

Course Objective:**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the important role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills. The centre of attention is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation and case discussion will be fundamental to the development of these skills.

Course Structure:

- Unit I- **Introduction:** Concept of Strategy & Strategic Management, Difference between Corporate Planning & Strategic Planning, Strategic Management Model, Different levels of Strategies, Relevance of Strategic Management in 21st Century.
- Unit II- **Strategic Intent:** Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact.
- Unit III- **External Environment & Analytical Tools:** Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.
- Unit IV- **Internal Assessment:** Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.
- Unit V- **Business Level:** Cost Leadership, Differentiation & Focus Strategies, Growth Strategies, **Corporate Level-**Integration, Diversification, Acquisition, Mergers & Joint Venture, Short Term Corporate Strategies –Stability Retrenchment, & Turnaround.

REFERENCE:

1. Andrews: Concept of Corporate Strategy, Irwin
2. Russel and Ackoff: Concept of Corporate Planning, New York: Wiley Inter science
3. Glueck: Business Policy, McGraw-Hill
4. Y. N. Chang & Filemon: Business Policy and Strategy, Goodyear Publishers
5. Newmann & Legman: Strategy, Policy and Central Management, South-Western Pub. Co
6. David E. Hussey: Introduction to Corporate Planning, Pergamon Press
7. R. M. Srivastava : Business Policy & Strategic Management, Himalaya
8. Mc Carthy and Others: Business Policy and Strategy, R. D. Irwin
9. Richard Lynch: Corporate Strategy, Pearson Education India
10. Basil W. Denning: Corporate Planning: Selected Concepts, McGraw-Hill
11. Malville C. Branch: The Corporate Planning Process, American Management , Association
12. Barnard Taylor and John R. Sparket : Corporate Strategy & Planning
13. Andrews: Concept of Corporate Strategy, Irwin
14. Russel and Ackoff: Concept of Corporate Planning, New York: Wiley Inter science
15. Glueck : Business Policy, McGraw-Hill
16. Y. N. Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
17. David E. Hussey: Introduction to Corporate Planning, Pergamon Press
18. K. M. Srivastava : Business Policy & Strategic Management, Himalaya
19. Michael E. Porter: Competitive Advantage, the Free Press
20. Wright, Pringle and Kroll: Strategic Management, Prentice Hall
21. Rober J Allio & Malcolm W Pennington: Corporate Planning: Techniques and Applications, University of Michigan.
22. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management, Irwin / McGraw Hill
23. Ansoff, H. Ighor: Implanting Strategic Management, Prentice Hall
24. G. Hamel and C. K. Prahalad: Competing for the future, Tata McGraw Hill
25. Fred R. David: Strategic Management, Pearson Education
26. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
27. Hit, Ireland & Hoskisson: Strategic Management, Thomson Learning
28. Wheelen, Hunger & Rangarajan: Strategic Management and Business Policy, Parson Education
29. Hills & Jones: Strategic Management, Bletantra
30. Upendra Kachru: Strategic Management, Excel Books
31. Pearce & Robins: Strategic Management, AITBS
32. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
33. Richard Lynch: Corporate Strategy, Pearson Education

Course Objective:**Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

Course Structure:

- Unit I- Law of Contract:** The Indian Contract Act, 1872; Nature and kinds of contract, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contract, contingent contract, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency.
- Unit II- Law of Sale of Goods:** The Sale of Goods Act, 1930; General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, performance of a contract of sale, remedial measures.
- Unit III- Company Law:** The Indian Companies Act, 2013; Company and its various forms, formation of a company, memorandum of association, articles of association, prospectus, share allotment, shares and share capital, promoters, membership of a company, meetings and proceedings, directors, managers and their remuneration, secretary, prevention of oppression and mismanagement, winding-up of a company.
- Unit IV- Law of Negotiable Instrument:** The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.
- Unit V- Miscellaneous Laws:** The Essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-Operative Societies Act, 1912, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

REFERENCE:

1. Labour and Industrial Laws: P. K. Padhi, PHI Publication
2. Industrial Law: Arun Kumar, Atlantic Publishers & Dist
3. Business Law: Robert W, Emersion, Barron's Educational Series
4. Introduction to Business Law: Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning
5. Law for Business Students: Alix Adams, Pearson Education, Limited

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Course Objective:**8 Credits****GUIDELINES FOR PROJECT REPORT**

Students of the MBA Programme are required to offer project report as one of the papers. It is offered at MBA Semester III stage. They are required to prepare a report on the topic of the Project incorporating the details of their working and main findings and suggestions.

Since right from the selection of the topic for project work through preparation of synopsis and finally writing project report involve compliance with certain procedures, it is advisable for a MBA student offering project report to keep the following guidelines in their mind:

1. OBJECTIVE

The objective of the project study is to help the student develop ability to apply multi disciplinary concepts, tools and techniques to solve organizational problems.

2. TYPE OF PROJECT

The project may be offered in Finance, Marketing, Human Resource and general areas of Management.

3. SUPERVISOR

The project work shall be done under the supervision of the Permanent Teacher of the Department concerned.

4. DESIGN

The Project report as a Paper shall involve two aspects, viz.:

- (a) Selection of title and preparation of synopsis in Consultation with the supervisor, and
- (b) Writing of the Project Report.

5. SYNOPSIS

A synopsis should include the following:

- (a) Title of the Project study
- (b) Rationale behind the study
- (c) Objectives behind the study
- (d) Methodology of the study
- (e) Proposed Chapters

The synopsis shall be normally proposed in two to three foolscap Pages in consultation with the supervisor. It should be recommended by the supervisor and, thereafter, submitted to the Director/Head of the Institution for its approval for the Convenience of the students, a list of topics for the project study may be procured from the Office of the Director/Head of the Institution of the Department.

6. PROJECT REPORT

Students are required to keep in mind the following points while preparing the Project report:

- (a) Submission of the manuscript of the project report prepared by the candidate to the supervisor for his Comments and approval.
- (b) Before binding the project report the students should ensure that it contains the following:
 - (a) Supervisor's Certificate as follows:

Certified that Mr./Ms Class Roll No Session prepared the project report under my general supervision in partial fulfillment of the requirements of the MBA Programme of the University concerned.

Signature of the supervisor

If any project report is received without the above documents, the Examiners will not examine it.

7. LENGTH OF THE PROJECT REPORT

The length of the Project Report may be about seventy five double spaced type pages (A4 Size) excluding appendices and exhibits. However, ten per cent variation on either side is permissible.

8. SUBMISSION

Two typed copies of the Project Report are to be submitted to the Director/Head of the Institution. The candidate will retain the third copy for the purpose of Examination.

Course Objective:**8 Credits**

In the Third Semester, all students will have to undergo summer internship of and not less than 04 weeks with an Industrial, business or service organization by taking up a study on various aspects of the organisation. The conditions of successfully completing the course shall not be deemed to have been satisfied unless a student undergoes summer internship under the supervision of the Department in organizations as approved by the Director/Head of the Institution from time to time. Each student will be required to submit a internship report to the Programme Director/Head of the Institution of the work undertaken during this period within one month from the date of the completion of the internship for the purpose of evaluation.

OBJECTIVE

The objective of the summer internship programme is to impart internship to the management students in business units. During the period of internship a student undergoes rigorous internship in acquiring skills for managing business in the light of the theoretical concepts, tools and techniques, which they acquire in the class-room teaching.

TYPE OF INTERNSHIP

The Internship may be imparted under the supervision of the Department in organizations as approved by the Programme Director/Head of the Institution or as suggested by the organisation and approved by the Director/Head of the Institution.

SYNOPSIS

A Synopsis should include the following:

- (a) Title of the Summer Internship Report
- (b) Rationale Behind the Study
- (c) Objectives Behind the Study
- (d) Hypothesis
- (e) Methodology of the Study
- (f) Proposed Chapters

The synopsis shall be normally prepared in two to three foolscap Pages in Consultation with the Supervisor and, thereafter, submitted to the Director/Head of the Institution for its approval subject to the recommendation of the supervisor.

The topic of the Summer Internship Report shall be decided by the candidate in consultation with the supervisor/guide of the organisation under whom the candidate shall undergo the internship.

INTERNSHIP REPORT

Students are required to keep in mind the following points while preparing the internship report after undergoing the full minimum of 4 weeks internship:

- a) Submission of the manuscript of the internship report prepared by the candidate to the supervisor for his comments and approval.
- b) Before binding the internship report the students should ensure that it contains the following:
 - Photocopy of the letter of introduction issued by the Director.
 - Work certificate of the organization in which they have worked for full/ 04 weeks
 - Supervisor's certificate as following:

Certified that Mr./Ms Class Roll No Session

..... prepared the internship report Entitled Under my general supervision in partial fulfillment of the requirements of the MBA Programme of the University concerned.

Signature of the Supervisor

If any internship report is received without the above documents, the Examiners will not examine it.

LENGTH OF THE INTERNSHIP REPORT

The length of the internship report may be about fifty-five double spaced typed pages (A4 Size) excluding appendices and exhibits. However, ten per cent variation on either side is permissible.

SUBMISSION

Two typed copies of the internship report are to be submitted to the Director/Head of the Institution within one month from the date of the Completion of the internship. The candidate will retain the third copy for the purpose of the Viva - Voce.

MB FC 01	Security Analysis and Portfolio Management
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Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

Course Structure:

- Unit I- **Introduction to Investment and Securities:** Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative- Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities-Bank deposits, post office deposits, NBFC deposit, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.
- Unit II- Systematic or market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.
- Unit III- **Efficient Market Theory:** Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. efficient market theory. Random walk theory, Weak form of EMH. Semi-strong form and strong forms of EMH. Market inefficiencies.
- Unit IV- **Portfolio Analysis:** Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization.
- Unit V- **Capital Market Theory:** Capital market theory (CAPM). CAPM and the real world. Arbitrage Pricing Theory.

REFERENCE:

1. Fischer Donald E, & Jordan Ronald J: Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy: Security Analysis and Portfolio Management, Himalaya Publishing House Pvt. Ltd
3. Van Horne: Financial Management & Policy, Prentice-Hall
4. Weston J. F. & Brigham E. F.: Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker F. W.: Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk: Fundamentals of Investing, Pearson Addison Wesley

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Course Objective:**Total Periods: 40 (4 Credits)**

Course aims to provide understanding of Direct Tax including Rules pertaining there to and application to different business situations & to understand principles underlying the Service Tax along with basic concepts of VAT.

Course Structure:

- Unit I- Assessment of Various Entities:** Assessment of firms and their partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts (Theory and Problems).
- Unit II- Miscellaneous:** Income Tax authorities, Return of Income, Procedure for Assessment – Types of assessment, Appeals and Revision, Deduction of Tax at Source – Advance payment of Tax Deduction and Collection of Tax At Source- Interest and penalties, Offences and Prosecutions – Refund of Tax.
- Unit III- Tax Planning:** Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management. Tax Planning considerations in relation to Business.
- Unit IV- Levy and Collection of GST:** Taxable event- Supply of Goods and Services; place of supply: within State: Interstate; Import and Export; Time of supply; valuation for GST- valuation rules, taxability of reimbursement of expenses; Exemption from GST: small supplies and composition scheme; classification of Goods and Services; Composite and Mixed supplies; Input Tax Credit.
- Unit V- Procedures of GST:** Tax invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.

REFERENCE:

1. Vinod Singhania: Direct Taxes, Law and Practice, TaxMann Publications
2. Bhagawati Prasad: Direct Taxes, New Age International Pub
3. Girish Ahuja and Ravi Gupta: Direct Taxes, Bharat Law House
4. T. N. Manoharan: Hand Book of Income Tax Laws, Institute of Chartered Accountants of India
5. B. B. Lal & N. Vashisht : Direct Taxes, Pearson
6. S. S. Gupta: Service Tax, Taxmann
7. R. Mohan Lavis: Service Tax, Bharat Publishers, New Delhi
8. The Central Goods and Services Tax, 2017
9. The Integrated Goods and Services Tax, 2017
10. The Goods and Services Tax (Compensation to States), 2017
11. Gupta, S. S., Vastu and Sevakar, Taxmann Publication, 2017

MB HC 01

Labour and Employment Laws in India

Course Objective:**Total Periods: 40 (4 Credits)**

The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Course Structure:

Unit I- The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment, definitions and different provisions. The Acts are as follows:

Unit II- The Workmen's Compensations Act, 1923
The Employees State Insurance Act, 1948

Unit III- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
The Payment of gratuity Act, 1972
The Maternity Benefit Act, 1961

Unit IV- The Minimum Wages Act, 1948
The Industrial Employment (Standing Orders) Act, 1946

Unit V- The Payment of Bonus Act, 1966
The Apprentices Act, 1969

REFERENCE:

1. S. N. Mishra: Labour Laws, Deep & Deep Publications
2. S. C. Srivastava: Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai: Labour and Industrial Laws, Jain Book Depot
4. V. V Giri: Labour problems in Indian Industry, Asia Pub. House
5. N. D. Kapoor: Elements of Mercantile Law, Sultan Chand and Sons

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Course Objective:**Total Periods: 40 (4 Credits)**

In this course, the students are to be acquainted with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

Course Structure:

Unit I- Introduction to Industrial Relation: Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.

Unit II- Industrial Conflicts/Disputes: Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry.

Unit III- Grievances Handling: meaning, nature, causes of grievances, procedure for redressal.
Collective Bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India.

Unit IV- Trade Union: concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.
Settlement Machinery-Mediation and Conciliation- function, process, conciliation machinery, Arbitration advantages disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals.

Unit V- Industrial Dispute Act, 1947: Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute.

REFERENCE:

1. Owen, W. V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
2. I. I. P. M. : Personnel Management in India
3. Heckman, I. L. & Hunuyager, S. C : Management of Personnel Function, London: Business Publication Ltd
4. Mehrotra, S.N. : Labour Problems in India.
5. Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
6. Memoria, C. B. : Industrial Relations, Himalaya Publication
7. Chhabara, T. N. and R. K. Suri :Industrial Relations- Concepts and Issues, Dhanpatria & Co
8. Any book concerned with Labour Acts and Industrial Law

Course Objective:**Total Periods: 40 (4 Credits)**

Objective of this course on Consumer Behaviour is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be based on real life case-studies from Indian environment.

Course Structure:

- Unit I- Understanding Consumer Behaviour:** Introduction to Consumer Behaviour; Consumer Behaviour and the Marketing Concepts; Factors influencing Consumer Behaviour.
- Unit II- Consumer Decision making process:** Concept of Consumer Decision; Levels of Consumer Decision-Making; A Model of Consumer Decision-Making.
- Unit III- Consumer Motivation:** The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behaviour; Involvement of Consumer.
- Unit IV- Influence of Culture on Consumer Behaviour:** Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets.
- Unit V- E- Consumer Behaviour:** e-Business; Applications to Consumer Behaviour; The Computer Age. **Changing Indian Consumer Behaviour-**Drivers of Change; Changing Consumer Trends; Rural Consumer Behaviour; New Consumption Patrons

REFERENCE:

1. D. L. Loudon, J. Albert Della Bitta : Consumer Behaviour; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behaviour: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited.
3. F. R. Kardes : Consumer Behaviour and Managerial Decision Making, Prentice Hall of India Private Limited
4. Henry A. : Consumer Behaviour and Marketing Action, Thomson Asia Pte Ltd.
5. K. K. Srivastava, S. Khandai : Consumer Behaviour in Indian Context, Galgotia Publishing Company.
6. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behaviour, Pearson Education Inc.
7. M. Evans, A. Jamal, & G. Foxall : Consumer Behaviour, John Wiley & Sons LTD.
8. M. Khan : Consumer Behaviour, New Age International Publishers.
9. M. R. Solomon : Consumer Behaviour Buying, Having and Being, PHI Learning Private Limited
10. R. Majumdar : Consumer Behaviour: Insights from Indian Market, PHI Learning Private Limited.
11. R. D. Blackwell, P. W. Miniard, & J. F. Engel: Consumer Behaviour, Cengage Learning India Private Limited.
12. S. R. Nair : Consumer Behavior Consumer Behaviour & Marketing Research, Himalaya Pub. House.
13. W. D. Hoyer & D. J. MacInnis : Consumer Behaviour, Houghton Mifflin Co. USA.

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practised in service organizations and how it will be managed in the future.

Course Structure:

- Unit I- Introduction to Services Marketing:** Emergence of Services Economy; Nature and Definitions of Services; Classification of Different Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing.
- Unit II- Services Marketing Mix:** New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.
- Unit III- Effective Service Delivery Process:** Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery
- Unit IV- Implementing Service Marketing:** Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behaviour; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services.
- Unit V- Contemporary Issues in Services Marketing:** The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.

REFERENCE:

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V. A. & Bitner M. J. : Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H. V. : Marketing of Services, Global Business Press, New Delhi
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

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