

Integral University
M.B.A.
Scheme of Evaluation 2015-2016
For the students admitted in 2015-16 onwards

YEAR- I

SEMESTER- II

Sr. No	Subject Code	Subject	Period (Per Week)			Credit C	Evaluation Scheme				
			L	T	P		Sessional (CA)			Exam ESE	Subject Total
							CA	TA	Total		
01	BM406	Business Research Methods	3	1	0	4	15	10	25	75	100
02	BM407	Financial Management	3	1	0	4	15	10	25	75	100
03	BM408	Organization Behaviour	3	0	0	3	15	10	25	75	100
04	BM409	Production and Operations Management	3	1	0	4	15	10	25	75	100
Dual Specialisation: Choose Four Electives of Two Different Specialisations From Marketing, Finance, HR & IT											
05	BM410 to BM421 & CS405 to CS 408	First specialization Elective- I	3	1	0	4	15	10	25	75	100
06		First specialization Elective- II	3	1	0	4	15	10	25	75	100
07		Second specialization Elective- I	3	1	0	4	15	10	25	75	100
08		Second specialization Elective- II	3	1	0	4	15	10	25	75	100
Total			24	07	0	31	120	80	200	600	800

L = Lecture,

P = Practical,

T =Tutorials,

C= Credit,

CT = Class Test,

TA =Teacher Assessment,

ESE=End Semester Examination

Subject Total = Sessional Total (CA) + End Semester Exam (ESE)

ELECTIVE COURSES

Marketing Management

BM410	Consumer Behaviour
BM411	Marketing Of Services
BM412	Sales Management
BM413	Retail Management

Financial Management

BM414	Capital & Money Market
BM415	International Finance
BM416	Merchant Banking and Financial Services
BM417	Security Analysis and Portfolio Management

Human Resource Management

BM418	Corporate Compensation Strategy
BM419	Industrial Relation
BM420	Organization Development
BM421	Training Methodology

INFORMATION TECHNOLOGY

CS405	Database Management System
CS406	Computer Application in Business
CS407	E - Business
CS408	Advanced Decision Support System

MBA- I YEAR
SEMESTER-II
BM406
Business Research Methods
w.e.f 2015-16

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective: The objective of the course is to impart the basic concepts of research methods and application of statistical tools to arrive at rationale decisions

Unit I: Business Research: An Introduction

05

Introduction to Basic Concepts, Stages in the Research Process, Problem Definition, Research Objectives, Types of Research, Significance of Business Research in Managerial Decision Making, Business Research in Practice.

Unit II: Sampling and Scaling Techniques

10

Some basic terms, Population & Census, advantages and limitation of sampling, sampling process, types of sampling, types of sample designs, estimation of sample size. Concept of Measurement, Scales of Measurement-Types & Properties, Measurement of Attitudes & Scaling Procedures

Unit III: Research Designs & Data Collection Techniques

10

Classification of Research Designs, Exploratory, Descriptive and Conclusive Research Designs; Causal Research, Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data

Unit IV: Data Analysis

10

Measures of Central Tendency , Dispersion , Skewness ,Correlation & simple regression
Testing of Hypothesis -Meaning of Hypothesis , Characteristics of Hypothesis, Procedure for Hypothesis testing , Type I & Type II errors, Testing of Hypothesis-Chi-Square test, F test, t test & Z test

Unit V: Interpretation, Report Writing & Recent Trends

10

Interpretation: Meaning of interpretation, Techniques of interpretation, Steps in report writing, Layout of research report, Mechanics of report writing, Precautions for report writing, Types of reports, Importance of computer in report writing-MS word, Excel, Power Point & SPSS. Research in Marketing Management, Research in Human Resource Management, Research in Financial Management, Research in other allied fields .

Suggested Readings:

1. Malhotra, Naresh ; Marketing Research: An Applied Orientation, Pearson/Prentice Hall.
2. Boyd, Westfall and Stasch, Marketing Research: Test and Cases, Richard D. Irwin, Homewood, Illinois.
3. Churchill, G.A., Marketing Research: Methodological Foundations, Dryden Press, New York. 4. Majumdar, R., Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.
5. Tull, D.S., Hawkins, D.I., Marketing Research: Measurement and Methods, Macmillan, New York.
6. Kothari, CR ; Research Methodology

**MBA- I YEAR
SEMESTER-II
BM407
Financial Management
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Course Objective: This is the foundation course in the area of Finance in order to acquaint a student to use various decision-making tools of finance in a business organization for the efficient utilization of financial resources.

Unit-I: INTRODUCTION: 09

Introduction, Meaning, scope and development of financial management; Finance Function; Objectives of the Firm, Indian financial system, Risk and Return, Time value of Money and its relevance, computation of EMI, Annuity, Annuity due.

Unit-II: CAPITAL INVESTMENT DECISIONS: 10

Capital Budgeting: Meaning, Process and Significance, Methods of project evaluation and selection: ARR, Payback and discounted payback, NPV, IRR, Benefit cost ratio and Terminal value Method, risk analysis in investment, Sensitivity Analysis.

Unit-III: FINANCING DECISIONS: 09

Cost of Capital: Cost of Equity, Debt, Retained Earnings and Overall Cost of Capital, Operating and Financial Leverages: Concept and significance, EBIT-EPS analysis, Capital structuring Theories: Net Income approach, Net Operating Income approach and MM approach.

Unit-IV: WORKING CAPITAL DECISIONS: 10

Working Capital: Meaning and significance, working capital cycle, Working capital Management, overall considerations in WCM; determinants and determination of working capital requirements; management of cash; management of receivables management of Inventories.

Unit-V: DIVIDEND DECISIONS: 07

Ploughing back of profits, forms of dividends, factors affecting dividend policy, Retained Earning Vs. Dividend Decision; Walter Model; Gordon Model; MM hypothesis. Contemporary issues in financial management.

Suggested Reading

1. Chandra P., Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill, New Delhi.
2. Van Horn James C, Financial Management and Policy, Prentice Hall ofthIndia, New Delhi.
3. Khan YM and Jain PK, Financial Management - Text and Problems, ,5 Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi.
4. Reddy G.S., Financial Management: Theory and Practice,2nd Edition, Himalayan Publications, New Delhi.

MBA- I YEAR
SEMESTER-II
BM408
Organization Behaviour
w.e.f 2015-16

Total Number of Sessions-35

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 0 0 3

Objective: The objective of the paper is to familiarize the students with basic management concepts and behavioral processes in the organization.

Unit I: Foundations of Organizational Behavior **07**

The Nature and Functions of an Organization; Meaning and systematic study of O.B; Contribution of Behavioral Sciences to O.B; Developing Contingency Model to OB; Challenges and Opportunities in O.B.

Unit II: Individual Dimensions in Organizational Behavior **08**

Basic Individual Differences (ability & biographical characteristics); Personality: Meaning, Theories and Determinants; Values; Attitudes and job Satisfaction; Perception Process.

Unit III: Foundation of Learning and Motivation **07**

Learning process; Theories of Learning: Classical Conditioning, Operant Conditioning and Social Learning; Motivation: Meaning, Theories of Motivation-Maslow, Hertzberg, McClelland, McGregor; Process Theories (Vroom's Model); Contemporary Theories: Equity Theory, Attribution Theory).

Unit IV: Group and Interpersonal Dimensions **07**

Formation, Classification, Stages and Group Dynamics; Group Decision Making; Teams and Team Work; Transactional Analysis; Stress and Conflict: Meaning and Causes of Stress, Types of Conflict (Intra Individual & Interactive), Coping Strategies for Stress and Conflict.

Unit V: Organizational Dimensions **06**

Leadership: Meaning, Style and Theories of Leadership-Trait, Behavioral and Situational Theories. Organizational Culture: Concept, Characteristics, Elements of Culture, Implications of Organization Culture, Organizational Change , Organizational Development.

Suggested Reading:

1. Davis, Keith: Organizational Behaviour, Tata McGraw Hill. Edition-5th.
2. Robins, S.P and Sanghi, S.: Organizational Behaviour, Pearson Edition, New Delhi, Edition-13th.
3. Prasad, L.M.: Organizational Theory and Behaviour, HPH, New Delhi. Edition-3rd

MBA- I YEAR
SEMESTER-II
BM409
Production and Operations Management
w.e.f 2015-16

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objectives:

The objective is to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. The Course will help learners evolve an integrated perspective and developing Interface of operations management with other managerial areas.

UNIT I

INTRODUCTION:

09

Operations Management - An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, Capacity Planning & Management, Systems for Product & Services.

UNIT II

PRODUCTION PLANNING & CONTROL

09

Facility Location & Facility Layout, Scheduling Techniques, Forecasting types and methods.
Introduction to Network Analysis, PERT & CPM **Cost crashing:** Production & operations Control.

UNIT III

INVENTORY MANAGEMENT :

09

Inventory Management - Objectives, Factors, Process. Inventory control techniques- ABC, VED, FSN analysis, Economic Order Quantity, Materials Requirement Planning (MRP), P-system & Q-system, Just-In-Time (JIT).

UNIT IV

QUALITY CONTROL :

09

Quality Control & Quality Assurance, Statistical Quality Control, Theory of Control Charts.
Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

UNIT V

WORK STUDY & EMERGING ISSUES :

09

Method study- Principle & Applications, Time study- Principle & Applications, Job Analysis & work sampling, Issue of Pollution control in Production Management, Maintenance Management.

Suggested Readings:

- Adam Everett E & Ebert Ronald J; Production & Operations Management: Concepts, Models & Behavior, PHI, Fifth Edition, New Delhi.
- Buffa Elwood S & Sarin Rakesh K; Modern Production and Operations Management, John Wiley & Sons, Singapore. 1987.

**MBA- I YEAR
SEMESTER-II
BM410
Consumer Behaviour
w.e.f 2015-16**

**Total Number of Sessions-45
Max. Marks: 100
External Assessment: 75
Internal Assessment: 25
L T P C - 3 1 0 4**

Objective:

The objective of this paper is to develop the understanding about the consumer behaviour for making marketing decisions. This paper will help to understand the process of the consumer decision making. This paper will help to know the impact of environment over the consumers

UNIT I: Introduction to Consumer Behaviour 10

Meaning of Consumer Behaviour, Importance of Consumer Behaviour, Indian consumer characteristics, Achieving consumer satisfaction & delight, Developing consumer value, Consumer decision making process, Diffusion of Innovation

UNITII: Consumer Behaviour in Indian environment 09

Meaning of environmental influences, environmental influences on consumer behaviour- Individual determinants & influences of external environmental factors on consumer behaviour (in context with economic, cultural and social influences on consumer behaviour). Group influences and Family life-cycle influences on consumer behaviour.

UNIT III: Individual consumer knowledge 09C

consumer learning: Meaning of consumer learning, Learning theories- Classical conditioning theory, Operant conditioning theory & Cognitive theory Consumer perception: Meaning of consumer perception, process of consumer perception Consumer attitude: Meaning of consumer attitude, formation of consumer attitude Consumer personality: Meaning of consumer personality, consumer traits

UNIT IV: Consumer Behaviour Models 09

Economic Model, Psychological Model, Pavlovian Model, Input-Process-Output Model, Howarth Sheth Model, Engel-Blackwell-Kollat Model & Nicosia Model

UNIT V: Consumer Research & Consumer Ethics 08

Consumer Research: Meaning of consumer research, importance of consumer research & process of consumer research. Consumer Ethics: Meaning of consumer ethics, illegal actions & consumerism

Suggested Readings

1. Schiffman, Kanuk, Kumar & Wisenblit, Consumer Behaviour, Tenth edition, Pearson Prentice Hall
2. Loudon & Bitta, Consumer Behaviour, Fourth edition, Tata McGraw Hill
3. Hawkins, Best & Coney, Consumer Behaviour, Ninth edition, Tata McGraw Hill
4. Solomon, Consumer Behaviour, Eighth edition, Pearson Prentice Hall
5. Gupta S.L. & Pal S., Consumer Behaviour, First edition, Sultan Chand & Sons

**MBA- I YEAR
SEMESTER-II
BM411
Marketing of Services
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective

The aim of this course is to acquaint the students with the concept of services marketing and other related issues viz services marketing mix, tools and techniques in services marketing research and other special aspects of services marketing

UNIT I: Basics of Service Marketing

10

Definition of Services, unique characteristics of Services; Classification of service. Types of Services, Difference between Services and Products. Service Continuum, Service Marketing, importance and features.

UNIT II: Services Quality & Marketing Mix

10

Service Quality, GAP Model of Service Services Quality, Service Marketing Triangle, Marketing Mix, the seven P's of Marketing Mix, Promotion and communications in Services Marketing, Packaging the service Product. Services Distribution Planning, Process and Physical Evidence, and People in services marketing.

UNIT III: Tools and Techniques in Analyzing Services Market

08

Applying Marketing Research Techniques, Measuring Effectiveness of Services Marketing, How to design a Service, Evaluating effectiveness of Programmes, Service life Cycle, Key Operational components of services planning, Internet as a service enabler

UNIT IV: Focus on Customer

10

Consumer behavior in services, Customer expectations of service, Customer perceptions of service, Relationship marketing: The service based business plan, the future of service marketing; Technological changes and the services.

UNIT V: Special Aspect of Service Marketing

07

Marketing of Services in area of financial services, Banking, Insurance, Tourism, Transportation, Hotel, Hospital, Consultancy services.

Suggested Reading

1. A. Zeithmal Valarie, Services Marketing, Tata McGraw Hill Education
2. Lovelock Christopher (Pearson Education), Services Marketing: Technology and Strategies
3. Sinha P.K. & Sahoo S.C. (Himalya Publishing House) Services Marketing
4. Helen Woodruff , (Macmillan India Ltd.) Services Marketing

**MBA- I YEAR
SEMESTER-II
BM412
Sales Management
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective: The purpose of this paper is to acquaint the student with concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Unit I: Introduction to Sales Management **10**

Meaning, Scope and Importance of Sales Management. Personal Selling Process and Approaches; Theories of selling; Sales Strategies; Qualities of a Good Sales Person.

Unit II: Sales Force Management **10**

Organizing the Sales Force, Designing the Structure and Size of Sales Force; Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensation the Sales Force.

Unit III: Selling Process **07**

Prospecting, Pre-Approach, Approach, Presentation, Sales Objection and Close.

Unit IV: Sales Force Control System **08**

Sales Quota Setting, Sales Territory, Sales Budget, Sales Analysis and Audit, Evaluating Sales Person Performance.

Unit V: Distribution Management **10**

Overview of marketing channels, their structure, functions and relationships; Channel Intermediaries-Wholesaling and Retailing; Logistics of Distribution; Managing Marketing Channels.

Suggested Reading:

1. Cundiff, still and Govoni : Sales Management, PHI, New Delhi. Edition-3rd.
2. Spiro, Stanton and Rich : management of sales force, Tata McGraw Hill, New Delhi.
3. Sahu, P K and Raut, K C : Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd. Edition -3rd. Panda, K. Panda and Sahadev, Sunil : Sales and Distribution Management, Oxford University Press, Edition 2nd.

**MBA- I YEAR
SEMESTER-II
BM413
Retail Management
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective: The objective of this course is to develop in-depth knowledge about the various retail and merchandising systems and markets.

UNIT I WORLD OF RETAILING 10

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 RETAIL ENVIRONMENT AND CUSTOMER BUYING BEHAVIOR 09

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

UNIT III: RETAIL STRATEGY & STORE LOCATION 08

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 IV : MERCHANDISING MANAGEMENT 08

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

UNIT V: PRICING AND RETAIL PROMOTION MIX 10

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.

Swapna Pradhan, Retailing management, TMH

Suggested Reading

1. Berman B & Evans J R, Retail Management, PHI
2. Michael Lervy M & Weitz B W, Retailing Management, TMH
3. Swapna Pradhan, Retailing management, TMH

**MBA- I YEAR
SEMESTER-II
BM414
Capital & Money Market
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective: This is the foundation course in the area of money and capital market in order to acquaint a student to have a thorough understanding of these markets to enable them to make investment.

Unit I Indian Financial System

07

Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of financial system and Economic Development, Financial Sector Reforms, SEBI: meaning, scope, objective, powers and function of SEBI.

Unit II Primary Market

08

Capital Market-Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements, New Issue Market-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Green shoe option, On-line IPO's, steps to improve Primary Market Infrastructure.

Unit III Depositories and Custodians

08

Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, Dematerialisation: meaning of DEMAT, purpose and process of demat.

Unit IV Secondary Market

15

Introduction, organization, Management and Memberships of stock exchanges, Margin Systems, and Drawbacks of Indian Stock Markets, Indian Stock Exchanges-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices, NEAT system: concept, hierarchy, logging in and logging off, order management, internet broking, WAP

Unit V Mutual Fund & Money Market

07

Money market: meaning, features, role of money market and Instruments, Mutual funds, Objectives, Features and importance, SEBI Regulations, Classification of schemes

Suggested Reading

1. Bhalla VK , Indian financial system ,Anmol publications pvt. ltd Machiraju HR, Indian financial system, Vikas publishing house
2. Uma Kapila & Raj Kapila, Economic reform series
3. Goel AK & Khan MS, Capital & Money Market, Himalaya Publication Pvt Ltd.

MBA- I YEAR
SEMESTER-II
BM415
International Finance
w.e.f 2015-16

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective: This is the foundation course in the area of International Finance in order to acquaint a student to various instruments and environment in international business.

Unit I: Financial Management in Global Context **10**

IFM -concept and significance, Development in IFM, Foreign Exchange Markets and International Financial Markets, The Finance Function, International financial flows and balance of payments, International financial system & institutions, International Sources of Finance for the Firm, Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitised Financing (Euro note), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations.

Unit II: Exchange rate **10**

Exchange Rate - Concepts, Trading, Mechanics of Currency Trading, Exchange Rate Quotations, Arbitrage and Two point Arbitrage Calculations, Exchange rate determination, Fundamental Factors Affecting Exchange Rates, Structural Models of Exchange Rate determination, Law of one price, Purchasing power parity, The international Fisher effect, Inflation risk and its impact on financial markets.

Unit III: International Finance Instrument **07**

Forward Contracts, Future Contract, Currency Swaps, Currency Options; Concept, types and strategies.

Unit IV: Foreign Exchange risk exposure **08**

Definition of Foreign Exchange risk, Accounting Exposure, Economic Exposure, Currency Risk - Sharing Methods.

Unit V: Global Financial Management **10**

International portfolio investment, Financing of international trade, International working capital management, International project appraisal.

Suggested Reading:

1. Hull, J. C., (2010). "Options, Futures and other Derivatives", 7th Edition, Pearson Education.
2. Gupta, S.L. (2009). Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1st Edition, Prentice- Hall of India.
3. Siddaiah, Thummuluri. (2011) International Financial Management, 2nd Edition, Pearson Education.

**MBA- I YEAR
SEMESTER-II
BM416
Merchant Banking and Financial Services
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Objective:

This course caters to introduce the students to various areas of financial services prevalent in the economy and the role and services offered by merchant bankers.

Unit-I: INTRODUCTION TO MERCHANT BANKING ACTIVITIES 10

Merchant Banking: It's meaning importance and need of merchant banking in India, Activities and role of merchant banker Merchant Banker - category, types, and role, Merchant banking organizations, Merchant banking activities - Underwriting and brokerage, Securitization, and loan syndication, Merchant banker and Indian financial institutions

UNIT - II: MANAGING CAPITAL ISSUES 10

Management of capital issues- pre and post issue management, Free pricing and marketing of capital issues, Modifications affecting issue management, Private placement of securities and bought out deals

UNIT - III: FINANCIAL SERVICES, LEASING AND SECURITIZATION 10

Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of Financial Services, Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalments sale. Securitization,

UNIT IV - MUTUAL FUNDS & VENTURE CAPITAL 08

Introductions to mutual fund - types & classification of mutual fund schemes, operations and management of mutual fund in India, venture capital, issues in venture capital financing

UNIT V: CREDIT FINANCING 07

Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Bank assurance

Suggested Reading :

1. Bhole, L.M. (2009) Financial Institutes and Markets' 5th Edition, Tata McGraw Hill
2. M Y Khan, (2009) . Financial Services, 6th Edition, Tata McGraw Hill.
3. Varshney and Mittal. (2009) Indian Financial System, 10th Edition, Sultan Chand & Sons.

**MBA- I YEAR
SEMESTER-II
BM417
Security Analysis and Portfolio Management
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

Course Objective: This is the foundation course in the area of security analysis and portfolio management in order to acquaint a student to use various tools of security analysis and investment management for the efficient utilization of financial resources.

Unit-I: INTRODUCTION: 08

Concept of investment, objective of Investment, investment and speculation, investment and gambling, investment process, alternatives of investment, Securities and security markets, new issues markets- function, financial intermediaries, SEBI and its guidelines; Investor protection.

Unit-II: RISK-RETURN AND VALUATION: 08

Risk & Return: Concept of Risk, Measures of risk and return, calculation, systematic and unsystematic risk components. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Valuation of Debentures/Bonds: nature of bonds, valuation,

Unit-III: ENVIRONMENTAL ANALYSIS & TECHNICAL ANALYSIS: 12

Efficient market theory, Fundamental Analysis: Economy analysis, Industry analysis, Company analysis, financial analysis, Technical Analysis: Dow theory, Elliot's wave theory, Relative strength Analysis, Moving average analysis,

Unit-IV: PORTFOLIO ANALYSIS & SELECTION 10

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit - V: PERFORMANCE EVALUATION: 07

Performance measurement of portfolios- Sharpe ratio; Treynor ratio; Jensen's Alpha, Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Suggested Reading

1. Chandra P., Security Analysis & Investment Management, Tata McGraw Hill, New Delhi.
2. Fischer & Jordan, Security Analysis & Portfolio Management, Pearson Education.
3. Frank K.R.& Keith E. Brown, Investment Analysis & Portfolio Management, Cengage Learning Pvt. Ltd., New Delhi.
4. Gitman & Joehuk, Fundamentals of Investing, Pearson Addison Wesley. 5. Sharpe & Alexander, Investments, PHI Publication, New Delhi.

**MBA- I YEAR
SEMESTER-II
BM418
Corporate Compensation Strategy
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

COURSE OBJECTIVE:

The basic objective of this course is to expose the learner to the legal provisions & their manifestation in the current business scenario & to formulate & administer an effective strategic compensation strategy

UNIT I: COMPENSATION

10

Objectives, Nature and concept of compensation, ,Types of wages & its Definitions- Minimum, Need, Based, Fair, Living, Money, Real, Wages, Multi Dimensional Approach to Wages, Wage Policy Objective & Its Need, National Wage Policy & Income Policy

UNIT II: COMPENSATION LEGISLATION

10

Need of Legislative Control, Workers Compensation Act, 1923, Payment of Wages Act 1936, Minimum Wages Act 1948,ESI Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976

UNIT III: COMPENSATION PAYMENT SYSTEMS

10

Systems of Wage Payments- Time, Piece, Payment by Results, Balance or Debt, Job Evaluation, Incentive rate, Compensation Payment system in Different Countries

UNIT IV: COMPENSATION STRUCTURE

08

Job Analysis, Factors affecting compensation, Basic, DA, HRA, Overtime, Annual Bonus, Fringe Benefit & Incentives, PF, Gratuity, Compensation Structure Design with Linkage to Personnel Functions,

UNIT V: WAGE & SALARY FIXATION MACHINERY

07

Institutions Involved in Wage and Salary Fixation, Fair Wage Committee, Tripartite or Bi-partite Negotiation ,Collective bargaining, Wage Board, Pay Commission, Tribunals

SUGGESTED READINGS:

1. Sarma A.M. Understanding Wage system,9th Edition, Himalaya Publications
2. R.S. Dwivedi - Personnel Management in Indian Enterprises, 4th Edition (Vrinda Publications)

**MBA- I YEAR
SEMESTER-II
BM419
Industrial Relation
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

OBJECTIVE:

The objective of this syllabus is to bring a clear conceptual understanding in the students regarding Industrial relations system, its modus operandi and the role of parties involved therein

UNIT I: INDUSTRIAL RELATION:

10

Concept approach & organization :HRD in Perspective, Importance, concept, scope and concept of IR, Objective of Industrial Relations, Functional approaches of IR -Systems Approach, Oxford Approach, Marxist approach, Human Relation Approach & Gandhian Approach, Scope of Industrial Relations, IR in India

UNIT II: INDUSTRIAL CONFLICTS & DISCIPLINE

10

Definition and essentials of a dispute ,Classification of Industrial Dispute & its Impact ,Cause of Industrial conflict, Dispute over unfair labour practices, Form or Techniques of Strikes ,Prevention of Strikes, Lock out, Discipline: Concept, Code of Discipline in Industry, Disciplinary procedures

UNIT III: TRIPARTITE AND BIPARTITE BODIES, ILO

10

Tripartite Bodies: Concept & Importance & Evolution ,Indian Labour Conference, Standing Labour Committee & Industrial Committees & other Tripartite Bodies Bipartite dies: Concept & Importance & Evolution of Bi-Partite Bodies Works Committee & Joint Management Councils ,ILO & India

UNIT IV: TRADE UNIONS

07

Concept ,Features ,Functions, structure of Trade Union ,History of Trade Union, Origin & Reasons for slow growth, Types & structure of Trade Union Problems of Trade Union, Worker participation in Management, Trade Union Act,1926

**UNIT V: COLLECTIVE BARGAINING, GRIEVANCE HANDLING & WAGE
NEGOTIATIONS**

08

Collective Bargaining: Meaning, types & Principles of CB Process of Collective Bargaining, Collective Bargaining in India, Levels at which CB have been conducted - Plant Level, Industry Level & National Level Pre-requisites of a Successful Collective Bargaining

Grievance Procedure: Concept & principles of Grievance Handling, Essential conditions of successful handling of Grievances, Causes of Grievances, Procedure for Grievance Settlement, Model Grievance Handling Procedure

**SUGGESTED
READINGS:**

1. Industrial Relations & Collective Bargaining -S.K.Bhatia,Nirmal Singh, Edition 1st, Publisher, Deep & Deep Publishing House
2. Industrial Relations-Amit Agarwal-Pacific Publications-Edition-Ist , 2009
3. Industrial Relations P Venkataraman-Edition, Ist, Aph Publications

**MBA- I YEAR
SEMESTER-II
BM421
Training Methodology
w.e.f 2015-16**

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

OBJECTIVE:

The objective of the course is to provide the learner an insight about how training needs of any organization are determined and fulfilled to develop the employees for better performance. The course focuses on updating management skills.

UNIT-I:THE TRAINING CONTEXT

08

History of training, Philosophy of training, Definition of training, Concepts of training: Nature, Scope, Challenges, Forces influencing Training.

UNIT-II:STRATEGIC TRAINING AND ITS DYNAMICS

07

Strategic Training: Models of training-Faculty, Customer, Matrix, Corporate University and Business Embedded Model. Role of training in HRD, Learning process & principles, Training process & dynamics, Training and development strategies

UNIT-III:TRAINING NEEDS ANALYSIS

10

Training need analysis: The process and Approaches of TNA, Organizational Analysis, Requirement Analysis, Task, Knowledge, Skill and Ability Analysis, Person Analysis, Team Work for conducting TNA, Output of TNA.

Methods of training, Designing of training programs, Development of training systems, Evaluation of training and development

UNIT-IV:TRAINER AND TRAINING

10

Training techniques and trainers role, Training styles-Selecting Trainer, selecting and preparing the Training Site, Pre Training Communication, Facilitation of Training with focus on Trainee. Transfer of Training Conditions Of Transfer, Facilitation of Transfer with focus on Organizational Intervention (Supervisor Support, Peer Support, Trainer Support, Reward System, Climate, etc.) Learning styles, Role of a trainer, Action research in training

**UNIT - V: EMPLOYEE DEVELOPMENT CAREER MANAGEMENT AND FUTURE
OF TRAINING AND DEVELOPMENT 10**

Approaches to Employee Development, Development Planning Process. Types of development programmes-seminar, conferences, symposia. Career Management-Models of Career development
Emerging trends in training methodologies

Suggested Reading:

1. Training & Development: Lynton & Pareek
2. Mapping the training program: Michalak

MBA- I YEAR
SEMESTER-II
BM421
Organization Development
w.e.f 2015-16

Total Number of Sessions-45

Max. Marks: 100

External Assessment: 75

Internal Assessment: 25

L T P C - 3 1 0 4

OBJECTIVE:

The objective of the course is to help students understand the process and intervention for organizational development learn OD as a viable Strategy for changing and improving Organizational effectiveness and understand OD in Global Perspective.

UNIT I: INTRODUCTION TO OD **10**

Definition Nature & Characteristics of organization development. History & Process of O.D. Theories & methods, Goals / Objectives of O.D, O.D. Models, Management development Vs. Organization development

UNIT II: CONDITION FOR OD & PROCESS **10**

Conditions for O.D. Success. Action research: Process, History and Examples. OD Process

UNIT III: FACILITATORS & CULTURE **10**

Development of O.D. facilitators ,OD & Culture, Feedback: Characteristics of effective feedback, survey Feedback, Stress Management

UNIT IV: ORGANIZATION DEVELOPMENT INTERVENTIONS **08**

Overview of organization development interventions: Characteristics of effective interventions, Designing Intervention, Intervention Process. Team interventions, Inter-group, third party & Comprehensive interventions, Structural interventions & Managing organizational change

UNIT V: STRATEGIC INTERVENTIONS **07**

Organizational learning and transformation, Future of organization development, Business ethics and OD, Work Organization and Quality of Work Life (QWL),Restructuring Organization, Job Enrichment, Ethical Issues In OD

Suggested Reading :

1. Organization Development: French & Bell
2. Organization Development: French, Bell & Zawaki
3. Organization Development For Excellence: Kesho Prasad
4. Organization Design, Change & Development: MG Rao, VSP Rao

**MBA- I YEAR
SEMESTER-II
CS405
DATABASE MANAGEMENT SYSTEM
w.e.f 2015-16**

**Total Number of Sessions-45
Max. Marks: 100
External Assessment: 75
Internal Assessment: 25
L T P C - 3 1 0 4**

Objective:

To introduce students with the applications of system designed to manage organisational data resources and to enable better understanding of database in corporate environment

Unit 1 Introduction: 10

Introduction to Database; Organisation of Database; Components of Database Management Systems; Types of Data Models: Entity-Relationship Model, Network Data Model, Hierarchy Data Model; Relational Data Model, Semantic Data Model; Advantages of DBMS, Record Storage & Primary File Organizations, Index Structures for Files.

Unit 2 Database Design: 10

Relational Database Design: Integrity Constraints; Functional Dependencies Normalization; Physical Database Design; Decomposition of Relation Schemes; the Relational Model.

Unit 3 SQL & ORACLE 10

Structured Query Language, Oracle- Creating Table: applying column constraints; Inserting Rows; Views, Indexes & Sequences, Cursor, Triggers, Procedures, Functions & Package.

Unit 4 Database Utilities: 08

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access Advanced Data Models & Emerging Trends: Advanced Data Modeling Concepts, Object Oriented Databases, Distributed Databases & Client Server Architecture

Unit 5 Related recent development 07

SQL, The client/server Database environment, cloud computing (concept and application), contemporary issues.

Suggested Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Pratt, concept of data base management, Vikas
4. Date : An Introduction to Database System, Pearson Education.
5. Leon & Leon, Data Base Management System, Vikas
6. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.

**MBA- I YEAR
SEMESTER-II
CS406
COMPUTER APPLICATION IN BUSINESS
w.e.f 2015-16**

**Total Number of Sessions-45
Max. Marks: 100
External Assessment: 75
Internal Assessment: 25
L T P C - 3 1 0 4**

Objective:

To enable learners understand the use of IT in business and driving change by providing them thorough understanding of fundamental principles and trends in the developing field

Unit 1 Introduction : **10**

Framework for decision support in a business, Management support systems (MSS) - their attributes, comparison and use (comparison of several dimensions' of various MSS viz. TPS / MIS/ DSS/ ES / EIS/ KMS).

Unit 2 Functional Systems: **10**

Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems ; their sub systems, description and organizational levels.

Unit 3 Enterprise Applications **10**

Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management. Enterprise Resource Planning (ERP) - Features, capabilities and Overview of Commercial Software.

Unit 4 Computer networks & Business Process Outsourcing: **08**

Computer networks-Overview, types of computer network(LAN,WAN,MAN), network topologies Concept & Application, Remote Transaction Processing, Documentation and Other Applications - Resource Requirement.

Unit 5 Intellectual Property Right & emerging trends: **07**

IPR Overview and its implications, Batch Processing System, EDI, Electronic Fund Transfer, GPS, mobile communication, Bluetooth, smart cards and other eminent technologies

Suggested readings:

1. Turban, Aronson : Decision Support System & Intelligent System , Pearson.
2. Sadagopan : ERP : A Managerial Perspective, Tata McGraw.
3. Simchi - Levi : Designing & Managing the Supply Chain, TMH.
4. Blanc : Computer Application for the New Millenium, Vikas Publishing.

**MBA- I YEAR
SEMESTER-II
CS407
E – BUSINESS
w.e.f 2015-16**

**Total Number of Sessions-45
Max. Marks: 100
External Assessment: 75
Internal Assessment: 25
L T P C - 3 1 0 4**

Objective:

To equip the students with understanding of concepts and applications of e-business thereby helping them to increase awareness and managerial skills related to technology

Unit 1 Introduction to E-Business:

10

Electronic Business: Overview, Definitions, Advantages & Disadvantages.

Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E - Commerce, Threats of E -Commerce, Managerial Prospective, Rules & Regulations For Controlling E- Commerce.

Unit 2 Technologies:

10

Relationship Between E - Commerce & Networking, Different Types of Networking For E - Commerce, Internet, Intranet & Extranet, Protocols - ISO - OSI, TCP / IP, IP Addressing, Client - Server, Web - Server, EDI Systems, Intelligent Systems.

Unit 3.Business Models & security issues of E - Commerce:

10

Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Security issues: Overview, E - Commerce security threats ,Security Standards, Firewall, Cryptography, Key Management, Password Systems.

Unit 4 E-Strategy & e-governance:

08

Overview, Strategic Methods for developing E - Commerce. Four C's: Convergence, Collaborative Computing, Content Management & Call Centre, Customer Premises Equipment (CPE),e-governance

Unit 5 Applications of e-business

07

WAP Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security. E - logistics, E - Marketing, e-SCM, e-CRM,ERP -a business backbone, Cyber laws

Suggested readings :

1. Kalakotia, Whinston : Frontiers of Electronic Commerce , Pearson Education.
2. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
3. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.
4. Murthy : E - Commerce , Himalaya Publishing.
5. E - Commerce : Strategy Technologies & Applications, Tata McGraw Hill.

**MBA- I YEAR
SEMESTER-II
CS408
ADVANCED DECISION SUPPORT SYSTEM
w.e.f 2015-16**

**Total Number of Sessions-45
Max. Marks: 100
External Assessment: 75
Internal Assessment: 25
L T P C - 3 1 0 4**

Course Objective:

To provide thorough understanding of DSS and to develop potential of the learners in creating applications

Unit 1 Decision-making: 10

Concept, Process, Simon's model, Programmed versus non-programmed decisions, quantitative tools. Decision models: Decision making under assumed certainty, Managerial risk taking and organisational decision making, Modelling uncertainty

Unit 2 Introduction to DSS 10

Characteristics and Objectives: Comparison with EDP/MIS.
Levels of Decision Support System: Specific, Generator and tools - Forecasting packages, Statistical packages; Relationship.

Unit 3 Role and application of DSS: 10

Components of Decision support Systems: Data Subsystem, Model Subsystem, and User-interface, Quantitative models and modelling in DSS.

Unit 4 Data Warehousing: 05

Concepts, database structure, getting data into the data warehouse.

Unit 4 Data Mining: 10

Data Mining: Automated Analysis, constructing a data warehouse system. Group Decision support Systems, Expert system and its integration with DSS. Executive Support System, Applications for decision making.

Suggested readings:

1. Turban, Aronson: Decision Support System & Intelligent System , Pearson.
2. Dr.Sushila Madan : Management information and Control System, Taxman