

# **NEHRU GRAMBHARATI**

**DEEMED TO BE UNIVERSITY**



**EVALUATION SCHEME & SYLLABUS**

for

**MBA FOURTH SEMESTER**

On

**CHOICE BASED CREDIT SYSTEM**

**With effect from academic session 2019-20**

**FACULTY OF BUSINESS ADMINISTRATION & COMPUTER  
APPLICATION**

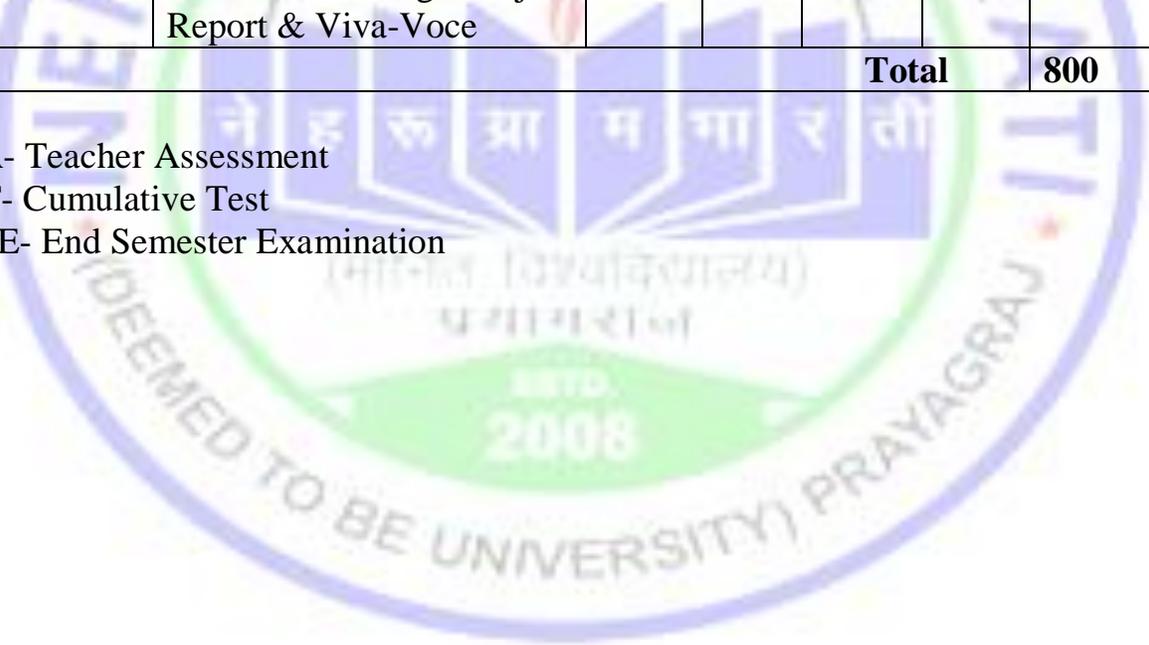
**DEPARTMENT OF MANAGEMENT**  
**MBA Fourth Semester**

S.NO	Course code	Subject	Evaluation Scheme					Course Credit
			Sessional Exam			ESE	Subject Total	
			CT	TA	Total			
1	MBA-401	Corporate Governance, Values & Ethics	10	10	20	80	100	3
2	MBA-402	Entrepreneurship Development	10	10	20	80	100	3
3	MBA-403	Human Values and Professional Ethics	10	10	20	80	100	3
4	MBA-404	Elective-1 paper-4	10	10	20	80	100	3
5	MBA-405	Elective-1 paper-5	10	10	20	80	100	3
6	MBA-406	Elective-2 paper-4	10	10	20	80	100	3
7	MBA-407	Elective-2 paper-5	10	10	20	80	100	3
8	MBA-408	Summer Training Project Report & Viva-Voce	-	50	50	50	100	3
<b>Total</b>							<b>800</b>	<b>24</b>

TA- Teacher Assessment

CT- Cumulative Test

ESE- End Semester Examination



## **CORPORATE GOVERNANCE, VALUES & ETHICS**

**Course Code: MBA-401**

**Course Objectives:** □ To introduce the concept and importance of corporate governance □ To introduce the concept and importance of business ethics □ To know the facets of ethics management □ To know the ethical values and Indian ethos in Management.

Course Credits: 3

**Teaching Hours: 36**

**Unit I** (6 hours) Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board(BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.

**Unit 2** (8 hours) Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of Independent Directors, and Protection of Stakeholders, Changing Roles of Corporate Boards with changing times, Corporate Social Responsibility.

**Unit 3** (8 hours) Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values; Spiritual Values. Modern Business Ethics and Dilemmas, Conflict between personal values and organizational goals

**Unit 4** (8 hours) Business Ethics: Meaning, Definition, Nature, Importance. Ethical Dilemma – Ethical Decision Making, Ethical Reasoning, Ethical issues, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in Work Place, Code of ethics, Guidelines for developing code of ethics Historical Perspective of Ethics – Plato, Aristotle, Benedict Spinoza, Immanuel Kant, Bhagwat Gita, Buddhism, Sufism, Capitalism, Marxism, Socialism, Utilitarianism

**Unit 5** (8 hours) Institutionalizing of Ethics, Traditional view, Contractual theory, Stake-holders' theory, The Regulatory and voluntary actions. Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.

Text books:

A C Fernando – Business Ethics & Corporate Governance, 2e, Pearson

Ghosh Business ethics and corporate governance, McGraw-Hill

Kumar- Corporate Governance, Oxford University Press

Mandal – Ethics in business and corporate governance, 2e, McGraw-Hill

Reference Books:

S.S. Iyer - Managing for Value (New Age International Publishers, 2002)

Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)

Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson

## ENTREPRENEURSHIP DEVELOPMENT

**Course Code:** MBA-402

**Course Objectives:** □ To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world. □ To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends. □ To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation. □ To provide insights to students on entrepreneurial opportunities, government support services and government policies. □ To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Course Credits: 3

Contact Hours: 36 s

**Unit 1 (8 Hours)** Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

**Unit 2 (9 Hours)** Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

**Unit 3 (8 hours)** Developing Entrepreneurial Mind-set: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.

**Unit 4 (6 hours) Developing a Business Plan:** Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods:

Economic-analysis, financial analysis, market-, and technological feasibility.

**Unit 5 (5 hours) Launching a New Venture:** Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

**Text Books** 1. Holt, David H., Entrepreneurship: New Venture Creation, Person. 2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

**Reference Books** 1. Kumar, Arya; Entrepreneurship; Pearson Education. 1. 2.Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing 2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications. 3. Hisrich, D. Robert, Peters, Michael P. and Shepherd, Dean A.; Entrepreneurship; McGraw-Hill Education . 4. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

**Course Outcome:** □ There will be ability to understand the context of entrepreneurial activities so as to undertake them in due course of time. □ There will be ability to focus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers. □ They shall be able to identify future business opportunities in different business environments and plan a business process. □ They will be able to identify and seek help from different levels and types of state and national level agencies. □ They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.



## **Human Values and Professional Ethics**

**Course Code: MBA-403**

### **Objectives:**

- 1.To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- 2.To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
- 3.To help students understand the meaning of happiness and prosperity for a human being.
- 4.To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
- 5.To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life.

### **Course outcomes:**

On completion of this course, the students will be able to

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

**Course Credit:3**

**Contact Hours: 36**

## **UNIT-1**

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration—what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

## **UNIT-2**

Understanding Harmony in the Human Being - Harmony in Myself

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

## **UNIT-3**

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha )- from family to world family!.

## **UNIT-4**

Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

## **UNIT-5**

Implications of the above Holistic Understanding of Harmony on Professional Ethics

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-

friendly

production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.

**References:**

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
5. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
7. A N Tripathy, 2003, Human Values, New Age International Publishers.
8. SubhasPalekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
9. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.



## Training & Development

**Code: MBA HR -4**

**Course Credits: 3 Teaching Hours: 36 Hrs**

**Course Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

**Unit I (6 Hours) Introduction:** Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

**Unit II (6 Hours) Training Needs Assessment (TNA):** Meaning of TNA, Purpose and Methods of TNA, TNA at different levels, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA.

**Unit III (8 Hours) Learning Theories and Program Design:** Introduction to learning, Learning Theories – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Information Processing Theory, Process of Learning, Consideration in designing effective training programs, organizational learning vs. Learning organization.

**Unit IV (8 Hours) Designing, Conducting & Evaluation of Training Program:** Areas of training, Types of training, System's Approach to Training, Training Methods, Make or Buy Decision, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Costing & Training Budget, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

**Unit V (8 Hours) Executive Development:** Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Training & Development in Indian Industry, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.

**Course Outcomes:** After successful completion of the course, the students must be in a position to address: □ The field of Training and Development and its role in optimizing performance. □ Applying theoretical concepts and models to training design. □ Designing training interventions using a variety of methodologies. □ Evaluating the effectiveness of training & development interventions. □ Assessing whether training & development is a viable career option.

**References: Books:** 1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012. 2. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition. 2013. 3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd. 4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd. 5. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge. 6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

## Negotiation & Conflict Management

**Code: MBA HR -5**

**Course Credits: 3**

**Teaching Hours: 36 Hrs**

**Course Objective:** To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively. .

**Unit I (8 Hours) Conflict:** Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

**Unit II (6 Hours) Dealing with Conflict:** Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

**Unit III (8 Hours) The Negotiation Process – Gaining leverage through power & persuasion:** Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

**Unit IV (8 Hours) Negotiation Skills for Effectiveness:** Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators..

**Unit V (6 Hours) The influence of culture and gender on negotiations:** Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiation wisdom. International Negotiations, Best practices in negotiations.

**Course Outcome:** □ Understanding the central concepts of negotiation and conflict. □

Providing experience in the negotiation and conflict management process. □ Effectively

diagnosing and planning for different types of negotiation situations. □ Developing negotiating skills and confidence in a variety of contexts.

**References: Books:** 1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008 2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition, 2011. 3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional 4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill. 5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

## MARKETING OF SERVICES

**Code: MBA MKT-4 Course Credits: 3 Teaching Hours: 36 Hrs**

**COURSE OBJECTIVES** □ To develop an understanding of the basic concepts and issues in service marketing. □ To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings. □ To learn about key characteristics of service and service processes, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service. □ To strengthen the ability to justify and support decisions through information acquisition and management. □ To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.

**UNIT- 1 INTRODUCTION TO SERVICES MARKETING (8 hrs)** Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

**UNIT- 2 UNDERSTANDING CONSUMER BEHAVIOR AND SERVICE DESIGN (7 hrs)** Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

**UNIT- 3 DELIVERING, PRICING AND MANAGING SERVICE PROMISE (7 hrs)** Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

**UNIT- 4 SERVICE PERFORMANCE (7 hrs)** Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, The Gaps Model Of Service Quality.

**UNIT – 5 OVERVIEW OF CURRENT TRENDS IN SERVICE INDUSTRIES (7 hrs)** Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

**Text Book** 1. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.

**Reference Books** 1. Services Marketing, Lovelock, Christopher. PrenticeHall. 2. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill. 3. The Essence of Services Marketing, Adrian Payne. PHI. 4. Services Marketing, Ravi Shankar. Excel Publishing

**COURSE Outcome** □ Understand and explain the nature and scope of services marketing; □ Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence; □ Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes □ Provide a theoretical and practical basis for assessing service performance using company examples; □ Identify and discuss characteristics and

challenges of managing service firms in the modern world □ Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.

## **Integrated Marketing Communication**

**Code: MBA MKT -5 Course Credits: 3 Teaching Hours: 36 Hrs**

**COURSE OBJECTIVES :** The objectives of this course . □ To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities. □ Help to understand what advertising is and its role in advertising and brand promotion. □ Understand the importance of message design and the creativity involved in message designing. □ Understand the concept of international advertising and media planning and strategy. □ Help in exploration of tools of promotion like sales promotion , publicity, public relation etc.

**UNIT 1 (5 hours) Marketing Communication:** Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process , Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix ,Challenges in IMC,.

**UNIT 2 (9 Hours) Advertising Management:** Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP Strategies for Advertising , Communication Model with reference to Advertising, AIDA. Advertising campaigns , Fundamentals of Advertising Campaigns, The Creative Brief ,Big Idea, Getting Creative to find the Big Idea, , Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

**UNIT 3 (8 Hours) Ad Budget , Ad Appropriation .Methods of Budgeting .Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration**

**UNIT 4 (8 Hours) International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media**

Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy; Cross media concept; and media research.

**UNIT 5 (6 Hours) Emerging Concepts and Issues in Marketing Communications:** Programmatic, native advertising, video, mobile, digital , Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising , Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods

**COURSE OUTCOMES: Upon completion of the subject, students will be able to:** □ apply an IMC approach in the development of an overall advertising and promotional plan □ able to prepare marketing communication budget. □ enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign □ create an advertising strategy that employs an appropriate message objectives. □ develop insights into the characteristics of different forms of marketing communications such as advertising, sales

promotions, public relations, point-of-purchase communications.

**TEXT BOOK** 1. Kruti Shah & Alan D' Souza :Advertising & promotions an IMC perspective-Mc Graw Hill education 2. George E Belch & Michael A Blech : Advertising and promotion-An integrated Marketing Communication Perspective-Mc Graw Hill Education 3. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning 4. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited 5. Borden & Marshall : Advertising Management; MV Taraporevala Sons' CoPvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

**REFERENCE BOOK** 1. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House 2. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication 3. Duncon : Integrated Marketing Communications, Tata McGraw Hills



## Working Capital Management

**Code: MBA FM 04 Course Credits: 3 Teaching Hours: 36 Hrs**

**Course Objectives:** □ To have a basic understanding of the concept and importance of sound working capital strategies of a firm. □ To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability. □ To gain an insight into the sources of working capital financing.

**Unit- I : Introduction to Working Capital (10 Hrs)** Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

**Unit - II : Management of Cash and Marketable Securities (8 Hrs)** Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

**Unit - - III: Management of Receivables ( 7 Hrs)** Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

**Unit - IV: Inventory Management (7 Hrs)** Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point , ABC Analysis etc

**Unit - V: Working Capital Financing (8 Hrs)** Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja study group, chore committee , Tandon Committee.

**SUGGESTED READINGS :** □ Bhalla V.K - Working Capital management, Text and cases, Anmol Publication, Delhi , 11th edition □ Rangrajan - Working Capital management, Excel Books □ Bhattacharya – Working Capital management , 2e, PHI □ Periasamy - Working Capital Management –Theory & Practice, Himalaya □ Rustagi - Working capital Management, Taxmann □ Sharma - Working Capital Management ,Himalaya publication

## **International Financial Management**

**Code: MBA FM -5 Course Credits: 3**

Teaching Hours : 36 Hrs

**Course Objective:** To acquaint the participants with conceptual clarity in the area of international financial management, and equip them with necessary skills in the applied and functional areas of International Financial Management.

**Unit – I Environment of International Financial Management(08 Hours)** - Introduction: Multinational Enterprise and Multinational Financial Management, The Determination of Exchange Rates and Central Bank Intervention, The International Monetary System, Parity Conditions in International Finance and Currency Forecasting, The Balance of Payments and International Economic Linkages

**Unit – II Introduction :Derivatives Markets (06 Hours)** – Definition, evolution and features of Derivatives, Types of derivatives, Swap and Interest Rate Derivatives, Forward Contracts, Hedging with Forwards.

**Unit – III Foreign Exchange and Foreign Exchange Risk Management(08 hours)** The Foreign Exchange Market, Currency Futures and Options Markets, Foreign Exchange Risk Management: Measuring and Managing Translation, Transaction and Economic Exposure

**Unit – IV Financing the Multinational Corporation ( 07 Hours)** International Financing and the Euromarkets, The Cost of Capital for Foreign Investments and Multinational Capital Structure, International Portfolio Investment, Corporate Strategy and Foreign Direct Investment

**Unit – V Foreign Investments Analysis and Multinational Working Capital Management (07 Hours)**• Capital Budgeting for the Multinational Corporation, Country Risk Analysis, Financing Foreign Trade, Current Asset Management and Short-Term Financing, Managing the Multinational Financial System

**Suggested Readings:** 1. Jain P K, PeyrardJosette, and Yadav S S : International Financial Management: Macmillan India Limited, New Delhi, 1999.

2. Jain P K, PeyradJosette, and Yadav S S : Foreign Exchange Markets-Understanding Derivatives and Other Instruments : Macmillan India Limited, New Delhi, 2001.

3. Rajwade A V : Foreign Exchange, International Finance and Risk Management : Academy of Business Studies, New Delhi, 1998.

4. Adrain Buckley, Essence of International Money : Eastern Economy Edition, 2000.

5. MadhuVij : Multinational Financial Management : Anmol Publications, New Delhi, 2000.

6. Vij, Madhu : International Finance : New Delhi : Excel Books, 1997

7. Buckley Adrian : Multinational Finance: 3rd Edition : New Delhi : Prentice Hall of India, 1996

## **DATABASE MANAGEMENT SYSTEM**

**Code: MBA IT -4 Course Credits: 3 Teaching Hours: 36 Hrs**

**Course Objective:** □ The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. □ The course gives an insight to students about the concept of data mining and warehousing. □ The course familiarizes the student with requirement and working of database administrator. **Course Outcomes** □ The student will be able explain about the various types of database Models □ The student gains knowledge about the working of relational model with the help of various SQL queries □ The conceptual knowledge of remote data access, data warehousing and mining helps the student understand more about working pattern of Industries.

**Unit I (8 Hours) Introduction to Database :** Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

**Unit II (6 Hours) Relational Database Design** Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

**Unit III ( 10 Hours) Structured Query Language** Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes & Sequences. Cursor, Triggers, Procedures, Functions & Package.

**Unit IV (6 Hours)** Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

**Unit V (6 Hours)** Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

**SUGGESTED READINGS: Text Books** 1. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.) 2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996)

**Reference Books** 1. Chakrabarti- Advance Database Management System (Wiley Dreamtech) 2. Beynon -Davies P- Database Systems (Palgrave, 2003) 3. Karthikeyan Understanding Database Management System (Acme Learning) 4. Hoffer - Modern Database Management (Pearson Education, 6th edition)

## **SYSTEM ANALYSIS & DESIGN**

**Code: MBA IT -5 Course Credits: 3 Teaching Hours:36 Hrs**

**Course Objective** □ This course aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

□ The student able to gain insight into the various types of threat which an information system is exposed.

**UNIT-I (8 Hours)** Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, PostImplementation Review and Maintenance.

**UNIT-II (6 Hours)** Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

**UNIT-III (6 Hours)** Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations in Feasibility Analysis - Feasibility Report.

**UNIT-IV (8 Hours)** Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

**UNIT-V (8 Hours)** Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards **Suggested**

**Readings: Text Book** 1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.) **Reference Books** 1. Shah-Software Engineering & SAD (Wiley Dreamtech) 3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.) 4.

Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.) 5. Singh B –Network Security (PHI Publication, 1st Ed.)

**Course Outcomes** □ The student will be able to know the various phases of making of information systems and to take various steps to protect the system from threats which can cause serious damage.