

MGU

Mahatma Gandhi University

SYLLABUS MANUAL

Jan 2018 Scheme

**Be the Change that you
wish to see in the world.**

—Mahatma Gandhi



**MBA: Two-Year (6-Semester) CBCS Program
Program Code: 704**

Programme Structure

| Course No. | Course Title | Credits | Course Type |
|---------------------|---|---------|-------------|
| SEMESTER I | | | |
| MBA101 | Management- 'Theory and Practice' | 4 | Core Course |
| MBA102 | Accounting and Finance for Managers | 4 | Core Course |
| MBA103 | Managerial Economics | 4 | Core Course |
| MBA104 | Quantitative Techniques for Managerial Applications | 4 | Core Course |
| MBA105 | Business and Economic Environment | 4 | Core Course |
| SEMESTER II | | | |
| MBA201 | Cost and Management Accounting | 4 | Core Course |
| MBA202 | Strategic Management | 4 | Core Course |
| MBA203 | Operation Research | 4 | Core Course |
| MBA204 | Organizational Behaviour | 4 | Core Course |
| MBA205 | Financial Institutes and Markets | 4 | Core Course |
| SEMESTER III | | | |
| MBA301 | Marketing Management | 4 | Core Course |
| MBA302 | Research Methodology | 4 | Core Course |
| MBA303 | Supply Chain Management | 4 | Core Course |

Choose any two Groups from Group A , Group B & Group C (Dual Degree)

GROUP A
Human Resource

Group B
Marketing

Group C
Finance

Group A (Human Resource)

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|---------|----------------------------|---|-----------------|
| MBA304A | Human Resource Management | 4 | Elective Course |
| MBA305A | Organizational Development | 4 | Elective Course |

Group B (Marketing)

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| MBA306B | Marketing of Services | 4 | Elective Course |
| MBA307B | Retail Management | 4 | Elective Course |

Group C (Finance)

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| MBA308C | Financial Management | 4 | Elective Course |
| MBA309C | Financial Analysis | 4 | Elective Course |

SEMESTER IV

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| MBA401 | Business Ethics | 4 | Core Course |
| MBA402 | International Business | 4 | Core Course |
| MBA403 | Project work | 4 | Core Course |

Choose any two Groups from Group A , Group B & Group C (Dual Degree)**Group A (Human Resource)**

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|---------|-------------------------|---|-----------------|
| MBA404A | Compensation Management | 4 | Elective Course |
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| MBA405A | Industrial Relations And Labour Laws | 4 | Elective Course |
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Group B (Marketing Management)

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| MBA406B | Consumer Behaviour | 4 | Elective Course |
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| MBA407B | Product and Brand Management | 4 | Elective Course |
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Group C (Finance)

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| MBA408C | Security Analysis and Portfolio Management | 4 | Elective Course |
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| MBA409C | Corporate Tax Planning | 4 | Elective Course |
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| TOTAL CREDIT = | | 112 | |
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DETAIL SYLLABUS OF TWO YEAR MBA COURSE

SEMESTER-WISE COURSE STRUCTURE

MBA - Syllabus

SEMESTER I

| COURSE CODE: MBA101 | | Marks 100 |
|--|---|------------------|
| COURSE TITLE: Management- 'Theory and Practice' | | |
| Objectives: The objective of this paper is to familiarize the students with basic management concepts and behavioral processes in the organization. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Management an Overview: Definition, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Management Thought: Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective. Skills and Roles of Manager in an organization, Social Responsibilities of Business. | 12 |
| II | Fundamentals of Planning,: Types of plans, Policies & planning premises, planning process, the nature of objectives & process of MBO, Decision making (nature, process & techniques, models, groups and its decision making). Fundamentals of Organizing- Nature and purpose, Elements and process of organizing, Basic departmentation, Span of Management, line and staff concept, centralization and decentralization, Delegation of authority, Determinants of organization structure, New approaches in organization design, downsizing and its implications, organizational climate, organizational creativity and innovation. | 12 |
| III | Direction-concept, its significance and main elements, Coordination (importance and techniques), Leadership - Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, Managerial culture and leadership, Motivation – its concept, nature and theories. Communication – meaning, concept, process types and barriers to an effective communication. | 16 |
| IV | Control- concept, nature, its process & importance, controlling techniques, control of overall performance, span of control, management control systems, behavioural implications of managerial control. | 12 |
| V | Knowledge management, Total Quantity Management, Business process reengineering, Management of productivity, Comparative management in selected countries, International management and MNC"s, corporate governance, Management challenges. Case studies based on above-mentioned curriculum | 12 |
| SUGGESTED BOOK | | |
| 1 | Management, Stephen P.Robbins,Mary Coulter,Neharika Vohra,Pearson | |

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|---|--|------------------|
| COURSE CODE: MBA102 | | Marks 100 |
| COURSE TITLE: Accounting and Finance for Managers | | |
| Objective: The objective of the course is to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Introduction: Financial accounting, its Concept, Importance, Scope, Accounting as an information system, Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP) | 16 |
| II | Financial statements: Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts. | 12 |
| III | Management Accounting: Concept, Need, Importance and Scope. Nature, Attributes and Usefulness of financial statements, Distinction between financial accounting, cost accounting and management accounting, Role and responsibility of management accountant. | 12 |
| IV | Cost accounting: Meaning: Cost, Cost accounting & cost centre. Elements, methods of costing, Preparation of cost sheet and inventory control. | 12 |
| V | Marginal & Standard costing and budget recontrol, Marginal costing, Absorption costing, their difference, Concept and application of CVP analysis in business decision making, Standard costing, Variance analysis. Case studies based on above-mentioned curriculum | 12 |
| SUGGESTED BOOKS | | |
| 1. | Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi. | |
| 2. | Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi. | |

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| COURSE CODE: MBA103 | | Marks 100 |
| COURSE TITLE: Managerial Economics | | |
| Objectives: The objective of the course is to provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Nature and Scope of Managerial Economics: Objective of a firm, Economics theory and managerial theory, Managerial economist's role and responsibilities, Fundamental economic concepts, incremental principle, opportunity cost principle discounting principle, Equ-marginal principle. | 15 |
| II | Demand forecasting and demand analysis: Demand estimation for major consumer durable and non-durable products, Demand forecasting techniques. Demand Analysis; - Individual and market demand function, Law of demand, Determinants of demand, Elasticity of demand- its meaning and importance, Price elasticity, Income elasticity, Supply elasticity and Cross elasticity, Using elasticity in managerial decisions. | 15 |
| III | Production Theory: Production function-production with one and two variable inputs, Stages of production, Economies of scale, Estimation of production function, Cost theory and estimation, Economic value analysis, Short and long run cost function-their nature, shape and inter-relationship, Law of variable proportions, Law of returns to scale. | 15 |
| IV | Price Determination Under Different Market Conditions & Pricing Practice:- Characteristics of different market structures, Price determination and firm's equilibrium in short-run and long-run under perfect competition, Monopoly, monopolistic competition and oligopoly. Methods of price Determination in practice, Pricing of multiple products, Price discrimination, International price discrimination and dumping. | 19 |
| SUGGESTED BOOKS | | |
| 1. | Managerial Economics by H. Craig Petersen, W. Chris Lewis, Sudhir K. Jain –Pearson | |
| 2. | Managerial Economics by Joel Dean- Pentice Hall, Delhi | |

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|---|---|------------------|
| COURSE CODE: MBA104 | | Marks 100 |
| COURSE TITLE: Quantitative Techniques for Managerial Applications | | |
| Objective: The overall aims of this course are to increase your knowledge of finance and to provide you with the computational skills needed for evaluating financial decisions. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Functions: Basic Concepts and Applications in Business. Break-Even Analysis – A Functional Approach. | 16 |
| II | Arithmetic and Geometric: Progressions in Business Vectors, Matrices and Determinants, Algebra in Solving Real Life Business Problems. Applications of differentiation in solving problems related to business and economics. | 12 |
| III | Applications of integration to accounting, business and economic problems. Applications of differential equations. | 12 |
| IV | Mathematics of Finance I: Simple Interest, Compound Interest, Nominal and Effective Rates of Interest. Equation of Value. | 12 |
| V | Mathematics of Finance II: (Annuities): Types of Annuities. The amount of an ordinary annuity. Deferred annuity, Leasing, capital expenditure and bonds. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Business Statistics ,Naval Bajpai,Pearson | |
| 2. | Business Statistics, J K Sharma, Vikash Publishing House | |
| 3 | J.K. Sharma, “Mathematics for Management and Computer Applications”, New Delhi, Galgotia Publication, | |

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| COURSE CODE: MBA105 | | Marks 100 |
| COURSE TITLE: Business and Economic Environment | | |
| Objectives: To familiarize students with the concepts of macro-economic in which a business organization operates and to give an idea about the policies of the government and assess their impact on business. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Business Environment: Components and significance – Scope – Political, Economic, Social, Technological, Legal, Cultural and Labour Environment – Trade Unions – Quality Circles – External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges. | 16 |
| II | Structure of Indian Economy: Economic Systems – Economic Planning – Planning Commission and NITI Ayog – Public Sector – Changing Role – Relevance – Public Sector Reforms – Public Private Participation – Privatization and Disinvestments – Fiscal Policy – Monetary Policy – Structure of Union and State Budgets – Sources of Revenue – Management of Public Debt | 12 |
| III | Profile of Indian Economy: New Economic and Industrial Policy – Economic Reforms – Land Reforms – Liberalization – Problems of Growth – Unemployment – Poverty – Regional Imbalances – SEZ – Social Injustices – Inflation – Black Money – Lack of Technical Knowledge and Information – Globalization Various Aspects – Consequences | 12 |
| IV | Foreign Direct Investment and Institutional Investment : Forms – Policy - FDI in Retail Trade – Problems and Consequences – FEMA – Multinational Corporations Role and Recent Trends – Problems and Consequences – Competition Law. | 12 |
| V | International Agreements – An Overview: WTO – WTO and India – Trade Related Intellectual Property Rights (TRIPS) – Trade related Investment Measures (TRIMS) – General Agreement on Trade in Services (GATS) – BRICS –GAAT – SAARC – ASEAN – OPEC – Intellectual Property Rights – Barriers to Trade – Recent Foreign trade policy. | 12 |
| SUGGESTED BOOKS | | |
| 1. | M. Adhikari: Economic Environment of Business, Sulthan Chand and Sons, New Delhi. | |
| 2. | Ian Worthington, Chris Britton: Business Environment. | |
| 3. | Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai. | |

SEMESTER II

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| COURSE CODE: MBA201 | | Marks 100 |
| COURSE TITLE: Cost and Management Accounting | | |
| Objectives: The objective of the course is to understand the system of utilizing costing and other information to assist the management in the performance and evaluation of their functions for decision making purpose. | | |
| UNITS | CONTENTS | Hours: 64 |
| Group A | | |
| I | Introduction Meaning of cost, costing and cost accounting; objectives and functions of cost accounting; costing as an aid to management; cost concepts and classification, Relationship between cost accounting and financial accounting; Cost accounting and Management Accounting; Methods and Techniques of costing; Concept of cost audit; Preparation of cost sheet. | 10 |
| II | Accounting for Material, Labour and Overhead Material control concept and techniques; E.O.Q. ABC Analysis and VED Analysis. Labour cost control procedures; labour turnover; idle time and over time; methods of wage payment - time and piece rates. Importance and classification of overhead; Factory administrative and selling overheads; allocation and apportionment of overhead; Absorption of overhead - under and over absorption. (Simple application) | 10 |
| III | Standard Costing Meaning of Standard cost & Standard costing; Steps involved in standard costing, Advantages of standard costing; Variance analysis; Classification of variance (Simple application) | 10 |
| Group B | | |
| IV | Introduction Meaning and definition of Management Accounting; Nature, scope and objectives of management accounting; tools and techniques of Management accounting; Role in decision making; Relationship between management accounting and financial accounting. | 14 |
| V | Analysis and Interpretation of Financial Statement Concept and Nature of financial statement; Limitation of financial statement, Need of analysis, tools and techniques, Ratio analysis - Types, uses, significance and limitations; Liquidity, profitability and long term solvency ratios; Statement of changes in financial position; Cash flow statement as per Indian Accounting standards -3 (simple application). | 10 |
| VI | Cost Volume Profit Analysis and Budget & Budgetary Control Concept of C-V-P relationship, Break even analysis, Marginal costing as tools for pricing decisions and levels of activity planning, Meaning of Budget and Budgetary control; Types of Budgets - Fixed and Flexible, Master budget, Zero base budgeting, Performance budgeting, Standard costing Vs. Budgetary control. (Simple application) | 10 |
| SUGGESTED BOOKS | | |
| 1. | Tulsiram: Financial Accounting. Pearson Education, New Delhi. | |
| 2. | Rajaseharam: Financial Accounting. Pearson Education, New Delhi. | |

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| COURSE CODE: MBA202 | | Marks 100 |
| COURSE TITLE: Strategic Management | | |
| Objectives: To help students to understand strategy making process that is informed integrative and responsive to rapid changes in an organization's environment with understanding the tasks of implementing strategy in a global market. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization. | 15 |
| II | Environmental Analysis: Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; The International Product Life Cycle (IPLC) Analysis of Internal Environment– Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage. | 19 |
| III | Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies. Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.) | 15 |
| IV | Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy - Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Multi-country and global strategies; Outsourcing strategies, Issues in global strategy implementation- Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control | 15 |
| SUGGESTED BOOKS | | |
| 1. | Hill, Charles W.L. and Gareth R. Jones, <i>Strategic Management: An Integrated Approach</i> , Cengage Learning, India. | |
| 2. | Davidson, W.H., <i>Global Strategic Management</i> , John Wiley, New York. | |
| 3. | Thompson, Arthur A. and A. J. Strickland, <i>Strategic Management</i> , McGraw Hill, New York. | |

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| COURSE CODE: MBA203 | | Marks 100 |
| COURSE TITLE: Operation Research | | |
| Objective: The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Origin and development of Operations Research (O.P.), phases of O.R., characteristics of O.R. model, role of O.R. in managerial decision making, use and limitations of O.R. | 15 |
| II | Linear Programming Problem (LPP): Meaning, uses and limitations, formulation of general LPP, solutions of LPP, solutions of LPP by graphic method and simplex method, artificial variable technique, duality in linear programming, economic interpretations of dual variables. | 19 |
| III | Assignment and Transportation Problems: Concept of assignment problem; transportation problem: definition, mathematical formulation of transportation problem, to find the initial basic feasible salutation, to derive optimal solution by Modi Method, difference between a transportation problem and an assignment problem. | 15 |
| IV | Theory of Games and Investment Analysis: Theory of Games: Origin, two person and zero-sum (rectangular) game, strategy, maximin and minimax criteria of optimality, saddle point, solution of a rectangular grime with an without saddle point, limitations of games in competition; Investment Analysis: methods of investment analysis, breakeven analysis, payback period method, average (accounting) rate of return method, time adjusted or discounted cash flow (DCF) method, discounted rate, certainty equivalent approach, expected monetary value and Hillier and Hertz's models. | 15 |
| SUGGESTED BOOKS | | |
| 1. | Operations Management For Mbas, third edition By Jack R. Meredith, Scott M. Shafer (Paperback, Wiley India) | |
| 2. | Operations Research: Principles And Practice, second edition By Ravindran, Phillips, Solberg (Paperback, Wiley India) | |
| 3. | Operations, Strategy and Technology: Pursuing The Competitive Edge By Robert Hayes, Gary Pisano, David Upton, Steven Wheelwright (Paperback, Wiley India) | |

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| COURSE CODE: MBA204 | | Marks 100 |
| COURSE TITLE: Organisational Behaviour | | |
| Objectives: The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Conceptual Foundations of Organization Theory and Behaviour: Organizational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behaviour, values, attitudes, personality, and emotions ; Perceptual process and Learning ; Management assumptions about people-McGregor's Theory X and Theory Y, Chris Argyris behaviour patterns. | 19 |
| II | Group Decision making and Communication: Concept and nature of decision making process; Individual versus group decision making; Nominal group technique and Delphi technique; communication effectiveness in organizations; Feedback, Improving Inter-personal Communication- Transactional Analysis and Johari Window. | 15 |
| III | Motivation: Content Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Behaviour modification; Motivation and organizational effectiveness. | 15 |
| IV | Leadership, Power and Conflict: Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures; Power- Bases of Power, power tactics; Conflicts- sources, patterns, levels and strategies | 15 |
| SUGGESTED BOOKS | | |
| 1. | Aswathappa, K., <i>Organization Behaviour</i> , Himalaya Publishing House, New Delhi. | |
| 2. | Singh, K., <i>Organizational Behaviour: Text and Cases</i> , Pearson. | |
| 3. | Robbins, Stephen P. & Timothy A. Judge, <i>Organizational Behaviour</i> , Prentice Hall, N. Delhi. | |

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|--|---|------------------|
| COURSE CODE: MBA205 | | Marks 100 |
| COURSE TITLE: Financial Institutes and Markets | | |
| Objective: To introduce the students the prevailing financial institutions in India including its prime components, players and significance in economic scenario | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Nature and Role of Financial System; Financial System and Economic Development, Overview of Indian Financial System. Major Components-Money Market, Capital Market, Forex Market and Derivative Market. | 10 |
| II | Money Market, constituents of money market, participants in money market, money market instruments; Capital Market, Primary Market: Equity and Debt Market, Secondary Market- stock market and trading mechanism, Derivatives and risk management- various types of derivatives forward, futures and options, trading on derivatives. | 14 |
| III | Financial Institutions: Commercial Banks-Functions of modern commercial bank, Development of Commercial Banks in India, structure of commercial banks in India, Role of Commercial banks, Reforms in commercial banking. | 10 |
| IV | Non-banking Financial Institutions (NBFIs)- Role of NBFIs , sources of finance, functions and investment policies, Types of NBFIS; Mutual Funds- Concept, types, role of mutual funds in financial market, regulation of mutual funds under SEBI, Credit Rating and Credit Rating Agencies. | 10 |
| V | Regulatory Institutions- Role of Government in Financial markets, Reserve Bank of India; Functions, Role of RBI in regulating financial market, Securities and Exchange Board of India and regulating provisions, Securities (Contract and Regulation)Act 1956. | 10 |
| VI | Foreign Capital flows: forms of foreign capital, uses of foreign capital, international financial instruments, trends of foreign capital inflows in India. | 10 |
| SUGGESTED BOOKS | | |
| 1. | Indian Financial System, M.Y. Khan, The McGraw Hill Companies. | |
| 2. | Financial Institutions and Markets, Structure, Growth and Innovations, L.M. Bhole, The McGraw Hill Companies | |

SEMESTER III

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| COURSE CODE: MBA301 | | Marks 100 |
| COURSE TITLE: Marketing Management | | |
| Objectives: To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions. Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process. | 19 |
| II | Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in Product and pricing decisions. | 15 |
| III | Distribution Decisions: Channels of distribution – concept and importance; Different types of distributions, middlemen and their functions; Channel management, Selection, motivation and performance appraisal of distribution middlemen; Retailing and wholesaling – Developments and Indian perspective; Distribution logistics – concept, importance and major logistics decisions. | 15 |
| IV | Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing the marketing department; Sales, cost and profit analysis. Social, Ethical and Legal Aspects of Marketing; Consumer Protection in India; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments – Issues, salient features and their applications in India. | 15 |
| SUGGESTED BOOKS | | |
| 1. | Kotler Philip and Kevin Keller <i>Marketing Management</i> , 13th ed., Pearson Prentice – | |
| 2. | Kotler, Philip, and Gary Armstrong, <i>Principles of Marketing</i> , 12th ed., Pearson Prentice-Hall | |

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| COURSE CODE: MBA302 | | Marks 100 |
| COURSE TITLE: Research Methodology | | |
| Objectives: To equip and orient the students towards research. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Concept and nature of research, objectives of research, criteria of a good research, social science research, business research, approaches to research-qualitative and quantitative research, types of research-pure and applied research, descriptive and analytical research, exploratory and empirical research, case study research, research and research methodology, difficulties of social science research in India. | 10 |
| II | Research Design- features of a good research design. Defining research problem, components of research problem, selection and formulation of research problem; formulation of hypothesis, types of research design research design for experimental, exploratory and descriptive research. | 10 |
| III | Sampling Design: meaning and significance of sample, sampling process, principles of sampling: essentials of a good sample, methods of sampling: random sampling, stratified sampling, judgment or purposive sampling, double and multistage sampling; determination of sample size. | 10 |
| IV | Data Collection: types of data, methods of collection of primary data, collection secondary data and limitations of secondary data. | 4 |
| V | Data processing, analysis and interpretation: steps in data processing, editing, coding, classification and tabulation, analysis and interpretation of data. | 10 |
| VI | Test of Significance and Analysis of Variance (ANOVA): testing of hypothesis, Z-test, chi-square test and F-test; ANOVA: meaning, basics principles, assumptions, one-way and two-way ANOVA. | 10 |
| VII | Report Writing: Types of report, steps in report writing, format of report, presentation style. | 10 |
| SUGGESTED BOOKS | | |
| 1. | Research Methodology, C. R. Kothari, New Age International Publisher | |
| 2. | Research Methodology, Ranjit Kumar, Pearson Education | |

COURSE CODE: MBA303**Marks 100****COURSE TITLE: Supply Chain Management****Objectives:** To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.

| UNITS | CONTENTS | |
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| I | Introduction to Supply Chain Management: Concept, objectives and functions of SCM, SCM strategy, operating model for supply chain, managing internal and external supply chain, Global SCM, EDL Reserve supply chain, value chain and value delivery system for SCM. | |
| II | Logistics Management Inbound, internal and outbound logistics in SCM. Developing the logistics organization for effective SCM, developing integrated logistics strategy. 3 PL, 4 PL, transportation in supply chain, factor effecting transport selection. Role of handling in SCM. | |
| III | Sourcing: Sourcing of materials, problems, e-procurement, group purchasing, inventory management in supply chain - role and importance. Inventory policies, JIT, VMI. Inventory as an element of customer service. | |
| IV | Strategic issues in supply chain: Lean manufacturing, strategic partnerships, alliances and collaborative advantages, best practices and bench marking of supply chain. Modeling and optimization in supply chain. | |
| V | Retailing and supply chain interface: Retail supply chain management, transportation and inventory in supply chain, channel design and management. Customer focus in supply chain, customer-led business, developing customer service strategy, relationship management with suppliers and customers and employees. | |
| SUGGESTED BOOKS | | |
| 1. | Ballau, R.H., <i>Business Logistics Management</i> , Prentice Hall, Englewood Cliffs. | |
| 2. | Christopher, M., <i>Logistics and Supply Chain Management</i> , Prentice Hall. | |

| | | |
|---|---|------------------|
| COURSE CODE: MBA304A | | Marks 100 |
| COURSE TITLE: Human Resource Management | | |
| Objectives: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Introduction to HRM: Meaning, objectives, need, HRM vs. Personnel management, Roles of HR manager, Principles of effective HRM, Challenges for HR managers, HRM environment in India, Current trends and changing environment in India. Strategic HRM: Definition, Traditional vs. Strategic HRM | 16 |
| II | Recruitment & selection: Meaning, Job analysis (Job description & Job specification) Recruitment: Sources, methods and techniques of recruitment and selection, Placement. | 12 |
| III | Training & Development: Meaning, need & assessment of training needs, advantages, types of training, principles of effective training, process, training evaluation. Performance appraisal: Meaning, objectives, principles, process and limitations, 360 degree performance appraisal. | 12 |
| IV | Employee compensation: Definition of wage & salary, components of remuneration, methods of wage payment and compensation, process of determination of compensation, incentive wage plans, and essentials of sound wage plans. | 12 |
| V | Industrial relations: Trade Unions, Need & importance of sound Union–management relations, measure to improve union-management relations, hindering factors in union-management relations. Industrial conflict: Meaning, causes, machinery for settlement of industrial disputes. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3rd ed. | |
| 2. | Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6th ed. | |
| 3. | Ivancevich, John M., Human Resource Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008, 10th ed. | |

COURSE CODE: MBA305A**Marks 100****COURSE TITLE: Organizational Development**

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

| UNITS | CONTENTS | Hours: 64 |
|------------------------|--|------------------|
| I | Organization Change- Need, Types, process , Approaches to problem diagnosis; Factors affecting change- Environmental, Technological, Legal, Political, Social, &, Cultural factors ;; Models & techniques involved in Planned changes; Guidelines for Facilitating change. | 16 |
| II | Nature, basic assumptions, Characteristics & process of Organizational Development, OD interventions ,The Lab training, The survey research and feedback , The Action Research ,Role of change agent. | 12 |
| III | Steps in OD, General OD competencies, OD skills, Designing interventions- Interpersonal, Team, Intergroup and System. | 12 |
| IV | Determinants of Organizational Design, Components of Organization Design, Organization – The Environment Interface, Organizational Decision Making. | 12 |
| V | Evaluation of OD, Ethics of OD Professionals, Future of OD | 12 |
| SUGGESTED BOOKS | | |
| 1. | French, W. H. and Bell; CH. Organisation Development; Prentice Hall of India;New Delhi | |
| 2. | French, W. L. etc; Organization Development Theory; Practice and Research; 3rd ed. Unive Book Stall; New Delhi; | |

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|---|---|------------------|
| COURSE CODE: MBA306B | | Marks 100 |
| COURSE TITLE: Marketing of Services | | |
| Objective: The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification. | 16 |
| II | Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing. | 12 |
| III | Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services. | 12 |
| IV | Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-Supply Management; Service Failure and Service Recovery. | 12 |
| V | Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India. | 12 |
| SUGGESTED BOOKS | | |
| 1. | J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002. | |
| 2 | Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi. | |
| 3 | Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai. | |

| COURSE CODE: MBA307B | | Marks 100 |
|--|---|------------------|
| COURSE TITLE: Retail Management | | |
| Objectives: The course will focus on manufactures, perspective on retailers and understanding of the retail business. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Retailing: Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Trends in Retailing in India and abroad. | 12 |
| II | Retailing Mix: Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk etc. | 12 |
| III | Retail Store Location: Design and Layout Decision: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display. | 12 |
| IV | Merchandise Planning: Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Retail Promotion; Supply Chain Management; Warehousing; Staying Ahead of Competition. | 16 |
| V | Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and Other Current and Emerging non-store Formats like e- retailing, Television Home Shopping, Vender Machine Retailing etc. ; Retail Equity; Technology In Retailing; Live projects in Retailing. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi. | |
| 2. | Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi. | |
| 3. | Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi. | |

COURSE CODE: MBA308C**Marks 100****COURSE TITLE: Financial Management**

Objective: The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

| UNITS | CONTENTS | Hours: 64 |
|------------------------|--|------------------|
| I | Introduction: Concept, scope, classification of finance function, objectives of financial management, profit maximization vs. wealth maximization, financial modeling-Concepts, scope and limitations. | 16 |
| II | Sources of finance: Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Long term sources- Shares, Debentures/Bonds, Leasing, Hire purchase, Venture capital, emerging financial instruments. Emerging short-term and long term financial instruments. | 12 |
| III | Financing decisions: Cost of capital, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted average cost of capital. Leverage, Trading on equity, factors affecting trading on equity, merits and limitations, operating leverage, financial leverage and combined leverage. Capital structure: Concepts and determinants of capital structure, Approaches to establish appropriate capital structure-EBIT-EPS, Cost of capital & Valuation, Cash Flow approach. | 12 |
| IV | Investment decisions: Capital budgeting-Nature, scope, techniques (traditional and discounted cash flow). Working capital management: Concept of working capital, Factors affecting working capital requirements, Computation of working capital requirements. | 12 |
| V | Dividend decision: Dividend and its types, Factors influencing dividend decision, Dividend payment retention decision: a. Dividend theories of relevance: Walter's model, Gordon's model b. Dividend theories of irrelevance: MM Hypothesis | 12 |
| SUGGESTED BOOKS | | |
| 1. | Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9th ed. | |
| 2 | Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw- Hill Publishing Company Ltd., New Delhi, 2007 | |
| 3 | Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010. | |

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| COURSE CODE: MBA309C | | Marks 100 |
| COURSE TITLE: Financial Analysis | | |
| Objectives: To make the students familiar with various tools and techniques of financial statement analysis for decision making purposes | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Constituents of Financial Statement and their features, Elements of Financial Statement and their features; Accounting Information, Sources of Accounting Information, Qualitative features of Accounting Information; Various user groups of Accounting Information and their Accounting Information need in decision-making process. | 10 |
| II | Conceptual Framework of Accounting and Reporting; GAAP and Accounting Standards, their application in the preparation of Financial Statements; Accounting Standard Setting Process in India, and their compliance requirement. | 10 |
| III | Review of Companies Act.1956 (including its amendments) in the preparation and presentation of Financial Statement. | 10 |
| IV | Techniques and .tools of Financial Statement Analysis: Accounting Ratios, Common size Statement, Trend Analysis, Comparative Statement. | 10 |
| V | Application of Accounting Ratios in Decision Making; Predictive Value of Accounting Ratios. Ratio Analysis for Performance Evaluation (Activity and Profitability).Ratio Analysis for Financial Health (Solvency and Structural Analysis). | 10 |
| VI | Statement of Changes in Financial Position: Funds Flow Analysis and Cash Flow Analysis; Cash Flow Statement and Cash Flow Accounting, Models of Cash Flow Accounting. | 14 |
| SUGGESTED BOOKS | | |
| 1. | Financial Statement Analysis - S. Sikidar & H. C. Gautam, New Central | |
| 2. | Management Accounting - R. K. Sharma & S. K. Gupta, Kalyani Publishers, Ludhiana | |
| 3. | Advanced Management Accounting - R. S. Kaplan & A. A. Atkinson | |

SEMESTER IV

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| COURSE CODE: MBA401 | | Marks 100 |
| COURSE TITLE: Business Ethics | | |
| Objectives: The course aims at imparting knowledge of Business Ethics, Indian Ethos & Values and role of Ethics in management Decision Making. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Introduction to business ethics: nature, purpose & principles of ethics; Morals for organizational interest; ethics and conflict of interest; Ethics, culture and values: Importance of culture in organizations; | 12 |
| II | Indian ethos and value systems: concepts of Dharma; Nishkama karma and Purusharthas; Model of management in the Indian socio political environment; Gandhian approach in management & trusteeship; Work ethos; ethics and social implications of business policy and corporate social responsibility. | 16 |
| III | Business ethics: Relevance of values in Management; Holistic approach for managers in decision making; Ethical Management: Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers; Communicating ethic; Social and Ethical Audit; | 12 |
| IV | Corporate Governance Transparency; International Ethical bodies; Ethics in work place; Ethical issues in Marketing, Finance, HRM, Operations, Accounting areas. | 12 |
| V | Ethical issues in MNCs, Global Ethical Scenario; Ethical issues in Mergers and Acquisitions; Social Obligations in Global Business | 12 |
| SUGGESTED BOOKS | | |
| 1. | Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University | |
| 2. | Boatright, John R, Ethics and the Conduct of Business, Pearson Education, New Delhi | |

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| COURSE CODE: MBA402 | | Marks 100 |
| COURSE TITLE: International Business | | |
| Objectives: With globalization markets are inching towards a global market rather than domestic market. This paper aims to expose the students to the international business environment and decision areas required to operate successfully in international businesses. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Concepts: Definition, importance, difference between International trade and International business, Major components of International business. | 12 |
| II | Multinational Corporations: Concept of Multinational Corporations (MNCs) and Transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country. | 12 |
| III | International Financial management: MNCs financial management, International financial system, Concept of Risks and rewards. | 12 |
| IV | International cash management: International cash management components, receivable and non receivables, capital budgeting. | 12 |
| V | Global institutions: Role of financial and economic institutions, IMF, IFC, IDA, IBRD, WTO, UNCTAD | 16 |
| SUGGESTED BOOKS | | |
| 1. | Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, | |
| 2. | P. Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 2008, 2 nd ed. | |
| 3. | Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007. | |

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| COURSE CODE: MBA403 | | Hours: 64 |
| COURSE TITLE: Project Work* | | |
| Objectives: The Objective of this course is to sensitize students towards research. (On any topic related to specialization of student) (Common for all students) | | |
| Division of Marks | | |
| Report Writing | 70 | |
| Viva Voce | 30 | |
| Total | 100 | |
| *There shall be no internal evaluation in this paper. | | |

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| COURSE CODE: MBA404A | | Marks 100 |
| COURSE TITLE: Compensation Management | | |
| Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skill in designing, analyzing and restructuring reward management systems, policies and strategies. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improve Competitiveness | 12 |
| II | Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-Industry Compensation Differentials; Internal and External Equity in Compensation System | 16 |
| III | Tools Used in Designing Improving and Implementing Compensation Packages; Compensation Design for Specific Types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc | 12 |
| IV | Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems | 12 |
| V | Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Armstrong Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration London Kegan Paul. 1988. | |
| 2 | Hendorson. Richard I Compensation Management; Rewarding Performance. 6th ed. Englewood Cliff Prentice Hall Inc | |
| 3 | Bergess, Lenard R. Wage and Salary Administration. London, Charles E-Merril, | |

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| COURSE CODE: MBA405A | | Marks 100 |
| COURSE TITLE: Industrial Relations And Labour Laws | | |
| Objective: This course inculcates to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels. Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Industrial Relations concept; socio- economic scenario and industrial relation; the role of State. Trade Unions their roles and Importance, Registration, Recognition, Functions, Problems & Future of Trade Union. | 15 |
| II | Managing trade unions; Trade union and the employee; Discipline and Grievance Management; Collective Bargaining; Bargaining and Negotiating Skills, Employee Engagement: Industrial Democracy and Harmonization of Industrial Relation-; Collective Bargaining. Relations Employee Empowerment and Quality Management; Industrial Relations and Technological Change; Role of ILO | 19 |
| III | Factories Act 1948, Workmen"s Compensation Act 1923, E.S.I.C. Act, 1948 | 15 |
| IV | Industrial Dispute Act 1947, Trade Unions Act, 1926. Minimum Wages Act, 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965. Payment of Gratuity Act, 1972: Provident Fund Act 1952 | 15 |
| SUGGESTED BOOKS | | |
| 1. | Dynamics of industrial relations – Mamoria, mamoria & Gankar, Himalaya Publishing House, New Delhi. | |
| 2. | Niland, J R. etc., The Future of Industrial Relations, Sage, New Delhi. | |
| 3. | Ramaswamy, E A. The Strategic Management of industrial Relations, Oxford University Press, New Delhi, | |

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| COURSE CODE: MBA406B | | Marks 100 |
| COURSE TITLE: Consumer Behaviour | | |
| Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and impact of technology. Conducting consumer research – overview of process, complexities and issues | 19 |
| II | Consumer Decision Making Process: Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making. | 15 |
| III | Individual differences in consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis. | 15 |
| IV | Socio-Cultural Determinants of consumer behaviour: Family and household influence on consumer buying behaviour; Group and their influences-WOM and opinion leaders, Social class; Culture and sub-culture. Cross-cultural dimensions of consumer behaviour, Models of Consumer Behaviour and Business buying behaviour | 15 |
| SUGGESTED BOOKS | | |
| 1. | Schiffman, L.G. and L.L.Kanuk, <i>Consumer Behaviour</i> , Prentice Hall. | |
| 2. | Engel, J.F., Roser D. Blackwell and Paul W. Miniard, <i>Consumer Behaviour</i> , Cengage Learning. | |

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|---|---|------------------|
| COURSE CODE: MBA407B | | Marks 100 |
| COURSE TITLE: Product and Brand Management | | |
| Objective: The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and Brand Management. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Product Management: Product Concepts and Classification; Product Mix and Line Decisions; Managing Premium Products. | 12 |
| II | Product & Technology Life Cycle: Product Development Process; New Product Launches; Pricing Decision & Strategies | 16 |
| III | Concept and importance of Branding: Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes. | 12 |
| IV | Brand Positioning and Re-launch: Brand building and communication. Branding in Specific Sectors: Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing | 12 |
| V | Brand Equity: Sources & Benefits; Designing Marketing Programs to build Brand Equity; Measurement of Brand Equity. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002. | |
| 2. | Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991. | |
| 3. | Keller, Kevin Lana. Strategic Brand Management, Prentice Hall, 1998 | |

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| COURSE CODE: MP408C | | Marks 100 |
| COURSE TITLE: Security Analysis And Portfolio Management | | |
| Objectives: This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges. | | |
| UNITS | CONTENTS | Hours: 64 |
| I | Investment: concept of investment, investment objectives, security and non-security form of investment, concept of portfolio management, phases of portfolio management; risk and return, types of risk measurement of risk. | 16 |
| II | Securities market: securities market and their functions, methods of raising capital, stock market in India, security market Indices-purpose, factors influencing construction of index, methods of constructing index. | 12 |
| III | Analysis of equity investment: economic analysis, industry and company analysis, technical analysis, efficient market hypothesis. | 12 |
| IV | Portfolio Analysis: meaning, portfolio risk and return, mark with risk-return optimization, single index model, Sharpe index model, portfolio data, efficient frontier; portfolio selection- risk and investor preference, capital asset pricing model. | 12 |
| V | Portfolio Revision: meaning, significance and strategies; portfolio evaluation meaning, performance measurement of portfolios, Sharpe's, Treynor's and Jensens's measure of portfolio performance. | 12 |
| VI | Derivative: meaning and evaluation of derivatives, options, futures, portfolio management using futures and options. | 12 |
| SUGGESTED BOOKS | | |
| 1. | Chandra, P. 2002, Investment Analysis, Tata McGraw Hill | |
| 2. | Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed. | |
| 3. | Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India | |

COURSE CODE: MBA409C**Marks 100****COURSE TITLE: Corporate Tax Planning**

Objective: The course aims at making the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

| UNITS | CONTENTS | Hours: 64 |
|------------------------|--|------------------|
| I | Basic Concepts: Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies. An overview of various provisions of Business & profession & Capital gains – applicable to companies, Overview of Direct Tax Code. | 16 |
| II | Assessment of Companies: Computation of taxable income, MAT, Set off & carry forward of losses in companies, Deductions from Gross total income applicable to companies. | 12 |
| III | Other Issues in assessment of companies: Tax planning with reference to new projects/expansions/rehabilitation plans including mergers, amalgamation or de-mergers of companies, Concept of avoidance of double taxation. | 12 |
| IV | Wealth Tax: An overview of wealth tax provisions to the extent applicable to companies. | 12 |
| V | Indirect Taxation GST, Service tax, VAT-their computation and filing of returns, impact of annual union budget on tax structure , procedure of filing of company's tax returns. | 12 |
| SUGGESTED BOOKS | | |
| 1 | Singhania V.K. & Singhania Kapil, Direct taxes law & practices, Taxmann. | |
| 2 | Singhania, V.K., Student's guide to Income Tax, Taxmann. | |