

# **MASTER OF BUSINESS ADMINISTRATION**

## **PROGRAMME**

### **UNDER**



## **APJ Abdul Kalam Technological University**

### **SYLLABUS**

**Trimester 1 to 3**

**April 2016**

## FIRST TRIMESTER

Course No.	Course Name	L-T-P	Credits	Year of Introduction
11	Quantitative Methods for Management	4-0-0	3	2015

### Course Objectives

This subject introduces the methods of statistical analysis for managerial decision making. The subject will provide a concise review of probability, descriptive statistics, random variables, and probability distributions. Application topics include statistical decision theory, confidence intervals, hypothesis testing, simple and multiple regression, correlation analysis and analysis of variance.

### Syllabus

Random variables, Descriptive Statistics, Probability Distributions and Estimation, Testing of Hypothesis, Correlation and Regression Analysis

### Expected Outcome

The successful completion of this course will impart the basic data analysis skills to the students. This will enable students to model business problems and analyse them with the help of fundamental statistical and theoretical backgrounds.

### References

1. Richard I. Levin, David S. Rubin, *Statistics for Management*, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., *Complete Business Statistics*, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Ken Black, *Applied Business Statistics*, 7th Edition, Wiley India Edition, New Delhi, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., *Statistics for Business and Economics*, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
12	Organizational Behaviour I	4-0-0	3	2015

#### **Course Objectives**

The course focuses on managing individuals at work. The objective is to equip the students with an essential knowledge based on behavioural dynamics of individuals with necessary models, tools, and techniques, for diagnosing, predicting and controlling human behaviour and to develop the basic human relations skills as a prospective manager.

#### **Syllabus**

Fundamentals of Organizational Behaviour, Understanding Organizational Behaviour, Effectiveness in organizations, Social systems and organizational culture, Understanding and Managing Individual Behaviour, Job Design, Work and Motivation, Evaluation, Feedback and Rewards, Stress and Counseling.

#### **Expected Outcome**

On completion of the course, the students are expected to learn what actions are appropriate for different situations and apply the theory in order to be effective leaders in the context of organisational behaviour theories, models and concepts.

#### **References**

1. Robbins, Judge & Sanghi, *Organizational Behaviour*, 12<sup>th</sup> Ed. Prentice Hall India
2. McShane, Glinow, *Organizational Behaviour*, Tata McGraw Hill
3. Don Hellriegel; John W. Slocum; Richard W. Woodman, *Organizational Behavior*, 8<sup>th</sup> Ed., Thomson South-Western

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
13	Managerial Economics	4-0-0	3	2015

#### **Course Objectives**

Managerial economics is a prerequisite course for acquainting students with the various principles of business decision making. This subject provides an introduction to the logic of marginal analysis, the analysis and application of demand, cost analysis, and elements of demand and supply. The subject also provides an introduction to the determination of aggregate income and employment with an analysis of fiscal and monetary policy. Policy issues relating to overall aggregate demand management will be discussed. It will create awareness on the micro and macroeconomic environment and will help to increase decision making skills of the graduates.

#### **Syllabus**

Basic Concepts in Managerial Economics, Demand Analysis, Production and Cost of production, Market Structure and Pricing, Profit, break-even analysis, Budget and Basic Budgeting Concept.

#### **Expected Outcome**

On successful completion of the course, the students will have fundamental knowledge in the economic aspects of demand, pricing, and production. The candidates will be able to analyse business systems in terms of the economies it creates to firms. The course will enable them to become efficient managerial decision makers when economic aspects play important role.

#### **References**

1. Yogesh, Maheswari, *Management Economics*, PHI learning, NewDelhi, 2012
2. D.M. Mithani, *Managerial Economics*, 5/e, Himalaya Publishing House, Mumbai, 2011
3. Geethika, Ghosh & Choudhury, *Managerial Economics*, 2/e, McGraw Hill. 2011
4. David K.H. Begg, Rudiger Dornbusch, Stanley Fischer, *Economics*, McGraw-Hill Publishing Co. 2008
5. Uma Kapila, *Indian Economy since Independence*, Academic Foundation, Ghaziabad, 2011
6. Koutsoyiannis, *Modern Micro Economics*, 2/e, Macmillan Press Ltd. 2003

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
14	Business Communication	3-0-1	3	2015

### **Course Objectives**

The objective of this course is to enable students to develop proficiency in the mechanics of writing and oral communication. The course orients at helping the learner improve their English proficiency with specific reference to the organizational communication parlance.

### **Syllabus**

Oral Communication, Written Communication, Crisis Management and Negotiation, Business Letters and Reports, Case Method of Learning.

### **Expected Outcome**

- Be familiar with the basic concepts of Oral and Written Communication.
- Students develop English proficiency and paves way for career growth and better employment prospects.
- Learners develop effective crisis management skills juxtaposed with Negotiation tactics and elements of Behaviour and conversation control.

### **References**

1. Chaturvedi P. D, & Mukesh Chaturvedi, *Business Communication: Concepts, Cases And Applications*, 2/e, Pearson Education, 2011
2. Mary Ellen Guffey, *Business Communication: Process and Product*, 3/e, Cengage Learning, 2002.
3. Rayudu C. S, *Communication*, 9/e, Himalaya Publishing House, 2010.
4. Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
5. Madhukar R. K, *Business Communication*, 2/e, Vikas Publishing House, 2010.

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
15	Accounting for Managers	4-0-0	3	2015

#### **Course Objectives**

The objective of this course is to familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take managerial decisions

#### **Syllabus**

Introduction, Cost, Managerial and Financial accounting, Meaning of company, Maintenance of book of accounts, Analysis of financial statements, Fund flow and Cash flow statements, Ratio analysis, Marginal cost analysis techniques.

#### **Expected Outcome**

After successful completion of the course, the students will be able to understand the accounting practices, be able to prepare and analyse financial statements which helps in managerial decision making.

#### **References**

1. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg, *Introduction to Management Accounting*, 14/e, Pearson Prentice Hall, 2008
2. Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, New Delhi
3. Maheshwari S. N., *Accounting for Management*, 3/e, Vikas Publishing House, New Delhi, 2012
4. Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, New Delhi
5. Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, New Delhi

Course No.	Course Name	L-T-P	Credits	Year of Introduction
16	Business and Society	4-0-0	3	2015

### Course Objectives

The objectives for this course are the following:

1. To develop a broader and more complete understanding of the business and society relationship
2. To help the student perceive and understand the importance of sound business ethics practices in the effective functioning of organizations.
3. To comprehend the major stakeholder groups which interact with business organizations and the kinds of expectations they may hold with respect to their role in the business enterprise and society.
4. To understand the major corporate social responsibilities of business:
5. Impact of the human activities on the environment

### Syllabus

Business Environment, Economic Growth, CSR, Public private Partnerships, Privatisation, Environmental Management, Sustainable Development.

### Expected Outcome

The successful completion of this course will impart an understanding of the relationship between business and society. This will enable students to perceive sound business ethics and social responsibilities of business.

### References

1. John Steiner, George Steiner, *Business, Government and Society: A Managerial Perspective*, 13/e, McGraw-Hill Higher Education, 2011
2. John F. Steiner, *Business, Government, and Society: A Managerial Perspective, Text and Cases* 12/e, McGraw-Hill/Irwin, 2008.
3. Francis Cherunilam, *Business and Government*, HPH, 2013
4. Fernando A. C, *Corporate Governance: principles, policies and practices*, 2/e, Pearson Edn., India, 2011.
5. Ghosh B. N, *Business Ethics and Corporate Governance*, McGraw Hill Education (India) Private Limited, 2011.
6. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, New Delhi.
7. Arindita Basak, *Environmental Studies*, Pearson Education, New Delhi.
8. Justin Paul, *Business Environment -Text and Cases*, Tata McGraw Hill Education, New Delhi, 2010

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
17	Soft Skills I	0-2-0	0	2015

#### **Course Objectives**

The objective of this course is to enable students have a basic knowledge of the recent developments in Information technology and its application in effective communication. The course also emphasize on personal grooming and development with due accentuation to soft skills development to transform the learners to employment ready youth.

#### **Syllabus**

Personal Grooming & Development, Presentation and Negotiation Skills, Levels of Public Interaction

#### **Expected Outcome**

1. Enhancement of the holistic development of students and improvement of their employability skills.
2. To develop inter personal skills and be an effective goal oriented team player.
3. To develop professionals with idealistic, practical and moral values.
4. To develop communication and problem solving skills.
5. To re-engineer attitude and understand its influence on behavior.

#### **References**

1. Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
2. Lehman, DuFrene, Sinha, *BCOM*, 2/e, Cengage Learning, 2012
3. Madhukar R. K, *Business Communication*, 2/e, Vikas Publishing House.



## SECOND TRIMESTER

CourseNo.	Course Name	L-T-P	Credits	Year of Introduction
21	Organizational Behaviour II	4-0-0	3	2015
<b>Course Objectives</b>				
<p><i>The course focuses on managing teams at work and the organization system as a whole. The objective is to understand how individuals, groups and whole organizations work together more effectively within the increasing pace of corporate change, dramatic restructuring and downsizing and advanced global competition.</i></p>				
<b>Syllabus</b>				
<p><i>Group Behaviour and Interpersonal Influence, Organizational Process, Organizational Design, Change and Innovation, Emerging Aspects of Organizational Behaviour.</i></p>				
<b>Expected Outcome</b>				
<ul style="list-style-type: none"> <li>• Apply problem solving and critical thinking abilities to analyse the kinds of choices available for developing alternative organisational behaviour approaches in the workplace</li> <li>• Form an appreciation of the complexities and uncertainties of organisational behaviour by examining your own role in the light of experience of real-time problem settings</li> <li>• Demonstrate a developmental approach to personal and key skills of planning, review and feedback and verbal communication</li> </ul>				
<b>References</b>				
<ol style="list-style-type: none"> <li>1. Aswathappa, K. <i>Organizational Behavior</i>. Himalaya Publishing House, 2007.</li> <li>2. Berg, Green. <i>Behavior in Organizations</i>. New Delhi: Pearson, 2013.</li> <li>3. Chandran, Jit S. <i>Organizational Behavior</i>. New Delhi: Vikas Publishing House, Third Edition.</li> <li>4. David, Johnson J. <i>Organizational Communication Structure</i>. Ablex Publishing, 1993.</li> <li>5. Dwivedi, R. S. <i>Human Relations &amp; Organizational Behavior: A Global Perspective</i>. Delhi: Macmillan India, 2001.</li> <li>6. Luthans, Fred. <i>Organisation Behaviour</i>. New Delhi: McGraw Hill Education, 2011.</li> <li>7. McShane, Steven Lattimore, Mara Olekalns and Tony Travaglioni. <i>Organizational Behavior: Emerging Knowledge, Global Insights</i>. McGraw Hill, 2012.</li> <li>8. Newstrom, John W and Keith Davis. <i>Organizational Behavior: Human Behavior at Work</i>. New York: McGraw-Hill, 2014.</li> <li>9. Poertner, Shirley and Karen Massetti Miller. <i>The art of giving and receiving feedback</i>. Coastal Training Technologies, 1996.</li> <li>10. Robins, Stephen P. <i>Organization Behaviour</i>. New Delhi: Pearson Education, 2012.</li> <li>11. Sanghi, Seema. <i>Essentials of Organisational Behaviour</i>. New Delhi: Pearson, 2010.</li> <li>12. Sekaran, Uma. <i>Organizational Behavior</i>. New Delhi: McGraw-hill, 2004.</li> <li>13. Werner, David. <i>Managing Company-wide Communication</i>. Chapman &amp; Hall, 1995.</li> </ol>				

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
22	Macro Economics	4-0-0	3	2015
<b>Course Objectives</b>				
<p><i>This subject provides the macro economic environment at national as well as global level for managing business. The subject also provides an introduction to the determination of aggregate income and employment with an analysis of fiscal and monetary policy. Policy issues relating to overall aggregate demand management will be discussed.</i></p>				
<b>Syllabus</b>				
<p><i>Indian Economy and Business environment-Political and legal, economic, technological, International Business environments, Globalization and Indian business environment, Measuring the economy, Business cycles, Inflation, National income, Economic and Monetary policies. Industrial policies and structure, Industry and inter-industry analysis.</i></p>				
<b>Expected Outcome</b>				
<p><i>On completion of the course the students will acquire knowledge about the linkages and functioning of macro-economic variables like aggregate income, aggregate demand and supply, savings, investment and employment. They also will learn about aggregate output and price levels, general equilibrium, money, credit and dynamics of inflation, national income and sectoral contributions, business environment and the global scenarios.</i></p>				
<b>References</b>				
<ol style="list-style-type: none"> <li>1. Abel, Andrew B, Ben Bernanke and Dean Croushore. Macro Economics. Pearson, 2013.</li> <li>2. Agarwal, Vanita. Macro Economics: Theory and Policy. Pearson Education India, 2010.</li> <li>3. Bedi, Suresh. Business Environment. Excel Books, 2005.</li> <li>4. Datt, Ruddar and KPM Sundharam. Indian Economy. S Chand, 2013 (70th Edition).</li> <li>5. Femando, A C. Business Environment. Pearson, 2011.</li> <li>6. Hall, Robert E and David H Papell. Macro Economics: Economic Growth, Fluctuations and Policy, Viva Books Private Limited, 2010.</li> <li>7. Hill, Charles WL and Arun Kumar Jain. International Business: Competing in the Global Market-place. Tata McGraw Hill, 2009.</li> <li>8. Kennedy, M and Maria John. Macro Economic Theory. PHI, 2011.</li> <li>9. Leontief, Wassily. Structure of American Economy. Oxford University Press, 1951.</li> <li>10. Mankiw, N Gregory. Principles of Macroeconomics. Cengage Learning, 2015.</li> <li>11. Misra, SK and VK Puri. Economic Environment of Business (With Case Studies). Himalaya Publishing House, 2012.</li> <li>12. Paul, Justin. Business Environment: Text and Cases. Tata McGraw Hill, 2010.</li> <li>13. Vaish, M. C. Macro Economic Theory. Vikas Publishing House, 2009.</li> <li>14. Wetherly, Paul and Dorrton Otter. The Business Environment: Themes and Issues in a Globalizing World. OUP Oxford, 2014.</li> </ol>				

Course No.	Course Name	L-T-P	Credits	Year of Introduction
23	Marketing Management - I	4-0-0	3	2015

#### Course Objectives

*The objective of this course is to equip the students with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making. The course also aims to develop the students' skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications*

#### Syllabus

*Introduction to Marketing Management, Marketing environment, Strategic Marketing Planning, Consumer Behaviour, Segmenting, Targeting, Positioning and Branding, Life cycle Strategies, Product Decisions, Pricing Decisions.*

#### Expected Outcome

*On completion of the course, the students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles and thus enable them to make marketing decisions.*

#### References

1. Arunkumar and NMeenakshi. *MarketingManagement*. Vikas Publishing, 2011.
2. Etzel, MJ, BJWalker and William J Stanton. *Marketing (Fourteenth Edition)*. McGraw Hill, 2007.
3. Evans, Joel R and Barry Berman. *Marketing in the 21st Century*. Cengage Learning, 2010.
4. Karunakaran, K. *MarketingManagement (Text and Cases)*. Himalaya Publishing House, 2010.
5. Kotler, Philip, et al. *MarketingManagement: A South Asian Perspective*. Pearson, 2012.
6. Lamb, Charles W, et al. *Marketing*. Cengage Learning India, 2012.
7. Masterson, Rosalind and David Pickton. *Marketing: An Introduction*. Sage Publications, 2014.
8. Neelamegham, S. *Marketing in India: Text and Cases (4/e)*. Vikas Publishing House, 2012.
9. Panda, Tapan K. *MarketingManagement: Text and Cases Indian Context*. Excel Books India, 2009.
10. Pride, William M and OC Ferrel. *Marketing: Planning, Implementation and Control*. Cengage Learning, 2011.
11. Ramaswamy, VS and S Namakumari. *MarketingManagement: Global Perspective, Indian Context*. Maxmillan Publishers, 2009.
12. Saxena, Rajan. *MarketingManagement (Fourth Edition)*. TataMcGraw Hill, 2009.
13. Shahajan, S. *Applied Case Studies inMarketing*. Primus Books, 2011.

Course No.	Course Name	L-T-P	Credits	Year of Introduction
24	Operations Management	4-0-0	3	2015

### Course Objectives

*This subject aims to impart to the students:*

- Ability to analyze the manufacturing operations of a firm
- Learn to understand and apply sales and operations planning, MRP and learn manufacturing concepts
- Deeper understanding on quality management tools for process improvement

### Syllabus

*Scope of Operations Management, Evolution of OM, productivity Management, Forecasting - features of good forecast - Classification of forecasting techniques, inventory management, Capacity Planning, Design capacity and Effective capacity, Location Planning, World Class Manufacturing Concepts, MRP, MRP II, quality concepts.*

### Expected Outcome

*After the successful completion of the course the students will have the ability to analyze manufacturing operations of a firm, understand and apply sales and operations planning, understand supply chain operations and the basic understanding on process improvement techniques.*

### References

1. Adam, Everette E and Ronald J Ebert. *Production and Operations Management: Concepts, Models, and Behavior*. PHI, 2010.
2. Aswathappa, K and Sridhara Bhat. *Production and Operations Management*. Himalaya Publishing House, 2010.
3. Bozarth, Cecil. *Introduction to Operations and Supply Chain Management (3/e)*. Pearson, 2011.
4. Chase, Richard B. *Operations Management for Competitive Advantage*. Tata McGraw Hill, 2004.
5. Chunawala, S A. *Basics of Production and Operations Management*. Himalaya Publishing House, 2001.
6. Finch, Byron J. *Operations Now: Supply Chain Profitability and Performance*. McGraw Hill, 2007.
7. Gaither, Norman G and Greg Frazier. *Operations Management*. Cengage Learning, 2002.
8. Garg, Ajay K. *Production and Operations Management*. Tata McGraw Hill, 2012.
9. Hill, Terry. *Operations Management*. Palgrave Macmillan, 2006.
10. Kachru, Upendra. *Production and Operations Management*. Excel Books, 2007.
11. Mahadevan, B. *Operations Management: Theory and Practice*. Pearson Education India, 2010.
12. Russell, Robert S and Bernard W Taylor. *Operations Management: Along the Supply Chain (6/e)*. Wiley India, 2009.
13. Stevenson, William J. *Operations Management*. McGraw Hill, 2011.

Course No.	Course Name	L-T-P	Credits	Year of Introduction
25	Financial Management I	4-0-0	3	2015
<b>Course Objectives</b>				
The objectives of this course are to familiarise with fundamentals of financial management in an organization, Time value of money, Risk Management, various sources of financing business investment, Cost of capital and Investment decisions.				
<b>Syllabus</b>				
Introduction, meaning and goals, Concept of time value, Risk & Return, Various sources of financing business investments, Concepts of Cost of capital and criteria for investment decisions				
<b>Expected Outcome</b>				
The course expects that the students will become proficient in the following areas of financial Management				
<ul style="list-style-type: none"> <li>• Basic functions and goals of financial management</li> <li>• Risk &amp; return of projects</li> <li>• Sources of finance</li> <li>• Investment decision making criteria</li> </ul>				
<b>References</b>				
<ol style="list-style-type: none"> <li>1. Brealey, Richard A and Stewart C Myers. <i>Principles of Corporate Finance</i>. McGraw Hill India, 2012.</li> <li>2. Brigham, Eugene F and Joel F Houston. <i>Fundamentals of Financial Management (13/e)</i>. Cengage Learning, 2012.</li> <li>3. Chandra, Prasanna <i>Financial Management, Theory &amp; Practice</i>. Tata McGraw Hill, 2014.</li> <li>4. Damodaran, Aswath. <i>Corporate Finance: Theory and Practice (4/e)</i>. Wiley India, 2012.</li> <li>5. Gitman, Lawrence J and Chad J Zutter. <i>Principles of Managerial Finance (14/e)</i>. Pearson Education, 2007.</li> <li>6. Kapil, Sheeba. <i>Financial Management</i>. Pearson Education India, 2010.</li> <li>7. Khan, M Y and P K Jain. <i>Financial Management: text, problems and cases</i>. New Delhi: Tata Mc-Graw Hill, 2013</li> <li>8. Kishore, Ravi M. <i>Financial Management: Comprehensive Text Book with Case Studies (7/e)</i>. Taxmann Allied Services, 2009.</li> <li>9. Kothari, Rajesh and Bobby Dutta. <i>Contemporary Financial Management</i>. Mcmillan Publishers, India, 2005.</li> <li>10. Pandey, IM. <i>Financial Management</i>. Vikas Publishing House, 2009.</li> <li>11. Reddy, G Sudarsana. <i>Financial Management</i>. Himalaya Publishing House, 2011.</li> <li>12. Ross, Stephen, Randolph Westerfield and Bradford Jordan. <i>Fundamentals of Corporate Finance</i>, McGraw Hill, 2010.</li> <li>13. Sharan, Vyuptakesh. <i>Fundamentals of Financial Management</i>. Pearson Education, 2012.</li> <li>14. Srivastava, Rajiv and Anil Misra. <i>Financial Management</i>. Oxford University Press India, 2011.</li> <li>15. Vanhome, James C. <i>Financial Management and Policy (12/e)</i>. Pearson Education, 2002.</li> <li>16. Vanhorne, James C and John M Wachowicz (Jr). <i>Fundamentals of Financial Management, (13/e)</i>. Pearson Education, 2010.</li> </ol>				

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
26	Business Law	4-0-0	3	2015
<b>Course Objectives</b>				
<p><i>This subject provides an analysis of substantive law relevant to business. Topics include contracts, agency arrangements, credit transactions, and the relationship between the firm and its competitors, stockholders, customers, and other groups. The current legal scenario enveloping the Labour Laws, IPR, IT Act, Mergers &amp; Acquisition, Arbitration &amp; Conciliation Act etc. along with exploration of the judicial process and the current legal environment are examined. Throughout the subject, emphasis is placed on the primary sources of law - cases and statutes</i></p>				
<b>Syllabus</b>				
<p><i>Sources of law, classification of law, Mercantile law, Legal procedures, features of contract, Company law, Negotiable instrument act, Consumer protection act, Cyber laws and IPR laws, Industrial laws.</i></p>				
<b>Expected Outcome</b>				
<p><i>After the successful completion of the course, the students will have the knowledge of law relevant to business contracts and also provide an insight to the issues associated with globalization, diversity, internet, intellectual property rights, limited liability business structures, company laws, negotiable instruments, to name a few areas which is undergoing tremendous changes in commercial laws.</i></p>				
<b>References</b>				
<ol style="list-style-type: none"> <li>1. Bare Acts. <i>Government or Private Publications</i>, n.d.</li> <li>2. Gulshan, S S and G K Kapoor. <i>Business Law Including Company Law (12/e)</i>. New Age International</li> <li>3. Kapoor, N D. <i>Elements of Mercantile Law</i>. Sultan Chand &amp; Sons, 2014.</li> <li>4. Ramaiya. A Ramaiya. <i>Guide to the Companies Act (18/e)</i>. Lexis Nexis, 2014.</li> <li>5. Sen, Arun Kumar and Jitendra Kumar Mitra. <i>Commercial Law (including company law) and Industrial Law</i>. World Press, 1977.</li> <li>6. Wadhwa, Anirudh. Mulla: <i>Indian Contract Act (13/e)</i>. Lexis Nexis, 2011.</li> </ol>				

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
27	Soft Skills II	0-2-0	-	2015

#### **Course Objectives**

*The objective of this course is to enable students to understand what 'personality' means, understand the different kinds of personalities, to develop public speaking skills, time management and team work to prepare for the corporate life while getting the grip on basics of emotional intelligence for applying all throughout one's life*

#### **Syllabus**

*Personality, Self-motivation, Time management, Team work, Emotional intelligence*

#### **Expected Outcome**

1. *Enhancement of the holistic development of students and improvement of their employability skills.*
2. *To develop emotional intelligence*
3. *To develop professionals with idealistic, practical and moral values.*
4. *To develop time management skills*
5. *To get over the fear of public speaking*

#### **References**

1. Pravesh Kumar (2005). All about self- Motivation. New Delhi: Goodwill Publishing House.
2. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.
3. The Emotionally Intelligent Manager - David R. Caruso, Peter Salovey

### THIRD TRIMESTER

Course No	Course Name	L-T-P	Credits	Year of Introduction
31	Marketing Management - II	4-0-0	3	2016
<b>Course Objectives</b>				
<p><i>The objective of this course is to equip the students with the concepts of Planning, designing and implementing marketing strategy to achieve the long-term objectives that have been critical for any firm in a competitive market situation. This course seeks to develop the different analytical perspectives and management decision tools.</i></p>				
<b>Syllabus</b>				
<p><i>Promotion and Distribution Decisions, Marketing communications, Marketing Research, Creating Competitive Advantage, Services Marketing, Rural Marketing, Emerging Trends in Marketing</i></p>				
<b>Expected Outcome</b>				
<p><i>On completion of the course, the students are expected to understand the importance and role of marketing in a global environment, to understand the scope and process of marketing, to know the process of designing effective marketing strategies and to understand how marketing mix decisions are made and managed over time.</i></p>				
<b>References</b>				
<ol style="list-style-type: none"> <li>1. Arunkumar and NMeenakshi. <i>Marketing Management</i>. Vikas Publishing, 2011.</li> <li>2. Etzel, MJ, BJWalker and William J Stanton. <i>Marketing (Fourteenth Edition)</i>. McGraw Hill, 2007.</li> <li>3. Evans, Joel R and Barry Berman. <i>Marketing in the 21st Century</i>. Cengage Learning, 2010.</li> <li>4. Karunakaran, K. <i>Marketing Management (Text and Cases)</i>. Himalaya Publishing House, 2010.</li> <li>5. Kotler, Philip, et al. <i>Marketing Management: A South Asian Perspective</i>. Pearson, 2012.</li> <li>6. Lamb, CharlesW, et al. <i>Marketing</i>. Cengage Learning India, 2012.</li> <li>7. Masterson, Rosalind and David Pickton. <i>Marketing: An Introduction</i>. Sage Publications, 2014.</li> <li>8. Neelamegham, S. <i>Marketing in India: Text and Cases (4/e)</i>. Vikas Publishing House, 2012.</li> <li>9. Panda, TapanK. <i>Marketing Management: Text and Cases Indian Context</i>. Excel Books India, 2009.</li> <li>10. Pride, William M and OC Ferrel. <i>Marketing: Planning, Implementation and Control</i>. Cengage Learning, 2011.</li> <li>11. Ramaswamy, VS and S Namakumari. <i>Marketing Management: Global Perspective, Indian Context</i>. Maxmillan Publishers, 2009.</li> <li>12. Saxena, Rajan. <i>Marketing Management (Fourth Edition)</i>. TataMcGraw Hill, 2009.</li> <li>13. Shahajan, S. <i>Applied Case Studies in Marketing</i>. Primus Books, 2011.</li> </ol>				



Course No	Course Name	L-T-P	Credits	Year of Introduction
32	Financial Management 2	4-0-0	3	2016
<b>Course Objectives</b>				
<p><i>This course enables the students to familiarize with management and analysis of financial performance, capital structure planning, dividend policy, working capital management and some of the emerging areas in financial management.</i></p>				
<b>Syllabus</b>				
<p><i>The syllabus of the course includes financial performance, capital structure decisions, Dividend policy, working capital management and some emerging areas in financial management.</i></p>				
<b>Expected Outcome</b>				
<p>This course will enable the students to have sound knowledge on performance analysis of firms, Capital Structure planning, Dividend policy and Working capital management.</p>				
<b>References</b>				
<ul style="list-style-type: none"> <li>• Brealey, Richard A and Stewart CMyers. <i>Principles of Corporate Finance</i>. McGraw Hill India, 2012.</li> <li>• Brigham, Eugene F and Joel F Houston. <i>Fundamentals of Financial Management (13/e)</i>. Cengage Learning, 2012.</li> <li>• Chandra, Prasanna <i>Financial Management, Theory &amp; Practice</i>. Tata McGraw Hill, 2014.</li> <li>• Damodaran, Aswath. <i>Corporate Finance: Theory and Practice (4/e)</i>. Wiley India, 2012.</li> <li>• Gitman, Lawrence J and Chad J Zutter. <i>Principles of Managerial Finance (14/e)</i>. Pearson Education, 2007.</li> <li>• Kapil, Sheeba. <i>Financial Management</i>. Pearson Education India, 2010.</li> <li>• Khan, M Y and P K Jain. <i>Financial Management: text, problems and cases</i>. New Delhi: Tata Mc-Graw Hill, 2013</li> <li>• Kishore, Ravi M. <i>Financial Management: Comprehensive Text Book with Case Studies (7/e)</i>. Taxmann Allied Services, 2009.</li> <li>• Kothari, Rajesh and Bobby Dutta. <i>Contemporary Financial Management</i>. Mcmillan Publishers, India, 2005.</li> <li>• Pandey, IM. <i>Financial Management</i>. Vikas Publishing House, 2009.</li> <li>• Reddy, G Sudarsana. <i>Financial Management</i>. Himalaya Publishing House, 2011.</li> <li>• Ross, Stephen, Randolph Westerfield and Bradford Jordan. <i>Fundamentals of Corporate Finance</i>, McGraw Hill, 2010.</li> <li>• Sharan, Vyuptakesh. <i>Fundamentals of Financial Management</i>. Pearson Education, 2012.</li> <li>• Srivastava, Rajiv and Anil Misra. <i>Financial Management</i>. Oxford University Press India, 2011.</li> <li>• Vanhome, James C. <i>Financial Management and Policy (12/e)</i>. Pearson Education, 2002.</li> <li>• Vanhorne, James C and John M Wachowicz (Jr). <i>Fundamentals of Financial Management, (13/e)</i>. Pearson Education, 2010.</li> </ul>				

Course No.	Course Name	L-T-P	Credits	Year of Introduction
33	Human Resource Management	4-0-0	3	2016
<b>Course Objectives</b>				
<p><i>This subject provides the key aspects of managing human resources in domestic and multi-national organizations, including a consideration of labour relations and diversity management issues. Topics include job analysis, planning, recruiting, selection, orientation, training and development, performance appraisal, compensation and benefits, dispute resolution, and legal frameworks for both the non-union and union environments.</i></p>				
<b>Syllabus</b>				
<p><i>Evolution of HR, Definition- Meaning- objectives-differences between Personnel Management and HRM, Human Resource Acquisition, Analysis and Designing of Jobs, HR planning, Human Resource Development, Compensation, Employee Relations</i></p>				
<b>Expected Outcome</b>				
<p><i>The students are expected to have critical skills required to manage human resources in a multitude of workplace environments. Students are expected to get basic knowledge about management of Human Resources and Industrial Relations.</i></p>				
<b>References</b>				
<ul style="list-style-type: none"> <li>• Decenzo, David A and Stephen P Robbins. <i>Human Resource Management (11/e)</i>. Wiley, 2013.</li> <li>• Dwivedi, R S. <i>A Text Book of Human Resource Management</i>. Vikas Publishing House, 2009.</li> <li>• Fisher, Cynthia D and Lyle F Schoenfeldt. <i>Human Resource Management (6/e)</i>. Cengage Learning, 2006.</li> <li>• Gomex-Mejia, Luis R, David B Balkin and Robert L Cardy. <i>Managing Human Resources</i>. Person/Prentice Hall, 2009.</li> <li>• Kandula, Srinivas R. <i>Human Resource Management in Practice with 300 Models, Techniques and Tools</i>. PHI Learning, 2009.</li> <li>• Kleiman, Lawrence S. <i>Human Resource Management: A Managerial Tool for Competitive Advantage</i>. Cengage Learning, 2009.</li> <li>• Ivancevich, John M. <i>Human Resource Management</i>. McGraw Hill, 2007.</li> <li>• Matoria, C B and S V Gankar. <i>Personnel Management</i>. Himalaya Publishing House, 2009.</li> <li>• Pattanayak, Biswajeet. <i>Human Resource Management</i>. PHI Learning, 2005.</li> <li>• Rao, P Subha. <i>Essentials of Human Resource Management and Industrial Relations: (Text, Cases and Games)</i>. Himalayan Books, 2011.</li> <li>• Rao, V S P. <i>Human Resource Management</i>. Excel Books, 2010.</li> <li>• Sanghi, Seema. <i>Human Resource Management</i>. Vikas Publishing, 2014.</li> <li>• Snell, Scott, George Bohlander and Veena Vohra. <i>Human Resource Management: A South Asian Perspective</i>. Cengage Learning India, 2010.</li> <li>• Brealey, Richard A and Stewart CMyers. <i>Principles of Corporate Finance</i>. McGraw Hill India, 2012.</li> </ul>				

- Brigham, Eugene F and Joel F Houston. *Fundamentals of Financial Management (13/e)*. Cengage Learning, 2012.
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- Gitman, Lawrence J and Chad J Zutter. *Principles of Managerial Finance (14/e)*. Pearson Education, 2007.
- Kapil, Sheeba. *Financial Management*. Pearson Education India, 2010.
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- Kothari, Rajesh and Bobby Dutta. *Contemporary Financial Management*. Mcmillan Publishers, India, 2005.
- Pandey, IM. *Financial Management*. Vikas Publishing House, 2009.
- Reddy, G Sudarsana. *Financial Management*. Himalaya Publishing House, 2011.
- Ross, Stephen, Randolph Westerfield and Bradford Jordan. *Fundamentals of Corporate Finance*, McGraw Hill, 2010.
- Sharan, Vyuptakesh. *Fundamentals of Financial Management*. Pearson Education, 2012.
- Srivastava, Rajiv and Anil Misra. *Financial Management*. Oxford University Press India, 2011.
- Vanhome, James C. *Financial Management and Policy (12/e)*. Pearson Education, 2002.
- Vanhorne, James C and John M Wachowicz (Jr). *Fundamentals of Financial Management, (13/e)*. Pearson Education, 2010.

Course No.	Course Name	L-T-P	Credits	Year of Introduction
34	Business Research Methods	2-0-0	1.5	2016
<p style="text-align: center;"><b>Course Objectives</b></p> <p><i>The course objective is to familiarize the research methods used in decision making by managers. The subject aims to meet the challenge of the fast pace decision making environment, to provide the knowledge and skills a manager needs to solve business problems.</i></p>				
<p style="text-align: center;"><b>Syllabus</b></p> <p><i>Introduction to Business Research, Definition - need for business research, types of research, formulating research hypothesis and research design, Sampling design, Research Variable-Identification and defining research problems, secondary and primary methods of data collection, Questionnaire construction, data analysis and drawing inferences</i></p>				
<p style="text-align: center;"><b>Expected Outcome</b></p> <p><i>After the completion of the course, the students will be able to study business problems and find ways to solve them by collecting relevant data and analyzing it in the appropriate manner to reach valid and insightful results and conclusions. The students will become familiar with sampling methods, defining research hypotheses and testing them statistically.</i></p>				
<p style="text-align: center;"><b>References</b></p> <ol style="list-style-type: none"> <li>1. Chawla, Deepak and Neena Sondhi. <i>Research Methodology: Concepts and Cases</i>. Vikas Publishing House, 2011.</li> <li>2. Cooper, Donald R, Pamela S Schindler and J K Sharma. <i>Business Research Methods (11/e)</i>. New Delhi: McGraw Hill Educaiton India, 2013.</li> <li>3. Krishnaswamy, O R and M Ranganathan. <i>Methodology of Research in Social Sciences</i>. Himalaya Publishing House, 2011.</li> <li>4. Levin, Richard I, et al. <i>Statistics for Management (7/e)</i>. Pearson Education, 2012.</li> <li>5. Malhotra, Naresh K. <i>Marketing Research: An Applied Orientation (6/e)</i>. Pearson Educa-tion, 2010.</li> </ol>				

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
35	Management Information Systems	2-0-0	1.5	2016
<b>Course Objectives</b>				
<p><i>The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels of the organisation and to develop a broader understanding of the management and information technology systems.</i></p>				
<b>Syllabus</b>				
<p><i>Information systems, enterprise systems, types of information systems, E-business, decision making concepts, GDSS, Database concepts, DBMS, data warehousing, data mining, CyberSecurity, system development cycles.</i></p>				
<b>Expected Outcome</b>				
<p><i>On completion of this course, the students will have an understanding of systems thinking, and ability to analyse business situations from a systems perspective. They will also get exposure to the various system concepts and terminologies.</i></p>				
<b>References</b>				
<ul style="list-style-type: none"> <li>• Behl, Ramesh. <i>Information Technology for Management</i>. Tata McGraw Hill Education, 2009.</li> <li>• Laudon, Kenneth C and Jane P Laudon. <i>Management Information Systems: Managing the Digital Firm</i>. Pearson Education, 2013.</li> <li>• O'Brien, James and George Marakas. <i>Management Information Systems (10/e)</i>. McGraw Hill, 2010.</li> <li>• Rainer, R Kelly, Brad Prince and Hugh J Watson. <i>Introduction to Information Systems (3/e)</i>. Wiley, 2014.</li> </ul>				

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
36	Operations Research	4-0-0	3	2016

#### **Course Objectives**

*The objective of this course is to acquaint the students with the scope and applications of operations research in business and industry problems. This course exposes the students to the use of various scientific tools and models in OR for business analysis and better managerial decision making. Use of software in solving problems is expected.*

#### **Syllabus**

*Introduction, development of OR, Linear programming problems, Allocation models such as transportation, assignment, and traveling salesman problems, Decision theory, Game theory, queuing theory, project management and introduction to simulation.*

#### **Expected Outcome**

*The successful completion of this course will enable the students to generate mathematical models of business scenarios and to analyze the business situations. The students will be able to use different mathematical models and the solution procedures.*

#### **References**

- Hillier, F S, et al. *Introduction to Operations Research (9/e)*. Tata McGraw Hill, 2011.
- Ravindran, A and Don T Phillips. *Operations Research: Principles and Practice*. John Wiley & Sons, 1987.
- Sharma, J K. *Operations Research: Theory and Applications (5/e)*. New Delhi: Laxmi Publications, 2013.
- Taha, Hamdy A. *Operations Research: An Introduction (9/e)*. Prentice Hall, 2010.
- Vohra, N D. *Quantitative Techniques for Management*. Tata McGraw Hill Education, 2015.

CourseNo.	Course Name	L-T-P	Credits	Year of Introduction
37	Strategic Management	4-0-0	3	2016

#### Course Objectives

- Ability to recognize role and functions of Corporate board in strategic management
- Deeper understanding of the integrative nature of strategic management
- Learn to apply strategic planning models like Porter Model
- Understand the importance of environmental scanning in formulating strategy
- Identification and evaluation of the role of leadership, organizational structure and change-management in strategy-implementation
- Develop an integrated outlook on the role of accounting and finance, operations management and human resource management in developing strategy

#### Syllabus

*Basic concepts of Strategic Management, Concept of Strategy and the Strategy formation Process, Objectives and Goals- Corporate Governance and Social responsibility, Types of strategies, strategy formulation, Strategy Choic, Strategy review.*

#### Expected Outcome

*On completion of the course the student will acquire the ability to generate and evaluate strategies in relation to a particular problem using real-world scenarios.*

#### References

- Hill, Charles W L and Gareth R Jones. *Strategic Management: An Integrated Approach*. Cengage Learning, 2012.
- Kazmi, Azhar. *Strategic Management and Business Policy (3/e)*. Tata McGraw Hill, 2008.
- Parnell, John A. *Strategic Management: Theory and Practice*. SAGE Publications, 2013.
- Wheelen, Thomas L and J David Hunger. *Strategic Management and Business Policy: To-wards Global Sustainability*. Prentice Hall, 2012.

<b>Course No.</b>	<b>Course Name</b>	<b>L-T-P</b>	<b>Credits</b>	<b>Year of Introduction</b>
38	Soft Skills III	0-2-0	3	2016

#### **Course Objectives**

*The objective of this course is to enable students understand the importance communication in the corporate life via group discussions and live interviews. Be enabled to write technically adept resumes and cover letters. The course also aims to enable students to combat stress and manage and resolve possible conflicts.*

#### **Syllabus**

*Stress, Conflict management, Resume writing, Group Discussions, Interview skills*

#### **Expected Outcome**

- 1. Enhancement of the holistic development of students and improvement of their employability skills.*
- 2. To develop strategies to manage stress*
- 3. To develop methods or perspectives to resolve conflicts*
- 4. To have hands-on group discussion and interview exposure in a simulated corporate environment*
- 5. To develop adept resume writing skills*

#### **References**

1. Bovee, Courtland, John Thill and Mukesh Chaturvedi. *Business Communication Today*. Pearson Education, 2009.
2. Monippally, Matthukutty M. *Business Communication Strategies*. Tata McGraw-Hill Publishing Company Ltd. 2001