

MBA (SEMESTER – IV)

Paper Code	Course	Internal	External	Max. Marks
MBA-401	Strategic Management	30	70	100
MBA-402	Information Systems Management	30	70	100
MBA-403	Specialization Group – 1 Elective – 3*	30	70	100
MBA-404	Specialization Group – 1 Elective – 4*	30	70	100
MBA-405	Specialization Group – 1 Elective – 3*	30	70	100
MBA-406	Open Specialization Elective (Any)	30	70	100
MBA-407	Research Project Report	50	50	100
MBA-408	Comprehensive Viva-voce	50	50	100
TOTAL				800

GRAND TOTAL 3200

Elective Courses

Specialization Group : Marketing (MK)

Sr. No. Course Code

1	MBA MK 01	Consumer Behaviour.....	(III Semester)
2	MBA MK 02	Sales and Distribution Management.....	(III Semester)
3	MBA MK 03	Retailing.....	(IV Semester)
4	MBA MK 04	Service Marketing.....	(IV Semester)

Specialization Group : Financial Management (FM)

Sr. No. Course Code

1	MBA FM 01	Indian Financial System.....	(III Semester)
2	MBA FM 02	Security Analysis and Portfolio Management.....	(III Semester)
3	MBA FM 03	Project Management.....	(IV Semester)
4	MBA FM 04	Strategic Tax Planning & Tax Management.....	(IV Semester)

Specialization Group : Human Resource (HR)

Sr. No. Course Code

1	MBA HR 01	Human Resource & Organizational Development.....	(III Semester)
2	MBA HR 02	Legal Framework Governing Human Relation (Part-I)...	(III Semester)
3	MBA HR 03	Compensation Planning.....	(IV Semester)
4	MBA HR 04	Legal Framework Governing Human Relation (Part-II)..	(IV Semester)

Specialization Group : International Business

Sr. No. Course Code

1	MBA IB 01	International Marketing.....	(III Semester)
2	MBA IB 02	International Business Environment & Foreign Exchange Economics.....	(III Semester)
3	MBA IB 03	Export Management and Documentation.....	(IV Semester)
4	MBA IB 04	International Logistics Management.....	(IV Semester)

Specialization Group : Open Specialization (Choose anyone in IV Semester)

Sr. No. Course Code

1	MBA OP 01	Rural Management.....	(IV Semester)
2	MBA OP 02	Insurance Risk Management.....	(IV Semester)

MBA-401 : STRATEGIC MANAGEMENT

UNIT – I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

UNIT – II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT – III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment & Combination Strategy, Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT – IV

Strategy Implementation through structure, through Human Resource Management through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

SUGGESTED READINGS:

- (1) Lawence R. Jauch, Glueck William F.-Business Policy and Strategic Management (Frank Brothers).
- (2) Pearce II John A. and Robinson J.R. and Richard B.-Strategic Management (AITBS).
- (3) Wheelen Thomas L.-Hunger J. David and Rangaragjan Krish-Concepts in Strategic Management and Business Policy (Pearson Education, 1st Edition).
- (4) Budhiraja S.B. and Athreya M.B.-Cases in Strategic Management (Tata Mc Graw Hill, 1st Edition).
- (5) Kazmi Azar-Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Edition).
- (6) Thomson-Strategic Management: Concepts and Cases (Tata Mc Graw Hill).
- (7) Cliff Bowman- Business Policy and Strategy (Prentice Hall of India).
- (8) Mc Carthy D.J. Minichiello Robert J. and Curran J.R.-Business Policy and Strategy (AITBS).

MBA-402 : INFORMATION SYSTEMS MANAGEMENT

UNIT – I

An Overview MIS-Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making.

UNIT – II

Management Information System Structure Based on Management Activity-Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning Based on Organizational Function-Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personal Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.

UNIT – III

Concept of Information:

Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor-General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors.

UNIT – IV

System Concepts:

Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS. Systems Analysis and Design:

System Development Life Cycle Stages-Initiation/Planning, System Analysis, Design, Coding and Testing Implementation and Training, Prototyping, Rapid Application Development (RAD), End-User Computing, Object Oriented Programming.

SUGGESTED READINGS:

- (1) Gordan B. Davis and Margrethe H. Olson, Management Information Systems-Conceptual Foundation, Structure and Development, Mc Graw Hill.
- (2) D.P. Goyal, Management Information Systems, McMillan.
- (3) E.M. Awad, System Analysis and Design.

MBA-(MK)-03 : RETAILING

UNIT – I

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business:

Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning Attitude, Motivation and Perception.

UNIT – II

Situational Analysis:

Retail Institutions by Ownership, Retail Institutions by Store-based Strategy-Mix, Web, Non store based and other Forms of Non Traditional Retailing, Targeting Customers and Gathering Information, Communicating with Customers, Promotional Strategies used in retailing.

Choosing a Store Location:

Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising And Atmospherics.

UNIT – III

Managing Retail Business:

Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimension, Managing Retail Services, Service Characteristics, Branding, Perceptions of Service Quality.

UNIT – IV

Delivering the Product:

Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing:

Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

SUGGESTED READINGS:

- (1) Newman A.J. and Cullen P-Retailing: Environment and Operations (Vikas 1st Edition).
- (2) Berman B. and Evans J.R.-Retail Management (Pearson Education, 9th Edition).
- (3) Michael Levi M. and Weitz BW-Retailing Management (Tata Mc Graw Hill, 5th Edition).
- (4) Dunne Patrick M., Lusch Robert F. and Griffith David A-Retailing (Cengage Learning, 4th Edition).
- (5) Cox Roger and Brittain Paul-Retailing: An Introduction (Pearson Education, 5th Edition).
- (6) Newman and Cullen-Retailing (Cengage Learning, 1st Edition).
- (7) Vedmani G. Gibson-Retail Management-Functional Principles & Practice (Jaico Publication, 1st Edition).

MBA-(MK)-04 : SERVICE MARKETING

UNIT – I

Basic of Services:

Service Sector and Economic Growth, Service Concept, Characteristics And Classification of Service, Challenges & Strategic Issue in Service Marketing Segmentation, Differentiation and Positioning of Services.

UNIT – II

Marketing Mix In Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decision.

UNIT – III

Service Management Process:

Internal, External and Interactive Marketing Strategies Consumer Behavior in Service Encounter, Demand Management in Services.

Managing Service Quality and Productivity:

Concept, Dimensions and Process, Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

UNIT – IV

Applications of Service Marketing and CRM:

Marketing of Financial, Hospitality, Health, Educational and Professional Services Marketing for Non-Profit Organizations and NGOs; Relationship Marketing (CRM) and Customer Satisfaction Measure.

SUGGESTED READINGS:

- (1) M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases.
- (2) Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill.
- (3) Hoffman, Marketing of Service 1st 2008 Cengage Learning.
- (4) Lovelock, Wright, Principles of Service Marketing and Management Prentice Hall.
- (5) Nimit Chowdhary, Service Marketing, McMillan India.
- (6) H.V. Verma, Services Marketing: Test and Cases, Pearson Education.

MBA-(FM)-03 : PROJECT MANAGEMENT

UNIT – I

Project Management:

Meaning of Project Management, Forms of Project Organization, Project Planning, Project Control, Human aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project Implementation and its Stages, Role and Responsibilities of Project Manager.

UNIT – II

Generation and Screening of Project Ideas:

Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project Ideas, Preliminary Screening SCBA-Rationale and Approaches to it (UNIDO and L.M. Approach).

UNIT – III

Project Formulation and Network Techniques:

Project Formulation-Marketing Technical, Financial Aspects of Project-Formulation, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Mode.

Project Review and Administrative aspects-Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting System of Organization and Economic Life of Projects.

UNIT – IV

Financial Analysis:

Cost of Project, Means of finance, Working Capital requirement and its financing, Profitability projections and projected cash flow statement and balance sheet.

SUGGESTED READINGS:

- (1) Prasanna Chandra-Project Planning Analysis Selection Implementation and Review-Tata McGraw Hill Publishing Co. Ltd.
- (2) Supplementary Text-H.P.S. Pahwa-Project Reports and Appraisals-Bharat Law House.
- (3) Vasant Desai-Project Management-Himalaya Publishing House.
- (4) Bhavesh M. Patel-Project Management-Vikas Publishing House.
- (5) K.R. Sharma-Project Management, National Publishing House.
- (6) G.B. Goel-Project Management (Principles and Techniques) Deep and Deep.

MBA-(FM)-04 : STRATEGIC TAX PLANNING AND TAX MANAGEMENT

UNIT – I

Introduction:

Concept of Income and its Components, Concepts of Tax Planning-Tax Avoidance, Tax Evasion, Tax Management, Tax Planning with Reference to Location, Nature of Business, Forms of Business Organization.

UNIT – II

Tax Planning-Financial Management Decisions and Managerial Decisions:

Taxes Planning in respect of Capital Structure Decision, Dividend Policy, Inter Corporate Dividend, Bonus Share, Own of Lease, Make of Buy Decisions, Repair, Replacement, Renewal, Renovation of an Assets, Shut down or Continue Decision.

UNIT – III

Computation of Total Income:

Tax Liabilities of Companies, Minimum Alternate Tax, Dividend Tax and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions.

Tax Provision:

Tax Provision Relating to FTZ, Infrastructure Sectors, Backward Areas, Tax Incentives to Exporters.

UNIT – IV

Tax Management:

Return of Income and Assessment Procedure, Tax Deducted at Source, Tax Collection of Source, Advance Payment of Tax, Collection and Recovery of Tax, Refund of Tax, Appeals and Revisions, Income Tax Authorities and their powers.

SUGGESTED READINGS:

- (1) Bhatia H.L.-Public Finance (Vikas, 1999, 20th Edition).
- (2) Lakhotia R.N.-How to Save Wealth Tax (Vision Book 2001, 9th Edition).
- (3) Prasad Bhagwati-Income Tax Law & Practice (Vishwa Prakashan).
- (4) Santaram R-Tax Planning by Reports (Taxmann, 1978).
- (5) Singhanian V.K.-Direct Taxes, Law & Practice (Taxmann, 40th Edition).
- (6) Datey V.S.-Indirect Taxes-Law & Practice (Taxmann, 20th Edition).

MBA-(HRM)-03 : COMPENSATION PLANNING

UNIT – I

Introduction:

Compensation-Concept, Factor Affecting Employee Compensation, Dimensions, New Trends in Compensation Management, The 3-P Compensation Concept, Components of Remuneration.

UNIT – II

Wages and Salary Administration at Macro (national) Level:

Economic Objectives of Wage Policy, Social Objectives, Key Considerations, Wage Concept, Minimum Wages & ILO Five years plans and wage policy, Pay Commissions, Wage Boards, Adjudication, Pay Revision in Public Sector-Issues and Considerations, Industry's Compensation Policy (Micro Level).

Compensations, Strategy at Micro (Company) Level, Concept of Internal Equity and external Parity.

Job Evaluation:

Methods and Systems of Job Evaluation, Job Pricing, Designing Pay Ranges and Bands. Compensation Structure-Indian Practices. Salary Progression, Methods of Payment.

UNIT – III

Concept of Reward:

Financial and Non-Financial Compensation System.

Incentives:

Merits and Demerits of Incentives, Types of Incentives-Individual & Group. Fringe Benefits-Need, Objective, Type.

UNIT – IV

Wage Laws in India:

Performance and Skill Based Pay Systems.

Voluntary Retirement Scheme.

Managerial/Executive Remuneration.

SUGGESTED READINGS:

- (1) George T. Mulkovich & Jerry M. Newmann, Compensation Planning, Mc Graw Hill Publishing Co.
- (2) B.D. Singh, Compensation and Reward Management, Excel Books.
- (3) N.D. Kapoor, Hand Book of Industrial Law, Sultan Chand and Sons.
- (4) Supplementary Text-Richard & Henderson, Compensation Management in a Knowledge based world, Pearson Education, Ltd.
- (5) K.N. Subramaniam, Wages in India.
- (6) A.M. Sharma, Understanding Wages System, Himalaya Publishing Co.

MBA-(HRM)-04:LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART-II)

UNIT – I

Employee State Insurance Act, 1948.

UNIT – II

The Payment of Wages Act, 1936.

The Minimum Wages Act, 1948.

UNIT – III

The shops & Establishment Act.

The Workmen's Compensation Act.1923.

The Payment of Bonus Act, 1965.

UNIT – IV

The Payment of Gratuity Act.,1972.

The Waternity Benefit Act., 1961.

SUGGESTED READINGS:

- (1) P.K. Padhi, Labour and Industrial Law, Prentice Hall of India Ltd.
- (2) P.L. Malik, Handbook of Industrial Law, Eastern Book.
- (3) N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons.
- (4) Sinha, Sinha & Shekhar, Industrial Relation, Trade Union and Labour Legislation, Pearson Education Ltd.
- (5) Ratna Sen, Industrial Relation in India, MacMillan India.
- (6) V.G. Goswami, Labour and Industrial Law, Central Law Agency.

MBA-(IB)–03 : EXPORT MANAGEMENT AND DOCUMENTATION

UNIT – I

Introduction to Export Management:

Introduction on, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing Sources of Export Information, Important Publication, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets:

Choosing a Products, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT – II

Export Marketing Channels and Export Sales Contract:

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

UNIT – III

Export Finance and Pricing:

Reshipment Finance, Post shipment Finance, Special Financial Facilities, Export Import Bank of India. E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

UNIT – IV

Formalities of registration and Export Documentation:

Naming the Enterprise, Form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC/CBs Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

SUGGESTED READINGS:

- (1) Cherunilam, F.-International Trade and Export Management (Himalaya, 2007).
- (2) Varshney R.L. Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Edition).
- (3) Govt. of India-Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- (4) Keegan J. Warren-Global Marketing Management (Pearson Pub.).

MBA-(IB)-04 : INTERNATIONAL LOGISTICS MANAGEMENT

UNIT – I

Introduction to Logistic Management:

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Export Management, Logistics Excellence.

UNIT – II

Structure of Shipping Industry and World Seaborne Trade:

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.

Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

UNIT – III

Freight Structure and Role of Intermediaries:

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

UNIT – IV

Indian Shipping and Containerization:

Ports in India, Developments in India Shipping Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.

Concept of Containerization, Classification of Constraints in Containerization, I.C.D.'s.

International Air Transport:

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READINGS:

- (1) Johnson J, Wood D-Contemporary Logistics.
- (2) Khanna K.K.-Physical Distribution Management: Logistical Approach (Himalaya, 2007).
- (3) Krishnaveni Muthiah-Logistics Management and World Seaborne Trade (Himalaya, 2007).

MBA-(OP)-01 : RURAL MANAGEMENT

UNIT – I

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables, Rural Communication-Challenges and Strategies, Types of Rural Communication.

UNIT – II

Rural Consumer's in India-Geographical Spread and Differentiation, Behavior of Rural Consumers, Rural Market Segmentation-Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

UNIT – III

Marketing of Agricultural Products-Agricultural Inputs and their types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

UNIT – IV

Marketing Research, Major Techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

SUGGESTED READINGS:

- (1) Warren M-Financial Management for Formers and Rural Managers (Blackwell d Publishing).
- (2) Prag P.A.-Rural Diversification (EG Books).
- (3) Thomer Daniel and Morner Alice-Land and Labour in India (Asia Publishing House).
- (4) Deu S.Mahendra and Basu K.S.-Economic and Social Development (Academic Foundation).
- (5) Gopalaswamy T.P.-Rural Marketing Environment, Problems and Strategies (Vikas, 1st Edition).

MBA-(OP)-02 : INSURANCE & RISK MANAGEMENT

UNIT – I

Introduction and Scope of Insurance-Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz, Life Insurance and General Insurance Role of Insurance in Economic Development & Insurer's Obligation towards Rural and Social Sectors.

Principles of Life Insurance and Governance of Insurance Business.

UNIT – II

Financial Aspects of Insurance Management-Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Mutual Funds, Housing Finance.

Important Life Insurance Products and General Insurance Products.

Determination of Premiums and Bonuses.

Various Distribution Channels.

UNIT – III

Risk Management and Underwriting.

Role of Actuaries-Product framing, Underwriting guidelines, Re-insurance.

Preparation of Insurance Documents Policy Conditions.

UNIT – IV

Settlement of Claims.

Insurance Laws and Regulations with respect to following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874. Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies.

SUGGESTED READINGS:

- (1) Mishra M.N.-Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi).
- (2) Ganguly Anand-Insurance Management (New Age International Publishers, New Delhi).
- (3) Vaughan & Vaughan-Fundamentals of Risk & Insurance (John Wiley & Sons, New Delhi).
- (4) Shrivastava D.C., Shrivastava Shashank-Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi).
- (5) Kakkar, Bisen-Insurance & Risk Management (New Age Publication, New Delhi).