Syllabus:

SEMESTER-I

MBAT 101 PRINCIPLES AND PRACTICES OF MANAGEMENT

Unit1 Introduction
Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

Unit2 Planning
Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

Unit3 Organising
Nature of Organising, Formal and Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

Unit4 Staffing
Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion,
Separation, Performance Appraisal, The Peter's Principle.

Unit5 Leading and Controlling
Motivation: McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs,
Making Communication Effective

Controlling: Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Suggested Readings

Heinz Weihrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 13th ed., TMH. New Delhi
Harald Koontz and Heinz Weigh rich, Elements of Management. 9 ed., TMH. New Delhi2012
Stoner James A. F. ,R. Edward Freeman and Daniel R, Gilbert Jr. Management,
Stephen P. Robbins and David A. Decenzo, Management;PHI
Newman, Summer, Gilbert Management; PHI
J S Chandan, Management-Concepts and Strategies- Vikas Publication-NOIDA

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 102 FINANCIAL ACCOUNTING

Unit1
Introduction to Financial Accounting
Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

Unit2
Accounting System and Process
Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

Unit3
The Accounting Process
The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors.

Unit4
Financial Statement Analysis
The Tools of Analysis, Horizontal Analysis, Vertical Analysis ,Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3(Revised).

Unit5
Corporate Accounting: Financial Statement of Companies and Adjustment Entries (An overview of Corporate Finance)
Accounting: Assets and Liabilities: Depreciation and Amortisation Inventory Valuation and Accounting, Recent Trends in Corporate Reporting and Introduction to Indian Accounting Standards. International Financial Reporting Standards: An overview.

Suggested Readings

Robert n Anthony, Hawkins and Merchant, Accounting TMH
Chaudhary,A.,FundamentalsofAccountingandFinancialAnalysis,Pearson
Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
Maheshwari, S Nand Sunil "Financial Accounting: Sultan chand and Sons, New Delhi
Monga, GR "Financial Accounting: Concepts and Application", Mayoor Paper Books, New Delhi
Tulsian P C "Financial Accounting, Pearson Education

MBAT 103 QUANTITATIVE TECHNIQUES

Unit1

Definition of Statistics, Characteristics, Functions ,Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management, Introduction to Sampling.

Classification and Presentation of Data
Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and

Graphic Representation -Line, Bar, Rectangle and Pie Diagram, Graphs-Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives-Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

Unit2
Measures of Central Tendency and Dispersion
Average-Concept, Types, Mathematical Averages-Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly-Coefficient of Skewness, Kurtosis.

Unit3
Correlation and Regression
Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman'sCoefficient of Rank Correlation; Concurrent Deviation; Regression-Method of Least
Squares, Method of Regression Coefficient, Properties of Regression Coefficient, Partial and Multiple Correlation and Regression Coefficient.

Unit4
Time Series and Forecasting
Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation ,Methods of Estimating Trend ,Choosing Appropriate Forecasting Model.

Unit5
Probability and Probability Distribution
Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal, Expontial Distribution and its problems.

Suggested Readings
Richard I Levin and DavidS. Rubin, Statistics for Management, 8ed., New Delhi: Pearson Education,2011
David M. Levine, Timothy C. Kribbeil, Mark Berenson and P .K .Vishawanath, BasicStatistics: A First Course, 5thed., New Delhi: Pearson Education,2011
G. C .Beri, Business Statistics, TataMcGrawHill,2nd ed., (New Delhi), 2005
J. K. Sharma, Business Statistics, 2nd ed.,(New Delhi):PearsonEducation,2007 5.Gerald Keller Introduction to Statistics (New Delhi): Cengage Learning,2012 6.Levine, Stephan, Kribbeil and Borenjon, Statistics for Managers using Microsoft
Excel, New Delhi:PHI,2 Ed.,2007

MBAT 104 MANAGERIAL ECONOMICS

Unit1 Introduction
Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, CircularFlow

in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

Unit2 Market Forces: Demand and Supply

Demand Analysis: Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.
Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity ofSupply.

Unit3
Production Function and Cost Analysis
Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglous Production Function, Laws of Production and analysis :Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis ;Economies and Diseconomies of scale.

Unit4
Organization of the Firm
Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly ; Baumol's Marries' and O. WilliamsonsModel.

Unit5
Factor Pricing
Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

Note: *Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.*

Suggested Readings

Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning/Pearson, New Delhi,2004.
Goel Dean, Managerial Economics
G S Gupta, Managerial Economics,2 Edition, Tata McGraw-Hill Publishing Co. Ltd. ,NewDelhi, 2011
Dominique Salvatore, Managerial Economics in a Global Economy, 4Ed., Cengage Learning,2006
D N Dwivedi, Managerial Economics, 4th ed.,Vikas Publishing House, NewDelhi,2006
Koutsoyiannis A., Modern Micro Economics, MacMillan,2000
Paul Samuel son and Nordhaus, Economics, 19 ed. Tata McGraw-Hill, New Delhi

MBAT 105 CORPORATE LEGAL ENVIRONMENT

Unit 1
Laws of Contract (The Indian Contract Act,1872)
Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void

agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

Unit2
The Sale of Goods Act,1930
Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights ,rights of buyers, Sale by Auction.

Unit3
The Negotiable Instruments Act,1881
Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments ;holder and holder-in-due Course ;Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques ;Obligations of Banker and Customer ;Dishonour and discharge of negotiable instruments.

Unit4
The Consumer Protection Act, 1986: Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal ,Major Decided Cases.
The Competition Act, 2002: Basic Concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act :Role and Working of Competition Commission of India.

Unit5
The Companies Act
An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.

Suggested Readings

1.M.C.Kuchhal –Business Law, Vikas Publishing House, Delhi 2.RavindraKumar,Legal Aspects of Business, Cengage learning,NewDelhi,2011
3.S.S. Gulsan, Mercantile Law, Excel Books.
Avtar Singh,Business Laws,Eastern Law Publishing, Lucknow
MC Kuchhal,Indian Company Law,Shri Mahavir Book Depot,Delhi,2011
6.V.K.Agrawal,Consumer Protection:Law and Practice,Bharat Law House, New Delhi,
2012.

MBAT 106 PROFESSIONAL BUSINESS COMMUNICATION

Unit1
Importance of communication skills in Business Management. Types of communication :the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

Unit2
Verbal and Non-verbal Communication
Persona language and body language. Types of managerial speeches: occasional speech;

thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

Unit3
Written Communication Skills
Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications .Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

Unit4
Recruitment and Employment Correspondence
Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

Unit5
Business and Social Etiquette
Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

Suggested Readings
Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills,3/e,TMH.New Delhi.
Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande(2009).Business Communication: Making Connections in a Digital World,11/e.TMH.New Delhi.
Booher,Dianna(2001).E Writing: 21st Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
Guffey, Mary Ellen(2006).E-book—Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Pulishing/ Thomson.
Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age,5/e., Jaico Reprint, Jaico, New Delhi.
Bovee, Thill and Schatzman, 'Business Communication Today', Pearsoned. 2007(4ed.)

MBAT 107 MIS AND COMPUTER APPLICATION IN BUSINESS
Unit1
Concept of Computers: Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.
Types of Computers: Analog, Digital, Hybrid, General Purpose and Special PurposeComputers, Micro Computers, Mini – Computers, Main-frame Computer, and SuperComputers.

Unit2
Input-Output Devices: Storage Units (Disks, CD-ROM,DVD–RO Magnetic tapes), Memory Types (Cache, RAM,ROM)
Data and Information Concepts: Definition, Meaning and concept of data and information,

methods of data processing, data mining and warehousing.
Data Communication: Operating Systems Concepts, Fundamental of Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

Unit3 MS Window
MS Windows, MSOffice (MS Word ,PowerPoint, Excel, Access and Outlook)

Unit4
Information Systems in Global Business Today
The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS,Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

Unit5
Business Application of MIS :e-commerce, Electronic Payments Systems, Enterprise Resource Planning(ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies :Customer Relationship Management(CRM), Supply Chain Management(SCM), Data Warehousing, Data Mining, Business Information System.

Business Expert Systems: Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

Suggested Readings

1.Lucas Jr. H C, Information Technology for Management, McGraw Hill, New York,1997
2.Kenneth C. Loudon and Jane P. Loudon(2004), Management Information Systems,8/E, Pearson Education
3.James A.O. Brien (200),Management Information Systems.5/E, Tata Mcgraw -Hill.4.Saxena S, First Course in Computers;VikasPublication,NewDelhi,2003
5.Leaon, Alexis & Mathews- Information Technology, Vikas Publications, 2006. 6.Sinha,P K-Fundamentals of Computers ,BPB Publications, New Delhi, 2011.

SEMESTER-II

MBAT 201 BUSINESS ENVIRONMENT

Unit1Introduction
Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

Unit2
Economic Environment
History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget asinstrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy(1991) and its Impact on Business.

Unit3
Politico-Legal Environment

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

Unit4
Technological Environment: Factors Influencing Technological Environment, Role andImpact of Technology on Business. Transfer of Technology -Channels, Methods and Limitations.
Demographic and Socio-Cultural Environment: Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

Unit5
Foreign Investment and Trade Regulation
Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade ,Disinvestment in Public Sector Units.

Suggested Readings
Cherunilam, Francis –Business Environment, Himalaya Publishing House 2.Paul,Justin-BusinessEnvironment,Tata Mc GrawHill, New
Delhi
3. Aswathappa, K., Business Environment and Strategic Management, HP4.Mukherjee Sampath, Economic Environment of Business.
5.I.C. Dhingra, Indian Economics: Environment and Policy,25 ed., Sultan Chand & Sons, New Delhi,2012

SKMishra and V K puri, 4th ed., Economic Environment of Business, Himalaya Publishing House,Mumbai,2011.
7.H.L. Ahuja,EconomicEnvironmentofBusiness-MacroeconomicAnalysis,S.Chand

MBAT 202 ORGANISATIONAL BEHAVIOUR

UNIT 1 Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit2
Perception, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.

Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; Mcgregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory;

Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

Unit3

Personality:Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organizational Behavior; Locus of Control; Machiavellianism;

Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.

Leadership: Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.

Stress: Concept; Consequences and sources; Stress Management: Approaches.

Unit4

Group Behaviour: Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.

Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.

Unit5 (a) Organisation Power and Politics: Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.

Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings

Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12 ed., Pearson Education,2011.

Fred Luthans, Organisational Behaviour, 11 ed., Mc Graw Hill,2009.

W. Newstrom, John, Organisational Behaviour,10 ed., Tata Mc Graw –Hill 2009.

Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour, 8 India, Eastern Economy Edition, 2006.

SS Khanka, Organisational Behaviour, S. Chand & Co., New Delhi, 2008.

Sanghi Seema, Organisational Behaviour, Pearson, 2011.

MBAT 203 MANAGEMENT ACCOUNTING

Unit 1Introduction
Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

Unit2
Budgeting and Budgetary Control
Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

Unit3
Standard Costing
Concept of Standard Coast and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

Unit4
Marginal Costing and Decision-Making
Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

Unit5
Responsibility Accounting
Concept and Approaches to Responsibility Accounting. Different Responsibility Centres Significance; Divisional Performance Measurement – Financial Measures.

Suggest Readings

Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008
Khan, M.Y., and P.K. Jain, Management Accounting, 6 ed., Tata McGraw-Hill, New Delhi, 2009
Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning andControl, 3ed., Tata McGraw-Hill, New Delhi, 2005
Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13ed., Tata McGraw-Hill, New Delhi, 2010

MBAT 204 MARKETING MANAGEMENT

Unit 1
Marketing Concept
Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.
Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

Unit 2 Consumer Behaviour: Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer

Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour;Consumer Decision-Making Process in Buying.
Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

Unit 3
Product Decisions
Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

Unit 4
Price Decisions: Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.
Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution;
+Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Unit 5
Promotion Decisions: Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.
Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings

Kotler Philip and Gray Armstrong: Principles of Marketing, Prentice hall New Delhi
Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi
Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi
Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York
Rajan Saxena, Marketing Management, 3 ed, Tata MCGraw Hill, New Delhi, 2009

MBAT 205 HUMAN RESOURCE MANAGEMENT

Unit 1
Introduction to Human Resource Management
(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit 2
Acquisition of Human Resource Management
(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

Unit3
Developing Human Resources
(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

Unit 4
Performance Appraisal
(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal(g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

Unit5
Motivating Human Resources
(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management
(c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits (e) Discipline and Employees' Grievance Redressal.

Suggested Readings
Dessler, Gray, and Biju Varkkey, Human Resource Management, 11ed., Pearson Education, New Delhi, 2009
David S . Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 3edition, Prentice-Hall of India, New Delhi, 2006
K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill

RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.
Biswajeet Pattanayak, Human Resource Management, 3rd ed., Prentice-Hall of India, New Delhi
Gomez-Mejia, et al., Managing Human Resources, 3ed., Pearson Education
Ivancevich, Human Resource Management, Tata McGraw-Hill

MBAT 206 PRODUCTION AND OPERATIONS MANAGEMENT

Unit 1 Introduction
Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Lastudentt Planning and Analysis.

Unit 2
Production System and Related Concepts
Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit3
Scheduling and measuring Production Activities
Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit4
Material and Inventory Management
An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

Unit5
Quality in Production and Operations Management
Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Suggested Readings

Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005
Baff .ES, Modern Production Management; John Willey,NewYork1993Garg, Ajay-Production and Operations Management, TMH, Delhi
Chase, B Richard, Shankar, R .,Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi
Pannesseluam, R., Production and Operations Management, PHT, Delhi
Martinich, J.S. ,Production and Operations Management, TMH, Delhi
Aswathappa, K, Production and Operations Management, TMH, Delhi
Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing2010 10.William J Stvenson, Operation Management, TMH, NewDelhi2009

MBAT 207 BUSINESS RESEARCH METHODS

Unit 1 Introduction
Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

Unit 2
Research Design
Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

Unit 3
Questionnaire Design and Schedule
Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

Unit 4
Sampling Theory
Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non

Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

Unit5
Data Analysis
Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T-Test, Z-Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

Zikmund: Business Research Methods, Cengage Learning 2011-12
Cooper and Schindler :Business Research Methods, Tata Mc GrawHill,2011
Saunders: Research Methods for Business:Pearson Education,2010
Cooper and Schindler (2010).Business Research Methods, 10th edition. Tata McGraw Hill, New Delhi.
Kothari, C.R. (2004).Research Methodology – Methods, 2nd edition. New Age Publications, New Delhi.
Mishra, Anil K. (2012).A Hand Book of Research in SPSS, 1st edition. Himalayan Publishing
House, Mumbai.
Field, A. (2013). Discovering Statistics using IBM SPSS. 4th edition. Sage Publications London.

SEMESTER III

MBAT 301 STRATEGIC MANAGEMENT

Unit1 Introduction
Meaning, Scope and Importance of Strategic Management
Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

Unit2
Strategy Formulation
Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation-Types of strategies –Guidelines for crafting successful business strategies.

Unit3
Environmental Appraisal
External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive
competency, sustainable competitive advantage and profitability. SWOT Analysis. , Synergy.

Unit4
Strategic Analysis and Choice Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, Directional Policy Matrix- Organizational Capability Profile -Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, McKinsey's7s Frame work. Business Level Strategies- Michael Porter’s Generic

strategies. Functional level strategies.

Unit5
Strategy Implementation and Evaluation
Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics-Building a capable organization-Functional issues. Symptoms of malfunctioning of strategy-Operations Control and Strategic Control, An overview of Strategic Evaluation and Control- Measurement of performance- Analyzing variances- Role of organizational systems in evaluation. Strategic Management for non-profit organizations.
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Suggested Readings

Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson(2008),Management of Strategy-Concepts and Cases,4/e, Cengage Learning,New Delhi.
John. A. PearceII, Richard B. Robinson Jr, Amita Mital, (2008),StrategicManagement–Formulation, Implementation and Control,1/e, Tata McGraw-Hill, New Delhi.
Charles.W.L Hill,Gareth R Jones (2005), Strategic Management-An Integrated Approach,6/e, Biztantra, New Delhi.
Thompson A Jr, A. J. Strickland,(2008),Strategic Management, Tata McGraw-HillPublishing,New Delhi.
Upendra Kachru, (2005), Strategic Management-Concepts and Case. ExcelBooks,New Delhi.
Adrian Haberberg, Alison Rieple (2008). Strategic Management–Theory and Application, Oxford University Press, New Delhi.

MBAT 302 INTERNATIONAL BUSINESS MANAGEMENT

Unit I
Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization– Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment,technological environment.

Unit 2
International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit 3
International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit 4

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5
International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

SUGGESTED READINGS
Joshi, R M : International Business, OUP
Hill - International Business, McGraw-Hill2.Cherunilam F- International Business: Text and Cases, PHI
Reference Books1.Aswathappa- International Business, McGraw-Hill
Cherunilam, F - International Trade and Export Management, Himalaya
Daniels - International Business (Pearson)4.Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

MBAT 303 HUMAN VALUES AND PROFESSIONAL ETHICS

UNIT-1
Course Introduction - Need, Basic Guidelines, Content and Process for Value Education Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-2
Understanding Harmony in the Human Being - Harmony in Myself Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer),
Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaningof Prosperity in detail,Programs to ensure Sanyam and Swasthya.

UNIT-3
Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaningof Samman, Difference betweenrespect and differentiation; theother salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family!.

UNIT-4
Understanding Harmony in the Nature and Existence - Whole existence as Co-existence Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT-5
Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence inProfessional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state of Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.

Suggested Readings: :

RR Gaur, R Sangal, G PBagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
A Nagraj,1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
A N Tripathy, 2003, Human Values, New Age International Publishers.
E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
M Govindrajran, S Natrajan & V. S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.

FINANCE

MBAT311 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit1
Introduction of Investment
Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps ofSecurity Analysis, Investment Avenues, Speculation and Gambling.

Unit2
Introduction of Capital Market
Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

Unit3
Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

Unit4
Portfolio Analysis
Portfolio Analysis and Selection ,Risk and Return Analysis, Beta, Markowitz and Sharpe Model, CapitalAsset Pricing Model, Arbitrage Pricing Theory.

Unit5
Portfolio Revision and Evaluations
Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpeand Treynor Measures, Mutual Fund Industry.

Suggested Readings

Fischer, Donald, E. And Ronald J. Jordan, *Security Analysis and Portfolio Management,* Prentice Hall India,NewDelhi,6thed.
Ale Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
Sharpe, William,
Kevin,S. *Portfolio Management,* Prentice Hall India, New Delhi.
5.Avadhani,V.A,*InvestmentandSecurityMarketinIndia*,HimalayaPublishing House,
6. Pandey, I. M. *Financial Management,* Vikas Publications, New Delhi ed.,2012.

MBAT 312 CORPORATE TAX PLANNING

Unit1
Basic Concepts
Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST);Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

Unit2
Corporate Tax in India
Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

Unit3
Tax Planning
Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision- Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Owner Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

Unit4
Special Provisions Relating to Non-Residents
Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code

2009 and Tax Planning.

Unit5
Tax Planning with Reference to Business Restructuring
Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings

1.Ahuja,Grish,and Ravi Gupta,*Corporate Tax Planning and Management,*BharatLawHouse,Delhi. 2.Singhania,Vinod K., Kapil Singhania,and Monica Singhania, *Direct Taxes Planning andManagement,*Taxmann Publications Pvt.Ltd.,New Delhi.
3.Pagare,Dinkar,*DirectTaxPlanningandManagement,*SultanChandandSons,NewDelhi.
4.S P Goyal, *Direct Tax Planning,* Sahitya Bhawan,Agra5.Bare Acts of Relevant Enactments

MBAT 313 WORKING CAPITAL MANAGEMENT

Unit 1
Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital

Unit 2
Approaches to estimation of working capital – operating cycle approach.
Management of inventories – determination of optimum inventory – lead time – Safety stock – EOQapproach

Unit 3
Management of receivables – credit and Collection policy – Credit standards – Credit terms – Creditanalysis – management of payables – Maturity matching.

Unit 4
Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – lock box system – Control of disbursements – models for determining optimum level of cash – inventorymodel, stochastic – Cash budgeting – Investment of surplus cash.

Unit 5
Sources of working capital finance – Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper, Certificate of deposits – Bill discounting andfactoring – Inter corporate loans – short term bank loans.

SUGGESTED READING MATERIALS:
Working Capital Management by Hrishikes Bhattacharya, PHI publication.
Working Capital Management by R.P. Rustagi, Taxman Publication.
Financial Management by Prasanna Chandra, McGraw Publications.
Financial Management by I.M. Pandey, Vikas Publishing House.
MARKETING

MBAT 321 INTEGRATED MARKETING COMMUNICATIONS

UNIT I
Introduction To Advertisement -Concept and definition of advertisement – Social, Economic

and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II

Advertisement Media - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III

Design And Execution Of Advertisements - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio.

T.V. and Web advertisements – Media Research – Concept Testing– Measuring impact of advertisements.

UNIT IV

Introduction To Sales Promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V

Sales Promotion Campaign - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the variouspromotion techniques – Online sales promotions

TEXT BOOKS:

Semenile, Allen, O'Guinn, Kaufman Advertising and Sales Promotions – An Integrated BrandApproach -6 th Bedition, Cengage Learning. (2012).

Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication,Prentice Hall of India, New Delhi, 6 th edition, 2013.

S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, ,2ndedition, 2008.

George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7 th edition,2011.

Julian Cummings, Sales Promotion, Kogan Page, London 2003.

MBAT 322 INTERNATIONAL MARKETING

Unit 1

Introduction to International Marketing

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business,International Marketing Management Process an Overview.

Unit 2

International Marketing Environment

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

Unit 3

International Product/ Market Selection and Entry Modes
Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

Unit 4
International Product Planning and Pricing
Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencingprice, pricing methods and process, price quotations and related considerations.

Unit 5
International Distribution and Promotion
Types and functions of foreign distribution channels, selection of middlemen, distribution logistics-transportation and warehousing decisions, International advertising- standardization vs. adaptation,Selection of media, Selection of agency, Measuring advertising effectiveness.

Suggested Reading

Cateroa, R, Phllip, *International Marketing*, Tata McGraw Hill,2006
Vern Terpestra, *International Marketing*,Cengage Learning,2010
RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultanchand& Sons New Delhi,2006
Fayerweather, J, *International Marketing Management*, Sage Publication,2006
Jain Subhash, *International Marketing Management*, Cengage Learning,2005

MBAT 323 Digital Marketing

Unit 1
Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit 2
Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.

Unit 3
Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4
Designing Organization for Digital Success: Digital transformation, digital leadership

principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategiesUnit 5
Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends indigital marketing – Indian and global context, online communities and co-creation,

Suggested Readings
Moutsy Maiti: Internet Mareting, Oxford University Press India
Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

HUMAN RESOURCE MANAGEMENT

MBAT 331 INDUSTRIAL RELATION AND LABOURLAWS

UNIT 1
Introduction
Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

UNIT 2
Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of Liberalization ; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

UNIT 3
Labour problems: Discipline and misconduct; Grievance handling procedure; Labourturnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikesand Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM),Conciliation, Arbitration , Adjudication ,Collective Bargaining.

UNIT 4
Labour legislations: Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded andChildLabor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, ImportantProvisions of Industrial Dispute Act and Factories Act.

SUGGESTED READINGS:

Monappa A- Industrial Relations (Tata McGraw-Hill,2002)
C.S.VenkataRatnam- Industrial Relations (OxfordPub.,2008)
Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition)2000.
Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication,2003)

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

Bare Acts

MBAT 332 TRAINING & DEVELOPMENT

Course Outcome: The objective of the course is to make the students understand the importance of training and development of individuals in modern organizations and familiarize with the process involved in training and development.

Unit I:
Training and Learning Training: Concept, Need and Importance of Training in Modern Organizations, Training Vs Development Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve Training Process: Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

Unit II:
Design of Training Programme Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design

Unit III:
Implementation of Training Programme Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post Training Support for Improved Performance at Work; Training Methods, Training Aids

Unit IV:
Training Evaluation Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model; Recent Trends in Training and Development

Suggested Readings:
Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications.
Raymond, A. N. (2010). Employee Training and Development. New Delhi: Tata McGrawHillPublications.
Rao, P.L. (2008). Enriching Human Capital through Training and Development. New Delhi: Excelpublications.
Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: Excel Books.
Sahu, R. K. (2010). Training for Development. New Delhi: Excel Books.

MBAT 333 ORGANISATIONAL STRUCTURE ANDCHANGE

Unit 1 Introduction
Concept of Organizational Structure, Organisational Culture, Concept and Importance of OrganisationalChange; Organisational Environment Specific and General.

Organisational Efficiency and Effectiveness
Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

Unit2

Structure
Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework.

Unit 3
Organisational Change
Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

Unit 4
Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

Managing Changes: Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research,Systematic Innovations.
Unit 5
Organisational Transformation
Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model ofOrganizational Growth.
O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;
O.D. intervention: Human Process Interventions, Structure and Technological Interventions and StrategyInterventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organisations.

Suggested Readings
Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e,2005.
Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple PerspectivesApproach*, McGraw-Hill, 2/e,2009.
Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e,2009
Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, PearsonEducation, New Delhi 5/e,2008.

AGRIBUSINESS MANAGEMENT

MBAT 341 AGRIBUSINESS AND RURAL ENVIRONMENT

Unit1
Introduction to agribusiness environment, Key factors of agribusiness environment- finance, infrastructure, legal and regulatory framework, Stakeholders in the establishment of enabling environments-public as well as private roles.

Unit2
Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in

Indian Economy.

Unit3
StructureofAgriculture-Linkagesamongsub-sectorsoftheAgribusinesssector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector.

Unit4
Rural Socio- economic change, Land Reforms, Agrarian transition -Pre-green revolutionand post green revolution, rural financial inclusion as well as exclusion, Rural technological Inclusion as well as Exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.

Unit5
Emerging trends in production, processing, marketing and exports; policy controls and regulationsrelating to the industrial sector with specific reference to agro-industries.

Suggested readings:

Deshpande,R.S.andArora,S.,2010,Agrariancrisisandfarmersuicides.Sage publications, Delhi.
Gupta,K.B.,Siddiqui,F.andAlam,I.,2014,RuralManagement,CBS Publishers and Distributors Pvt.Ltd.
,Delhi.
Konig,G.,DaSilva,C.A.andMhlanga,N.,2013,Enabling environments for agribusiness and agro-industries development: Regional and country perspectives ,FAO, Roma(Italia).
Palanithurai,G.andRamesh,R.,2011,Globalisationandruraldevelopment. Concept publishing company,Delhi.
Sabharwal,D.,2002,NewTechnologyandAgrarianChange,Sanjay Publication, Delhi.
Singh,K.,2009,RuralDevelopment:Principles,PoliticsandManagement, Sage Publications India Pvt.Ltd. ,Delhi.

MBAT 342 AGRIBUSINESS FINANCIAL MANAGEMENT

Unit 1
Role and Importance of Agricultural Finance. Financial Institutions and credit flow to rural /priority sector. Agricultural lending– Direct and Indirect Financing- Financing through Co-operatives.

Unit2
NABARD and Commercial Banks and RRBs .District Credit Plan and lending to agriculture/ prioritysector. Micro-Financing and Role of MFI's- NGO's, and SHG's.

Unit3
Lending to farmers–The concept of 3C's,7P's and 3R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions– credit widening and credit deepening.

Unit4
Risks in financing agriculture. Risk management strategies and coping mechanism. Crop Insuranceprogrammes–reviewofdifferentcropinsuranceschemes-yieldlossand weather based

insurance and their applications.

Unit 5
Precautions and procedural formalities of financing: pre, progress and post financing requirements, Reserve Bank of India (RBI) guidelines

Suggested Readings:
1.Chandra, P., 2000, Financial Management. Tata McGraw Hill. 2.Khan,M.Y.and Jain,P.K.,2004,Financial Management :Text, Problems and
Cases. Tata McGraw Hill.
Nelson, A.G.andMurrey,W.G.,1988,Agricultural Finance, Kalyani Publ.
Pandey, I. M.,1997,Financial Management, Vikas Publ .House.
Rais,A.,2012,Agriculture,Rural Banking and Micro Finance in India.NewCentury Publ.
Reddy,S.,Ram,R.,Sastry,N.T.V.and Devi,B.,2009,Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.

MBAT 343 FARM BUSINESS MANAGEMENT

Unit1
Nature, scope, characteristics and role of farm business management ;farm management decisions;farm management problems, Types and Systems of Farming.

Unit2
Principles of farm management decisions –principle of variable proportion, cost principle, principleof factor substitution, law of equi marginal returns, opportunity cost principle, etc.

Unit3
Tools of farm management and farm business analysis- farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiencymeasures.

Unit 4
Farm machinery selection for different farm size and for different agro climatic conditions, schedulingof farm operations for higher efficiencies, indices of machine performance.

Unit5
Management of farm resources–Land, Labour, Farm machinery, Farm building, etc.; Risk and uncertainty in farming- sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.
Suggested Readings:

Heady,E.O. and Jensen,H.,1960,Farm Management Economics,Prentice Hall.
Johl,S.S.and Kapoor,T.R.,1973,Fundamentals of Farm BusinessManagement, Kalyani Publ.
Kahlon,A.S. and Singh,K.,1992,Economics of Farm Management in India. AlliedPubl
Panda, S.C., 2007,Farm Management and Agricultural Marketing, Kalyani Publ.
Raju,V.T.and Rao,D.V.S.,2015,Economics of Farm Production and Management, Oxford and IBH Publ.

FINANCE (MINOR)

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 314 FINANCIAL MARKETS AND INSTITUTIONS

Unit1
Financial System
Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System- an overview; Globalisation of Financial Markets. Regulatory Framework for Non banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

Unit2
Management of Commercial Banks
An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management;ProjectFinancing,includingInfrastructureProjects;PrudentialNormsPrescribedby Regulators;Non-PerformingAssets;CapitalAdequacyNorms;BaselIIFrameworkandBasel-III;Risk-Rating Agencies; Regulatory framework for Banks.

Unit3
Risk of Financial Inter-Mediation
Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk;Operational Risk; Liquidity Risk.

Unit4
Risk Management in Financial Institutions
Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

Unit5
Management of Non-Banking Financial Institutions and Depositories
Securitisation: Concept, nature, scope, and the implications; DFIs in India: NABARD, State LevelInstitutions- PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings

1.K Sasidharan,*Financial Services and System*(2008), McGraw-Hill Publishing Company New Delhi. 2.Clifford Gomez,*Financial Markets Institutions and Financial Services*,Prentice-HallofIndia,2008. 3.Anthony Saunders,*Financial Markets and Institutions*,4 ed., Mc Graw-Hill Publishing Company,New Delhi.

MARKETING (MINOR)

MBAT 324 CONSUMER BEHAVIOUR

Unit1
Introduction Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation,Criteria for Effective Targeting of Market Segments.

Unit 2
Consumer as an Individual
Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception,

ConsumerLearning and Memory, Attitudes and Changing Attitudes, information Processing.

Unit 3
Consumer in Social and Cultural Settings
Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behavior; personal influences and diffusion of innovation; Impact of Mediaand Globalization.

Unit 4
Consumer Decision Process
Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumerbehavior models; consumerism; organizational buying behaviour.

Unit 5
Consumer Satisfaction
Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty,opinion leadership, complaining behaviour.

Suggested Readings

Schiffman and Kanuk: *Consumer Behaviour*, PHILearning
Engle, Blackwell and Minriad: *ConsumerBehaviour*
Zaltman and Wallendorf: *ConsumerBehaviour*
Mellot, Douglas W. Tr. :*ConsumerBehaviour*
Loudon and Della Bitta: *ConsumerBehaviour*
Benneton: *ConsumerBehaviour*

HUMAN RESOURCE MANAGEMENT (MINOR)

MBAT 334 INDUSTRIAL PSYCHOLOGY

Unit 1
Industrial Psychology
Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability andValidity.

Unit 2
Individual at Workplace
The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Cousneling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

Unit 3
Industrial Behaviour
Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and

Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

Unit 4
Industrial Efficiency
Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well- Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related toAccident Reduction.

Unit 5 Contemporary Issues
Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

Suggested Readings

Tiffin, J and McCormic E.J.: *Industrial Psychology, (Prentice Hall),* 6thEdn.,1975

McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4thEdn.,1976
Mair, N.R.F.: *Principles of HumanRelations*
Gilmer: *IndustrialPsychology*
Ghiselli and Brown: *Personnel and IndustrialPsychology*
Myer: *IndustrialPsychology*
Dunnete, M.D.: *Handbook of Industrial and OrganisationalPsychology*
Blum and Taylor: *IndustrialPsychology*
Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi,

AGRI –BUSINESS MANAGEMENT (MINOR)

MBAT 344 AGRICULTURE ECONOMICS
Unit 1
Agriculture and Economic Development- Nature and scope of agricultural and rural economics; Traditional agriculture and its modernization; Role of agriculture in economic development; Interdependence between agriculture and industry

Unit 2
Diversification of Rural Economic activities- Livestock economics- Livestock resources and their productivity ; White revolution ; Fishery and poultry development ; Forestry, horticulture and floriculture ; Issues and problems in rural industrialization and development of agro-based industries.

Unit 3
Agricultural production and productivity- Agricultural production- Resource use and efficiency; production function analysis in agriculture, factor combination and resource substitution; Cost and supply curves; Size of firm and laws of returns.

Unit 4
Agricultural prices- marketing and state policy ; Agricultural markets and market efficiencyMarketing functions and costs ; Market structure and imperfections ; regulated markets ; marketed and marketable surplus ; Crop insurance ; Terms of trade between agricultural and non-agricultural prices ; Need for state interventions ; Objectives of agricultural policy-Instruments and evaluation ; Food security in Indiaand Public Distribution System.

Unit 5
Rural savings and capital formation; characteristics and sources of rural credit institutional and non- institutional; Reorganisation of rural credit- cooperatives, commercial banks, regional rural banks, Roleof NABARD.

Suggested Readings:
Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
Safiullah, M. A., Selvam, S. and Prema, N., 2000, Livestock Economics, Business Management andMarketing, Tamil Nadu Veterinary and Animal Sciences University, Chennai.
Swatland, H. and Compbell, T., 2004, Meat Cuts and Muscle Foods, Nottingham Univ. Press.
Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century Publ.
Reddy, S., Ram, R., Sastry, N. T. V. and Devi, B., 2009, Agricultural Economics. Oxford & IBHPublishing Co. Pvt. Ltd., New Delhi.

SEMESTER IV

MBAT 401 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Unit 1

Introduction to Business Ethics

An understanding of Ethics, Meaning of Ethics, Def. Of Business Ethics, Ethical Performance, Types of Ethics, Sources of Ethics, Ethics and Business, Importance and Scopeof Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

Unit2

Values, Norms, Beliefs and Standards

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

Unit3

Ethical Decision

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Mangers, Kohlenberg’s Model, Carrol Gilligan’s Model.

Unit4

Ethical Practices in Business Management

Application in Marketing, Advertising, Finance-Tax Evasion, Lack of Transparency

,Preparing False Financial Statement, Speculation and InsiderTrading. Application in HRMare alike Compensation, and Work Place Harassment of Employee.

Unit5

Corporate Governance

Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance ,Anglo-American Model ,Japanese Model and Indian Perspective of Corporate Governance.

Unit6

Corporate Governance framework

India's Corporate Governance Framework, SEBI, Company Law and Accounting, CII Codeon Corporate Governance, National Code on Corporate Governance (1999), ChandraCommittee on Auditing and Governance.

Suggested Readings

CSVMurthy, *BusinessEthics(Text and Cases)*,Pub. By HPH Marianne

M. Jennings, *Cases in Business Ethics*, Pubby Cenage Learning

Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, *Business Ethics–An Indian perspective*,Pubby Biztantra

John R. Beatright ,*Ethics and the conduct of business*, Pub.By Pearson Education 5.GeetaRani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books VSithapathyandRamadeviIyer,*CorporateGovernancePractice&Procedure*,Pub. By Taxman

MBAT 402 PROJECT MANAGEMENT

Unit1 Introduction

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project Management, Project management life cycles and uncertainty.

Project Planning

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management ,Approval Process, Social Cost Benefit Analysis, Feasibility Study.

Unit2

Project Organization

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, ProjectTeam Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

Unit3

Project Financing

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

Unit4

Project Implementation and Monitoring

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi-project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

Unit5

Project Direction and Control

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

Suggested Reading:

Project Management-Denislok

Project management-DavidI Cleland-McGraw Hill International Ed,1999.

Project management-Gopala krishnan-Mc Millian India Ltd.

Project Management-Harry-Maylor- Pearson Publication

MBAT 403 ENTREPRENEURSHIP DEVELOPMENT

Unit 1

Foundation of Entrepreneurship Development

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management;The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

Units2

Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

Unit3

Business Planning Process

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

Unit4

Project Planning for Entrepreneurs

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

Unit5

Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading

Khanna, S. S. ,*Entrepreneurial Development*, S. Chand, New Delhi.
Hisrich D. Robert ,Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*,McGraw-Hill,6ed.
Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship andSmall Business Management*, PHI,4 ed.
Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India,New Delhi, Latest edition.
Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process,Practice*,

MBAT 411 FINANCIAL SERVICES

Unit1
Financial Services
Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

Unit2
Depositories and Financial Services
Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and

Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and PensionFunds-Financial Services and Their Role.

Unit3
Merchant Banking and Venture Capital
The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India-Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital-The Concept and Characteristics, Growth of Venture Capital Services in India.

Unit4 Leasing:
Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. Factoring: Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. For-faiting: Meaning and Mechanism of For-faiting.

Unit5
Credit Rating Services
Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

Suggested Readings

Bhole L.M.: *Financial Institutions and Markets*,4th ed.,McGrawHillCo.NewDelhi,2008.
Anthony Saunders, *Financial Markets and Institutions*,4 ed., McGraw Hill Publishing Company, New Delhi.
Khan M.Y: *Financial Services and System* (2008),McGraw Hill Publishing Company, New Delhi.Clifford Gomez, *Financial Markets, Institutions Management-A Risk management Approach*,6 ed., McGraw Hill Publishing Company New Delhi.
M.Y.Khan *Indian Financial System*,6 ed.,McGrawHillPublishingCompany,NewDelhi,2008.

MBAT 412 FINANCIAL DERIVATIVES

Unit 1
Financial Derivatives
Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.

Unit2Future--
Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts– Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Index Futures.

Unit3
Financial SWAPS
Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

Unit4
Financial Options
Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation,

Determinants of option pricing, option premium, Greeks of option Contracts.
Option Models
Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging withoptions.

Unit5
Carry Trades and speculative Derivatives-Economic Derivatives, Market Expectations, Carrytradeas a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities andWarrants, Hedging – objective sand Process.

Suggested Readings
David A. Dubofsky and Thomas W. Miller, J. R. Derivatives: *Valuation and Risk Management* ,Oxford.
Vohra, N.D. and Bagri ,B. R., *Future and Options* ,TMH 3.Kumar, *Financial Derivatives*, PHI.
Marshall & Bansal: *Financial Engineering*, a complete guide to FinancialInnovation, PHI.
Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
Bhalla V. K, *Investment Management Security Analysis and Portfolio Management*– S. Chand

MBAT 413 INTERNATIONAL FINANCIAL MANAGEMENT

Unit1
Financial Management in Global Perspective: Development in the International Monetary System, Gold Standard, Brett on Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity ,System of Exchanging Currencies.
Exchange Rate Determination :Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

Unit2
Foreign Exchange Market
Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. Fisher's Effect.

Unit3
Risk Exposures and Their Management
Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

Unit4
Financial Foreign Operations
Internationalisation Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

Unit5
International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions. Multinational Working Capital Management: Management of Cash, Inventoryand Accounts Receivable in Global Context, Inter–Company Fund Flow Mechanism,

Short Term Financing. Financing of International Trade.

Suggested Readings

1.Shapiro AC: *Multinational Financial Management*: PHI 2.Levi, Maurice*: International Finance*,Routledge,2009
Eiteman, David K: Arthur Stone hill andMichael H. Moffett, *Multinational Business Finance*,Pearson,2008
Vij, Madhu: *International Financial Management*, Excel Publications,2006
5.Apte:*International Financial Management* :PHI
6.Seth, A.K.: *International Financial Management*

MBAT 421 PRODUCT & BRAND MANAGEMENT

Unit 1

Introduction to Product & Product Related Concepts: Product Management & Scope Marketing Organization & Types, Marketing Planning: Components of Marketing Plan Defining the Competitive Set: Levels of Market Competition, Methods for Determining Competitors Category Attractiveness Analysis: Aggregate Market Factors, Category Factors, Environmental Analysis

Unit 2

Competitor Analysis: Sources of Information, Assessing Competitors' Current Objectives & Strategies,Differential Advantage Analysis Customer Analysis: Purpose, Segmentation Criteria, Market Potential & Sales Forecasting, Methods of Estimating Market & Sales Potential

Unit 3

Developing Product Strategies, PLC, Product Strategies Over the Life Cycle Managing New Product Development,Product Modification, Line Extension & Brand Extension

Unit 4

Brands & Brand Management, Branding Challenges & opportunities, Concept of Brand Equity, StrategicBrand Management Process: Introduction & Phases, Identifying & Establishing Brand Positioning: Building A Strong Brand, Positioning Guidelines

Unit 5

Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building, Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity, Growing & Sustaining Brand Equity: Designing & Implementing Branding Strategies ManagingBrands Over Time

Reference Text:

Product and Brand Management, Tapan K. Panda, Oxford University Press
Donald R. Lehmann and Russell S. Winer, (2004). Product Management, McGraw Hill HigherEducation, 4th edition
3. Kapferer J.N., 2008. The New Strategic Brand Management, 4th edition, United Kingdom, Koganpage Publishers
4 Kotler. P., Pfoertsch W., Michi I., 2006. B2B Brand Management. Springer Berlin. Springer

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 422 SALES MANAGEMENT

Unit 1 Introduction
The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

Unit 2
Process of Personal Selling
Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-BMarketing.

Unit 3
Controlling the Sales Effort
Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales CostAnalysis.

Unit 4
Managing the Sales Force
Recruitment and Selection, Training and Development, Compensation and Innovation, Direction andSuspension, Performance Appraisal of Sales Personnel.

Unit 5
Emerging Issues in Selling Aspects
Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings

Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., *Sales Management*: Decision, Strategies and Cases, Pearson Education, New Delhi,2009.

Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11th ed., *Management of a Sales Force*,Tata
McGraw Hill, New Delhi 2008

Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8th ed. TMH, N.Delhi,2007
Charles Fatrell, *SalesManagement*.

MBAT 423 RURAL MARKETING

Unit 1
Introduction to Rural Markets
Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

Unit 2
Understanding the Rural Consumer
Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and

Political.

Unit 3
Marketing Mix in Rural Markets
Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public DistributionSystems.

Unit 4
Innovation in Rural Markets
Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Casesin organised retail: Operative Models adopted by Indian Companies.

Unit 5
Future of Rural Marketing
Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments– Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing RuralTourism.

Suggested Readings

Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, PenguinBooks
Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, PearsonPublication
R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya PublishingHouse.
U C Mathur, *Rural marketing, Text and Cases*, 2008, excelbooks
CSG Krishnamacharyulu, LalithaRamakrishnan, *Cases in Rural marketing*, An Integrated Approach, 2006, PearsonPublication

MBAT 431 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit-I
Global Business Environment and Human Component
Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hofstede Study.

Unit-II
Cross Cultural Management
Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation.Developing International Staff and Multinational Teams.

Unit-III
International Human Resource Management
Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing Global, Diverse Workforce. Human Resources in a

Comparative Perspective

Unit- IV International HRM
International HRM roles in multinational organizations, Expatriate problem,I nternational Compensation, Repatriation.

Unit -V
Key issues in International Labour Relations
Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

Text Books:

Doweing,P.J. – *International Dimensions of Human Resource Management EndEdition* ,Words Worth.
G.Hofstede– *Cultures Consequence; International Differences in Work relatedValues*–Sage.
Deresky-*InternationalManagement*, PHI/Addision Wesley.
Aswathappa,*Human Resource and Personnel Management*, TMH.
Mangaraj, S.,*Globalization and Human Resource Management*,Excel Books.
S.C.Gupta- *Textbook of International HRM*-Macmillan.
Tayeb- *International HRM*- Oxford.
Dowling,Welch &Schuler,*International HRM*,Excel Books

MBAT 432 COMPENSATION MANAGEMENT

Unit-I Introduction
Conceptual aspects of compensation and reward management; Monetary and non-monetary components
of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.
Unit -II
Job Evaluation: Processes and Schemes
Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ;Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

Unit-III
Wages and Salary Administration
Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes.Spot awards. Team incentives; *Design of a pay rollsystem (using Accounting software).*Legal Constraints on Pay System.

Unit-IV
Compensation Strategies

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system.Best practices in 'pay for performance'. Compensation as a retention strategy.

Unit-V

Rewarding Performance and Executive Compensation

Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension-understanding kinds of pension. Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

International Compensation. *Practical Orientiation (Lab. Sessions)*

Text Books:

Richard.I. Henderson (2005). *Compensation Management in Knowledge- based World.* Prentice-Hall.

Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002).*People, Performance & Pay:Dynamic Compensation for Changing Organizations.* Free Press.

Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 433 PERFORMANCE MANAGEMENT

Unit 1 Introduction
Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PMsystem., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

Unit 2
Measuring Performance
Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.
Unit 3
Behavioural Issues and Employee Development
Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

Unit4
Performance Consulting Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting forperformance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

Unit 5
Current Developments and Emerging Issues in Performance Management Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS-
Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

Suggested Readings

Herman Aguinis (2007). *Performance Management*. PearsonEducation.

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 441 AGRI-SUPPLY CHAIN MANAGEMENT

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply ChainManagementApproach; Modern Supply Chain Management Approach; Elements in SCM.

Unit2
Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting;Operations Management in Supply Chain, Basic Principles of Manufacturing Management
.Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases ,Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory
Management, Material RequirementPlanning, Just in Time(JIT),Vendor Managed Inventory(VMI).

Unit3
Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics(TPL/3PL); GPS Technology.

Unit4
Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management-Benchmarking: introduction, concept and forms of Benchmarking.

Unit 5
Issues in marketing and customer service with special reference to agri business: changing environment the importance of CRM, Gap analysis for customer service management, efficient customer response planning for uncertainty, product costing for uncertainty.

Suggested Readings:

Acharya,S.S.,andAgarwal,N.L.,2011, Agricultural marketing in India. Oxford andIBH.
Altekar, R. V., 2006, Supply Chain Management: Concepts and Cases.PHI.
Chopra,S.,Meindl,P. and Kalra,D.V.,2016,Supply chain management: Strategy, Planning, and Operation, Pearson Education India.
Monczka,R., Trent,R. And Handfield,R.,2002, Purchasing and Supply Chain Management. Thomson Asia.
Van Weele,A.J.,2000, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publ. House.

GLOCAL SCHOOL OF BUSINESS AND COMMERCE

MBAT 442 AGRICULTURAL MARKETING MANAGEMENT

Unit 1
Meaning and scope, agricultural marketing and economic development; Agricultural market structure– meaning, components and dynamics of market structure; marketing strategy–meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

Unit 2
Product management- product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

Unit 3
Pricing policies and practice for agribusiness- determinants of price, objectives of pricing policies and pricing methods. Promotional management- advertising planning and execution; sales promotion;grading and standardization.

Unit 4
Distribution management- storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries–roles and functions; distribution channels involved in agribusiness, APMC Act,.

Unit 5
Retail marketing in the modern age; Importance of e-commerce, business environment for retailing, the digital age and the new global culture for retailing with special reference to food retailing in local,national and global context.

Suggested Readings

Acharya,S.S.andAgarwal,N.L.,2011,Agricultural Marketing in India.4thEd. Oxford and IBH.
Kohls,R.L. and Uhj,J.N.,2005,Marketing of Agricultural Products.9thEd. Prentice Hall.
Kotler,P.,2002,Marketing Management-Analysis,Planning,Implementation and Control. Pearson Edu.

MBAT 443 INTERNATIONAL AGRIBUSINESS TRADE

Unit1
International trade– basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.

Unit2
TRIPS,TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non- tariff measures, trade liberalization, subsidies, green and redboxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings

Unit3
Composition of India's foreign trade policy; India's balance of payments; interregional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier. Export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA andservice institutes. Role of ECGC in insurance

Unit4
Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures & documentations. International marketing-market entry methods, international product planning, pricing, promotion, distribution, problems of exporters,legal dimensions of international marketing.

Unit5
Institutional infrastructure for export promotion in India, export assistance, State trading in importsand exports, working of the State trading organisations in India

Suggested Readings:

1.Anant,K.,Sundaram and Stewart,B.J.,2010,The International Business:Text and cases, PHI.
2.BhallaV.K.,1993,International Economy-Liberalisation Process.Anmol, New
Delhi.
3.Cherunilam,F.,2010,International Business- Text and Cases.PHI. 4.Economic Survey of India(various issues), Ministry of Finance, GOI.

FINANCE (MINOR)

MBAT 414 MERGERS AND ACQUISITIONS

Unit1 Introduction
Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorbtion Reconstruction and Takeover.

Unit2
Corporate Restructuring
Method of Restructuring-Joint Ventures, Sell-Off And Spin Off-Equity Carve-Outs, Leveraged Buy Outs (LBO)-Management Buy Outs-Master Limited Partnerships- Employees Stock OptionPlans(ESOP).

Unit3
Mergers and Acquisition Process
Process of Merger Integration-Process of Merger Integration-Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M&A decision.

Unit4 Valuation
Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative

Contribution–Valuing Comparables-Valuation of the Target's Equity-Precedent Acquisition; Valuing Operating and Financial Synergy-Valuing Corporate Control-Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

Unit5
Defensive Strategies in Restructuring
Accounting for Amalgamation- Polling Interest Method-Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Take over Defenses - Types and Techniques of Raid; Advance Preventive Measures; Strategies of Take overbid White Knights-White Square-Crown Jewel-Pacman's Strategy-Golden Parachute-Poison Pills Strategy–Coercive Offers and Defense- Financial Defensive Measures-Anti take over Amendments.

Suggested Readings

Weston.F,Chung.K,andHoag,S.(2008).*Mergers, Restructuring, and Corporate Control* ,Prentice-Hall of Indian Pvt. Ltd., New Delhi.
PatrickA.Gaughan(2007).*Mergers, Acquisitions and Corporate Restructurings*, 4/e WileyIndia, NewDelhi.
Narayanan, P.andVikram,Nanda(2003),*Finance For Strategic Decision Making*-Whatnon-Financial managers Need to Know, Jossey-Bass, Wiley India.
ReuvidJonathan,(2005). *Mergers and Acquisitions*, Kogan Page. 5.RobertBrown(2007),*Applied Mergers and Acquisitions*, John Willey and Sons.
6.Kevin K. Boeh and Paul W. Beamish(2007).*Mergers and Acquisitions*: Text and Cases. Sage Publications, New Delhi.

MARKETING (MINOR)

MBAT 424 RETAIL MANAGEMENT

Unit 1
Retailing Environment
An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

Unit 2
Strategic Retail Planning
Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

Unit 3
Retail In India
Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

Unit 4 Retail Mix

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

Unit 5

Retail Operations

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

Suggested Readings

1. SwapnaPradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, PearsonEdition.
3. C Bajaj, *Retail Management*, Oxford Publication, SecondEdition
4. Dairs& Ward: *Managing Retail Consumption*, John Wiley &Sons
5. Levy & Wertz: *Retailing Management*,Irwin

HUMAN RESOURCE MANAGEMENT (MINOR)

MBAT 434 HUMAN RESOURCE PLANNING AND DEVOLPMENT

Unit-1

Human Resource Planning

Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

Unit-2

Career planning

Concept, objective, Career Stages, Significance of Career Planning, Need and Components of CareerPlanning ,Career planning vs. Human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

Unit-3

Evolution and Concept of HRD

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix,

HRDFunction, HRD Process, Role of line Managers and supervisors in HRD.

Unit-4
Assessing and Implementing HRD Programmes
Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

Unit-5
Organizational Culture and HRD
Workforce diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues ,HRD practices in manufacturing and services sector

Text Books:

1. Bhatacharya,DipakKumar – *Human Resource Planning*,ExcelBooks.
2. T.V.Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa,*Human Resource and Personnel Management Text &Cases*, TMH.
4. Desimone &Harries–*Human Resource Development* –Thomson Learning

AGRI-BUSINESS MANAGEMENT (MINOR)

MBAT 444 MATERIAL MANAGEMENT

Unit 1
Meaning, Definition, Importance, objectives and functions of Material Management. Organizational structure for material management.

Unit 2
Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

Unit 3
Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

Unit 4
Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification. Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

Unit 5
Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffor

stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.
Logistics and Supply Chain Management: Recent Developments With Reference To Rural Economy.

Suggested Readings:

1. Materials Management, Procedures, Text and Cases" by Datta A K
2. Kohls,R.L.andUhj,J.N.,2005,MarketingofAgriculturalProducts.9thEd. PrenticeHall.
3. "Introduction to Materials Management" by J R Tony Arnold.
4. "Materials Management: An Integrated Approach" by Gopalakrishanan.
5. Norten and Allwnding: The Introduction to Economic and Agricultural Development, McGraw HillCo. Publication. New Delhi.
6. Materials Management a Supply Chain Perspective: Text and Cases" by Chitale.
7. "Purchasing and Materials Management" by Patidar Jeet.

Eligibility Criteria:

1. Bachelor's Degree in any discipline from a recognised University / equivalent degree recognised by Association of Indian Universities (AIU), with minimum 50% marks at Graduation level.

2 GMAT all round year (365 days). By appointments only.