT 5** Change Management, Risk Management, Risk Assessment Matrix, Risk Management Plan.

### **Text Book**

1. Podeswa, Howard; Business Analyst's Handbook; Cengage Learning.

### **References**

1. Basu, Ron; Implementing Six Sigma and Lean; ELSEVIER Publication.

## V Semester

### **MAM 501 : Strategic Management**

**Objective:** The course objective is to develop an understanding of the concept of strategic management process, strategic choice, levels of strategy, strategy formulation, implementation and its evaluation.

#### **UNIT 1 Strategic Management**

An introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits. Mission, Objectives, Goals and Ethics.

#### **UNIT 2 External Environment**

Analysis and appraisal concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.

#### **UNIT 2 Organizational Change and Innovation**

Planned and unplanned change, causes or forces of organizational change, managing planned change, choosing a change strategy, creativity and innovation in organizations, organizational creativity and innovation process, learning organization.

#### **UNIT 4 Major Strategic Options: Corporate Strategy, Business Strategy, Functional Strategy**

**Corporate Strategy:** Directional strategy (Growth, stability and retrenchment in detail), Corporate Parenting, Portfolio Analysis (BCG Growth Share Matrix, Ge Business Screen).

**Business Strategies:** Competitive and Co-operative strategies in detail.

**Functional Strategies.**

#### **UNIT 5 Strategic Evaluation and Control**

Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of External controls.

#### **Text Books**

1. Hitt, Michael A, R Duane Ireland, Robert E, Hoskisson; Management of Strategy – Concepts and Cases; Cengage Learning.
2. Thompson A Jr., AJ Strickland; Strategic Management, Tata McGraw.

#### **References:**

1. Haberberg Adrian, Alison Rieple, Strategic Management - Theory and Application; Oxford University Press.
2. Kachru, Upendra; Strategic Management Concepts and Case; Excel Books.

## **MAM 502 : Event Management**

**Objective:** Understand how special events are defined and classified and to develop an enhanced understanding of professionalism in event management.

**UNIT 1** Designing corporate events that meet customer's needs, the fundamentals of corporate hospitality, Ensuring ROI (return on investment) exhibition, Managing customer expectations, Types of corporate events

**UNIT 2** In-house vs. event management companies, Corporate event packages, Staff events, Customer events, Team building, Menu and wine selection.

**UNIT 3** Charity Events and Award Ceremonies, Setting fund raising targets and objectives, Working with volunteers and committees, Generating goodwill and media exposure, Commissioning celebrities, MCs and entertainment.

**UNIT 4** Outdoor Events, Concerts, Logistics, Risk Management, Types of outdoor events, Health and safety, Planning and logistics, Marketing and sponsorship, HR management, Programming and entertainment.

**UNIT 5** Celebrity events, Concerts, Launches, Fashion shows, National festivals and high-profile charity events, Liaising with agents, Contract negotiations, Client briefings, Celebrity wish lists and expectations, Paparazzi and entourages

### **Text Books**

Singh, Sita Ram; Event Management; Aph Publishing Corporation.

Wagen, Lynn Van Der; Event Management; Pearson.

### **Reference Book**

1. Gaur, Sanjay Singh and Sanjay Saggere; Event Marketing and Management; Vikas Publishing.
2. Jr, Leonard H. Hoyle; Event Marketing: How to successfully promote events, festivals, conventions and expositions; John Wiley and Sons.

## **MAM 503 : Labour Legislation**

**Objective :** To make the student aware about various labour laws.

**UNIT 1** Principles and development of Labour Legislations, Constitution and Labour Legislation in India, Impact of ILO on Labour Legislation in India, Social Justice, Natural Justice and Distributive Justice.

**UNIT 2** Protective and Regulative Labour Legislations, Factories Act, Contract Labour (Regulation and Abolition) Act 1970.

**UNIT 3** Legislation Concerning Wages & Bonus, Payment of wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965.

**UNIT 4** Legislation Concerning Industrial Relations, Industrial Disputes Act, 1947 (with Orissa Rules), In-dian Trade Unions Act, 1926, Industrial Employment (Standing Orders) Act, 1946.

**UNIT 5** Legislations Concerning Social Security, Workmen's Compensation Act, 1923, Employees' state Insurance Act, 1948, Employees' Provident Fund Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

### **Text Book**

1. Misra, S.N.; Labour and Industrial Law; Central Law Publication.

### **Reference Books:**

1. Bare Acts- Universal Publication.
2. Srivastava, S.C.; Industrial Relations and Labour Laws; Vikas Publishing House.

## **MAM 504 : Corporate Governance**

**Objective:** To familiarize the students regarding the relevance of corporate governance at corporate level.

**UNIT 1** Introduction to the topic, Concept of corporations, Concept of extended view of corporate citizenship Owners and stakeholders Types of owners Rights and privileges of shareholders (Fernando, 4) Ownership structures and corporate governance Pyramids and Tunneling: Issues of corporate control and cash flow rights Examples from restructure proposals of Vedanta group Need for investor protection.

**UNIT 2** Perspectives on Corporate Governance, Theoretical background, Market and control model of governance chain Global Corporate Governance Practices Anglo-American Model, German Model, Japanese Model, Landmarks in Emergence of Corporate Governance Board of Directors: Powerful Instrument of Governance Types of Directors Importance of Independent Directors.

**UNIT 3** Board Committees and Chairman, Separation OF CEO & Board Chairman post, Nomination Committee Board Selection Boards Performance Evaluation Executive Compensation Role of Remuneration Committee Human Side of Governance Financial Oversight and Audit Mechanisms Audit Committee Disclosure mechanisms Role of SEBI.

**UNIT 4** Corporate Misconduct & Misgovernance Reasons for Corporate Misconduct Whistle Blower's Protection Factors Responsible for Obstructing Effective Corporate Governance Practices Corporate Governance Rating Standard & Poor's Corporate Governance Scores Corporate Governance Rating Methodology (Crisil).

**UNIT 5** Governance of Financial Organizations & PSU's Organizational patterns of PSU's Powers of PSU Boards What can we learn from public governance Governance issues in Entrepreneurial Firms Unique issues among entrepreneurial forms Choosing Board of Directors and Venture capitalists Role of venture capitalists and buy-outs Corporate Governance in Practice Project presentations Infosys Corporate Governance Report Governance issues in MNC's & Joint Ventures.

### **Text Book**

1. Mathur, U.C.; Corporate Governance and Business Ethics, Macmillan.

### **Reference Books:**

1. Baxi, C.V.; Corporate Governance, Excel books.
2. Weston, J. Fred; Takeovers, Restructuring & Corporate Governance, Pearson Education.
3. Singh, S.; Corporate Governance, Excel books.

## **MAM 505 : Marketing of Services**

**Objective:** To familiarize the students of the relevance of service marketing in various sectors.

**UNIT 1** Marketing of Services - Concepts and Issues - Conceptual Framework – Services Marketing: Basic Issues - Designing Service Strategy - Morphine.

**UNIT 2** Marketing of Financial Services: The Indian Scene - Branding and Advertising of Financial Services - Consumer Banking. - Credit Card in India.

**UNIT 3** Marketing of Hospitality Services: Concepts & Issues: Marketing of Hospitality and Tourism Services- Management and Marketing of Tourism in India- Hospitality Marketing : A Special Case in Services Marketing.

**UNIT 4** Marketing of Health Services: Health Services: The Indian Scene - Marketing of Family Planning- Marketing of Cardiac Care - Marketing of Health Services.

**UNIT 5** Marketing of Education and Professional services: Marketing of Educational Services - Professional Education: Marketing of Services - Marketing of Professional support Services : Implications for Advertising Agencies - Indmark - The Trademark Research Group (A). Marketing of Logistics- Marketing approach in India - Is the Consumer Always Right?

### **Text Book**

1. Lock, Christopher Love; The Essence of Services Marketing; Pearson.

### **Reference Books**

1. Zeithaml Gremler, Bitner and Ajay Pandit; Services Marketing; Tata McGraw.
2. Nargundkar, Rajendra; Services Marketing; Text and Cases; Tata McGraw Hill.

## VI Semester

### **MAM 601 : Business Process Management**

**Objective:** To introduce the basic techniques of Production and Operations Management.

**UNIT 1** Introduction to Production and Operation Management, Product & Services Transmission Process. Product & Process Design. Automation, Duties and Responsibilities of Production Manager.

**UNIT 2** Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree.

**UNIT 3** Project Management, Role, Technique (CPM & PERT), software used for project management and simple project mapping on the software, Innovation Management, its structure and process and its uses.

**UNIT 4** MRP, JIT, Supply Chain Management. Aggregate Product Planning, logistics planning and its application in e-commerce. Use of SCM and logistics optimisation techniques by e-commerce firms to compress order to delivery time.

**UNIT 5** Inventory Management, structure of a modern warehouse, mechanisation and automation by e-commerce companies.

#### **Text Book**

1. Bedi, Kanishka; Production and Operations Management; Oxford University Press.

#### **Reference Books**

1. Chary, S.N.; Production and Operations Management, Tata - McGraw – Hill.
2. Mayer, R.R.; Production and Operations Management, McGraw – Hill.

## **MAM 602 : International Business Management**

**Objective:** To make the student understand the various policies and various agreement at global level.

**UNIT 1** International Business: and overview; International Business Theories Liberalization: trade and tariff, regional blocks and world trade organization.

**UNIT 2** Foreign Exchange and National Economy; Registration on International Competitions The Competitive and Technological Environment.

**UNIT 3** Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management, World Monetary and Financial system: foreign Investment Management.

**UNIT 4** Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India.

**UNIT 5** Documentation Procedure.

### **Text Book**

1. Charles, W.L., Hill and Arun K. Jain; International Business, Tata McGraw Hill.

### **Reference:**

1. Paul, Justin and Raunack Kapoor; International Business, PHI.
2. Cherunilam, Francis; International Business: Text and Case; PHI.

## **MAM 603 : Investment Management**

**Objective :** To introduce the capital and bond markets, also the basic concepts relating to money market and financial institutions.

**UNIT 1** Financial System: Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms.

**UNIT 2** Capital Market: Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Security Exchange Board of India, Regulation and Investor Protection.

**UNIT 3** Secondary Market: Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.

**UNIT 4** Money Market: Constituents and functions, Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market.

**UNIT 5** Financial Institutions: Reserve Bank of India, Commercial Banks, Developmental Financial Institutions, Investment institutions, Role & Functions.

### **Text Book**

1. Bernstein, Peter L and Aswath Damodaran; Investment Management, Wiley.

### **Reference Book**

1. Fabozzi, Frank J and Franco Modigliani; Capital Markets: Institutions and Instruments, Prentice Hall.

## **MAM 605 : Startup Management, Funding, Launching and Valuation**

**Objective:** This course aims to impart crucial knowledge about planning & funding parameters and valuation of startups at various stages of growth cycle. Startups being a vehicle of growth of national economy, their funding and valuation assumes importance for successful ventures. Financing & valuation of startups at different stages of execution and growth and the metrics deployed by venture capitalists shall be the main learning objective of this course. Students will develop excel based templates and business models of various stages of a startup.

**UNIT 1** Making a business plan for a startup; various components and their strategic impact on financial viability of a startup, conducting a consumer survey for product or service ideation, firming the idea of a startup. Various methods of proof of concept testing, product and service validation, assessing the market size, test market assessment and scaling up plans, competitor analysis, assessing the cost of innovation.

**UNIT 2** Making a team of founders, critical parameters of team building, team management, HR practices that spur innovation, concept of sweat equity and ESOP for the founding team, managing flexi time concept.

**UNIT 3** Stages of growth, funding assessment for various growth stages, VC's for each stage of growth, method of valuation, safeguards of equity dilution, financing products for various growth stages and seed funding.

**UNIT 4** Legal aspects of a startup, term sheet for takeover, equity dilution, strategic partnership, exit strategies for key personnel, cross border taxation and takeover rules.

**UNIT 5** Preparation of launch strategy, understanding market dynamics, controlling burn rate in marketing and advertising, innovative market promotion strategies, go to market strategies for different industry segments.

### **Suggested Readings**

1. Awakening the Entrepreneur within; Michael E Berger
2. Internal notes and templates from E-library