



Institute of Management Studies

Ranchi University, Ranchi - 834008 (Jharkhand)

Ref No. : IMS/Est./141/014

Date : 05/03/14

To :

The Vice Chancellor,
Ranchi University,
Ranchi

Sub: Submission of revised course of studies for MBA

Sir,

I have the honour to inform you that the meeting of the Board of Studies as approved by the competent authority was held on 03rd March 2014 at 11:00AM under the Chairmanship of the undersigned.

The Board of Studies after discussion at length has reviewed and finally revised the course structure of MBA (1st to 4th semester) to be effective from the new academic session 2014-16 and onwards.

The revised course structure is accordingly enclosed herewith along with the Minutes of the Meeting for approval of the competent authority and the Academic Council.

Thanking you.

Yours faithfully,

en
5/3/2014
Director

Institute of Management Studies
Ranchi University, Ranchi

INSTITUTE OF MANAGEMENT STUDIES RANCHI UNIVERSITY, RANCHI

Meeting of Board of Studies

A meeting of the Board of Studies for preparation of the syllabus of MBA course commencing from academic session 2014-16, w.e.f. July 2014 was held on **03rd March 2014 at 11:00AM** under the Chairmanship of Prof. S.K. Singh, Director, Institute of Management Studies, Ranchi University, Ranchi.

The following members were present in the meeting:-

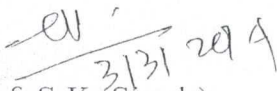
1. **Prof. S.K. Singh**, Director, IMS, Ranchi University, Ranchi
2. **Dr. A.K. Chattoraj**, Course Coordinator, IMS, Ranchi University, Ranchi
3. **Dr. S.K. Bose**, Professor & Head, Department of Management Studies, BIT Mesra, Ranchi.
4. **Dr. R.R. Das**, Associate Professor, Marwari College, Ranchi University, Ranchi.
5. **Dr. B.B. Lal**, Associate Professor, Marwari College, Ranchi University, Ranchi.
6. **Dr. Mukund Chandra Mehta**, Asst. Professor, Department of Commerce and Business Management, Ranchi University, Ranchi
7. **Dr. Manisha Kumari**, Faculty Member, IMS, Ranchi University, Ranchi
8. **Mrs. Meenakshi Verma**, Faculty Member, IMS, Ranchi University, Ranchi
9. **Mr. Amit Shekhar Tirkey**, Faculty Member, IMS, Ranchi University, Ranchi
10. **Ms. Shilpi Abha Khalkho**, Faculty Member, IMS, Ranchi University, Ranchi
11. **Mrs. Pooja Kumar**, Faculty Member, IMS, Ranchi University, Ranchi
12. **Dr. Nalin Ranjan Tripathy**, Faculty Member, IMS, Ranchi University, Ranchi
13. **Mr. Chinmoy Kumar**, Faculty Member, IMS, Ranchi University, Ranchi.

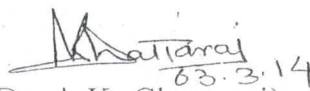
The Board of Studies discussed and reviewed the syllabus/course structure of MBA course to be effective from academic session 2014-16 (commencing from July 2014). After discussion at great length the syllabus was revised, a copy of which is


enclosed. It was also decided that the revised MBA syllabus/course structure be sent to the University for approval.

Further, instructions for the question paper setter were also discussed in line with the previous guidelines and the same is incorporated as under.


- (A) **Paper wise credit & class hours:** The total credit hours in each paper will be forty five (45) and the number of classes will also be forty five (45) as the duration of each class is one (1) hour.
- (B) **Full marks, Pass marks, Number of questions to be set and number of questions to be attempted :**
- Full marks will be 100 for each paper.
 - Pass marks will be 45 for each paper.
 - Number of questions to be set in each paper will be ten (10)
 - Number of question to be attempted in each paper will be five (5).
- (C) **Not more than 25% of question should be repeated from previous year:** The Controller of Examination, Ranchi University may be instructed to request the question setter not to repeat more than 25% from previous year. Further, the Controller of Examination, Ranchi University may also be requested to provide the question setter a copy of the revised syllabus of the concerned subject so as to avoid the possibility of out-of-syllabus questions.


(Prof. S.K. Singh)

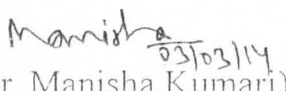

(Dr. A.K. Chattoraj)

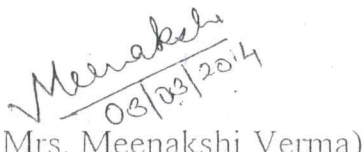

(Dr. S.K. Bose)

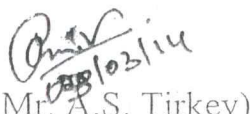

(Dr. R.R. Das)

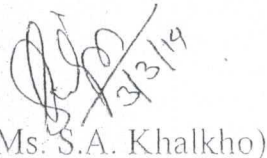

(Dr. B.B. Lal)

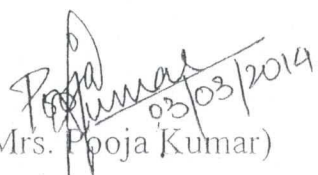

(Dr. M.C. Mehta)

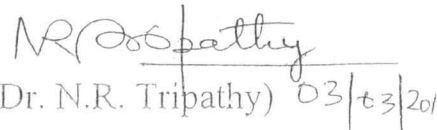

(Dr. Manisha Kumari)


(Mrs. Meenakshi Verma)


(Mr. A.S. Tirkey)


(Ms. S.A. Khalkho)


(Mrs. Pooja Kumar)


(Dr. N.R. Tripathy)


(Mr. Chinmoy Kumar)

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INSTITUTE OF MANAGEMENT STUDIES

Ranchi University, Ranchi

TITLE OF PAPERS OF THE REVISED SYLLABUS OF MBA W.E.F. SESSION 2014-16

SEMESTER-I (ALL COMPULSORY PAPERS)

- Paper-01 Management Principles & Practices
- Paper-02 Accounting and Financial Management
- Paper-03 Organizational Behaviour
- Paper-04 Marketing Management
- Paper-05 Quantitative Techniques for Management
- Paper-06 IT for Managers
- Paper-07 Business Communication

SEMESTER-II (ALL COMPULSORY PAPERS)

- Paper-08 Human Resource Management
- Paper-09 Business Research
- Paper-10 Managerial Economics
- Paper-11 Operations Research
- Paper-12 Cost Management
- Paper-13 E-Business

SEMESTER-III (PAPER-14 TO 17 ARE COMPULSORY. ELECT ANY ONE OF THE FUNCTIONAL SPECIALIZATION GROUPS)

- Paper-14 Business Law
- Paper-15 Business Ethics and Corporate Governance
- Paper-16 Supply Chain Management
- Paper-17 Summer Training

FUNCTIONAL SPECIALIZATION GROUPS

Group-A: Financial Management

- Paper-18 Management of Financial Services
- Paper-19 Investment and Portfolio Management

Group-B: Marketing Management

- Paper-20 International Marketing
- Paper-21 Consumer Behaviour

Group-C: Human Resource Management

- Paper-22 Industrial Relations and Labour Laws
- Paper-23 Recruitment, Selection and Training

Group-D: Information Technology

- Paper-24 RDBMS (Relational Database Management System)
- Paper-25 Business Data Communication

SEMESTER-IV (PAPER-26 AND 27 ARE COMPULSORY. ELECT TWO GROUPS, ONE MAJOR AND ONE MINOR, OUT OF THE FOLLOWING FOUR GROUPS OF FUNCTIONAL SPECIALIZATION WITHIN PAPER-28 TO 35. THE MAJOR GROUP ELECTED IN SEMESTER-III AND SEMESTER-IV SHALL BE THE SAME)

- Paper-26 Strategic Management
- Paper-27 Project Study

FUNCTIONAL SPECIALIZATION

Group-A: Financial Management

- Paper-28 Corporate Finance
- Paper-29 Management of Financial Derivatives

Group-B: Marketing Management

- Paper-30 Sales and Distribution Management
- Paper-31 Brand Management

Group-C: Human Resource Management

- Paper-32 Organizational Change and Development
- Paper-33 Compensation and Rewards

Group-D: Information Technology

- Paper-34 Enterprise Resource Planning
- Paper-35 System Analysis and Design (SAD)

COURSE STRUCTURE SUMMARY (PROPOSED)

ANNEXURE-I

SEMESTER-I

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment

Subject Code	Name of the Subject	Total Marks	Marks Break-up	Remarks
PAPER-01	Management Principles & Practices	100	70/30	
PAPER-02	Accounting & Financial Management	100	70/30	
PAPER-03	Organizational Behaviour	100	70/30	
PAPER-04	Marketing Management	100	70/30	
PAPER-05	Quantitative Techniques for Management	100	70/30	
PAPER-06	IT for Managers	100	70/30	
PAPER-07	Business Communication	100	70/30	
Total 07 Papers		700	700	

SEMESTER-II

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment

Subject Code	Name of the Subject	Total Marks	Marks Break-up	Remarks
PAPER-08	Human Resource Management	100	70/30	
PAPER-09	Business Research	100	70/30	
PAPER-10	Managerial Economics	100	70/30	
PAPER-11	Operations Research	100	70/30	
PAPER-12	Cost Management	100	70/30	
PAPER-13	E-Business	100	70/30	
Total 06 Papers		600	600	

SEMESTER-III

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment, excluding Summer Training (100Marks)

PAPER-14,15,16 & 17 are compulsory and in functional specialization students are to elect two Papers as Major within PAPER-18 to 25

Subject Code	Name of the Subject	Total Marks	Marks Break-up	Remarks
PAPER-14	Business Law	100	70/30	
PAPER-15	Business Ethics and Corporate Governance	100	70/30	
PAPER-16	Supply Chain Management	100	70/30	
PAPER-17	Summer Training	100	70/30	

Functional Specialization				
PAPER-18	Management Of Financial Services	100	70/30	} Finance
PAPER-19	Investment & Portfolio Management	100	70/30	
PAPER-20 (18)	International Marketing	100	70/30	} → Marketing
PAPER-21 (19)	Industrial Marketing CB	100	70/30	
PAPER-22 (18)	Industrial Relations And Labour Laws	100	70/30	} → H.R
PAPER-23 (19)	Recruitment, Selection And Training	100	70/30	
PAPER-24	RDBMS (Relational Database Management System)	100	70/30	} Not Available
PAPER-25	Business Data Communication	100	70/30	
Total 06 Papers		600	600	

SEMESTER-IV

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment, excluding Project Studies (100Marks)
PAPER-26 & 27 are compulsory and in functional specialization students are elect two Papers as Major and two papers as Minor either PAPER-28 to 35

Subject Code	Name of the Subject	Total Marks	Marks Break-up	Remarks
PAPER-26 (20) 20	Strategic Management	100	70/30	
PAPER-27 (21) 21	Project Study	100	70/30	
Functional Specialization				
PAPER-28 (22) 22	Corporate Finance	100	70/30	} Finance
PAPER-29 (23) 23	Management of Financial Derivatives	100	70/30	
PAPER-30 (22) 22	Sales and Distribution Management	100	70/30	} Marketing
PAPER-31 (23) 23	Advertising and Marketing Communication	100	70/30	
PAPER-32 (22) 22	Organizational Change and Development	100	70/30	} H.R
PAPER-33 (23) 23	Compensation and Rewards	100	70/30	
PAPER-34	Enterprise Resource Planning	100	70/30	
PAPER-35	System Analysis and Design (SAD)	100	70/30	
Total 06 Papers		600	600	

Total papers in Semester-I to IV is – 07+06+06+06=25 Papers i.e.
700+600+600+600=2500 Total Marks

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**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

SEMESTER-I

PAPER-01 MANAGEMENT PRINCIPLES & PRACTICES **ANNEXURE-II**

Course Outline

The basic objective of this course is to familiarize the students with the basics of management and its far reaching applications in management studies.

Unit-1

Introduction

Concepts, Function or Process, Management Discipline as Art or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.

Unit-2

Management Thought

Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Neo-Classical Approaches – Human Relations Movement. Behavioral Approach-Douglas, McGregor, Abraham Maslow, Modern Approaches- Quantitative Approach, Social System Approach.

Unit-3

Planning

Definition of Planning, Nature of Planning, Importance of Planning , Types of Planning, Process of Planning, Steps in Planning, Decision Making- Concept, Significance and types of decisions.

Unit-4

Organizing

Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control.

Unit-5

Leadership

Concept of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development

Unit-6

Communication and Co-ordination

Process, Importance of Communication, Communication Channels, Barriers to Communication, Co-ordination-concept and relevance

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**Full Marks: 100
Credit Hours: 45**

Unit-7

Controlling

Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control-concept, Corporate Social Responsibility.

Suggested Readings

1. Management, Stoner and Freeman, Prentice Hall of India.
2. Essentials of Management, Koontz and Heinz Weihrich, Mc Graw Hill.
3. Management, Robbins & Coulter, Prentice Hall of India.
4. Principles of Management, Gilbert, Mc Graw Hill.
5. Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, Mc Graw Hill
6. Management, A Global and Entrepreneurial Perspective, Weihrich Heinz & Koontz Harold, Mc Graw Hill
7. Principles of Management, P.C.Tripathi and P.N.Reddy, Mc Graw Hill.

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RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

Full Marks: 100

Credit Hours: 45

PAPER-02 ACCOUNTING AND FINANCIAL MANAGEMENT

Course Outline

The aim of this course is to familiarize the students with the financial tools. The managers employ to analyze firm's financial functions and decisions. This helps the students to manage the financial resources, maximization of stock holder wealth and distribution of various funds.

Unit-1

Introduction to Accountancy

Accounting Principles and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account.

Unit-2

Introduction to Financial Management

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Organization of the Finance Function.

Unit-3

Time Value of Money

Concept, Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity, Present value of an Uneven Cash Flow, Multi-Period Compounding & Discounting.

Unit-4

Capital Budgeting

Capital Budgeting Decisions, Types of Investment Decisions, Capital Budgeting Techniques- Discounting and Non Discounting Techniques-NPV, IRR, PI, PB, DPB & ARR.

Unit-5

Capital Structure

Capital structure- Relevance of Capital Structure, Theories of Capital Structure- EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT – EPS Analysis., Nature of Risk, Financial Leverage, Operating Leverage, Combined Leverage

Unit-6

Cost of Capital

Cost of debt, Cost of Equity Capital, Weighted Average Cost of Capital

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**Full Marks: 100
Credit Hours: 45**

Unit-7

Working Capital Management

Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Sources of Working Capital.

Suggested Readings

1. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication
2. Financial Management, Prasanna Chandra, Tata Mcgraw Hill Publication
3. Financial Management, I.M.Pande, Vikash Publication
4. Financial Accounting – A Managerial Perspective, Narayanaswamy, PHI,
5. Accounting for Managers, Anthony R.N.and Reice J.S.
6. Advance Accountancy, S.N. Maheshwari, Vikas Publication
7. Modern Accountancy, Amitabh Mukherjee & Md Hanif ,TMH Publication.
8. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis
9. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant
10. Accounting for Non Specialists, Michael Jones, Person Education

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**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

Full Marks: 100

Credit Hours: 45

PAPER-03 ORGANIZATIONAL BEHAVIOUR

Course Outline

The main objective of this course is to familiarize the students with various behavioral dimensions occurring in organizations including group dynamics and other organizational processes.

Unit-1

Introduction to Organization

Concept, Structure, Types of Organization. Significance of Organizational Behaviour.

Unit-2

Determinants of Individual Behavior

Personality - Concept, Determinants and Theories. Perception- Perceptual Process, Selectivity and Managing Perception.

Unit-3

Motivation

Concept and Its relevance for Individual and Organization. Theories- Maslow, Herzberg, McClelland, Vroom's, Equity.

Unit-4

Group and Individual

Group and Group Dynamics, Team and Skills required for Team Management. Leadership Concept, Theories and Styles.

Unit-5

Group Activities

Concept, Types and Formation of Groups. Intergroup Behavior. Interpersonal Communication and Its Impact on Group. Group Problem Solving.

Unit-6

Stress and Behavior

Concept and Nature of Stress. Sources of Managerial Stress. Stress and Personality.

Unit-7

Impression and Behavior

Impression Formation and its Management. Self Presentation- Physical Appearance, Body and Sign Language.

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Organizational Behavior, S. Robbins, PHI Publication
2. Organizational Behavior, F. Luthans, TMH Publication
3. Organizational Behavior, Udai Pareek, Himalaya Publication
4. Organizational Behavior, Robbins, Judge & Vohra, Pearson

**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

Full Marks: 100

Credit Hours: 45

PAPER-04 MARKETING MANAGEMENT

Course Outline

The main objective of this course is to impart basic conceptual understanding of marketing. It provides an over view of marketing in relation to its environment.

Unit-1

Fundamentals of Marketing

Core concepts of marketing and Company orientation towards the market place, Scanning the Marketing Environment, concepts of Green Marketing, Rural Marketing and Consumer Protection.

Unit-2

Market segmentation

Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioural, Evaluating & Selecting Market Segments, Strategies for the Market leader, Follower, Challenger & Nicher; Market Positioning.

Unit-3

Consumer Behavior: Concepts, meaning and significance, determinant of consumer behaviour, Consumer decision making process and buyer behaviour models.

Unit-4

Product Strategy

Classification of products, product levels, Introduction to product line & product mix, Product Life Cycle.

Unit-5

Pricing Strategies

Introduction to pricing, pricing Objective, Determining demand, estimating costs, pricing methods

Unit-6

Distribution Strategies

Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

Unit-7

Retailing

Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location, Product assortment & Services, Price, promotion, Store Atmosphere

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson
2. Marketing Management , Rajan Saxena, TMH
3. Marketing Management , Arun Kumar, N Meenakshi, Vikas Publishing
4. Fundamentals of Marketing, Bruce Walker & Stanton, McGraw Hill
5. W.D. Perraut & E.J. Mc Carthy, Basic Marketing, TMH
6. Russel S. Winner, Marketing Management , Pearson
7. Marketing Managemnent, Ramaswami & Namakumari,

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**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

PAPER-05 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course Outline

The necessary statistical tools used in optimizing managerial decisions under uncertainty will be studied in the course. The concerned statistical techniques find use in all business functions. Managers do not face a paucity of information but they face the problem of how to best use the available information for taking useful decisions. Properly identifying, measuring, controlling and reducing variation of data ushers in opportunities needed for holistic betterment.

Unit-1

Introduction

Definition, Importance of Statistics, Presentation of Data, Graphs and Diagrams, Measures of Central Tendency-Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles, Measures of Variation - Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness-Karl Pearson's Method, Bowley's Method.

Unit-2

Correlation and Regression

Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient, Business Forecasting-Methods of Forecasting, Time Series Analysis: Components of Time Series.

Unit-3

Index Numbers

Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Fisher's Ideal Index Number, Consumer Price Index Numbers.

Unit-4

Probability

Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit-5

Sampling and Sampling Distribution- Concept and types of Sampling, Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.

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**Full Marks: 100
Credit Hours: 45**

Unit-6

Sampling Distribution and Test of Hypothesis- Central Limit; Sampling Distribution of Mean, Proportion; Chi Square Test, Analysis of Variances, Quality Control Charts.

Unit-7

Matrices and Determinants

Addition & Multiplication of Matrices, Adjoint Matrix and Inverse Matrix, Properties of Determinants

Suggested Readings

1. Business Statistics, J.K. Sharma, Pearsons' Education.
2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education
3. Quantitative Analysis for Management, Render and Stair, TMH
4. Quantitative Business Analysis - Text & Cases, Samul Bodiley
5. Quantitative Methods in Business, Anderson, Thomson Learning.
6. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

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**INSTITUTE OF MANAGEMENT STUDIES
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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

PAPER-06 IT FOR MANAGERS

Course Outline

The main objective of this course is to familiarize the students with the current and emerging trends in technologies as regards the information field, to equip them with the IT skills required for the managerial activities.

Unit-1

Introduction to Computers

Hardware - Software - Systems Software, Application Software and Packages. Fundamentals of operating system- windows, Unix/Linux. Introduction to World Wide-Internet operations. Data and Information-meaning & concept.

Unit-2

Programming language and generation

Lower level and high level language and different computer generation

Unit-3

Introduction to Memory Organization

Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU, control logics.

Unit-4

Telecommunication and Networks

Fundamental of Data Communication- Network Concepts and Classification, Telecommunications Media, Network Topologies.

Unit-5

Overview of Computer Applications in Public Services and Business

Office Automation applications – Word Processor (MS -Word), Spreadsheet & Presentation (MS PowerPoint).

Unit-6

Functional and Enterprise Management Systems

Introduction to Management Information System- Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

Unit-7

Introduction to Programming Concepts & flow charting

Models of computer data processing, flow charting technique-principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart, examples.

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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Foundation of computing, Sinha, P.K., Priti Sinha, BPB Publications.
2. Introduction to information technology, Turban, Rainer and Potter, John Wiley and sons.
3. Introduction to Information Systems, James, A. O'Brien, McGraw Hill.
4. Introduction to computers, Norton, P, McGraw Hill.
5. Introduction to Information Technology, Rajaraman, V, PHI.
6. Computer Fundamentals, Ram, B, New Age Publications.

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**INSTITUTE OF MANAGEMENT STUDIES
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Full Marks: 100

Credit Hours: 45

PAPER-07 BUSINESS COMMUNICATION

Course Outline

The objective of this course is to foster strong written, oral and interpersonal skills amongst students so that they could better represent themselves in the corporate world.

Unit-1

Nature of Communication

Define Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication.

Unit-2

Barriers to Communication

Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

Unit-3

Principles of Letter Writing

Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation.

Business Correspondence: Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence.

Unit-4

Other Business Communication

Define Memorandum, Essentials of a memorandum, Drafting Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit-5

Report Writing

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Unit-6

Vocabulary

Words often confused, Words often misspelt, common errors in English.

Unit-7

Oral Presentation

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Communication Skills, Sanjay Kumar & PushpLata, Oxford University Press
2. Business Communication Today, Courtland L. Bovee, John. V. Thill,
3. Business Communication, Raymond V Lesikar, Marie, E, Flatley, Kathryn Rentz, NeerjaPande. Mcgraw Hill
4. Business Correspondence and Report Writing, R.C. Sharma, Krishna Mohan. Mcgraw Hill
5. Communication for Business, Shirley Taylor, V. Chandra, Pearson
6. Business Communication- HorySankar Mukherjee, Oxford University Press

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**Full Marks: 100
Credit Hours: 45**

SEMESTER-II

PAPER-08 HUMAN RESOURCE MANAGEMENT

Course Outline

This course discusses the management of Human Resources in organization from a general management perspective. It focuses on how organization recruits select and socialize employees.

Unit-1

Introduction

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives.

Unit-2

Designing and Developing HR System

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion.

Unit-3

Compensation Management

Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non- Executives.

Unit-4

Human Resource Development

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal.

Unit-5

Quality of Work Life

Introduction and Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Quality Circle.

Unit-6

Behavioral Dimensions of HRM

Understanding Human Behavior, Identifying employee Needs and their Satisfaction.

Unit-7

International Human Resource Management

Concept, International Human Resource Management Practices.

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Suggested Readings

1. Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd
2. Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhart & Wright, Irwin McGraw Hill.
3. Human Resource Management, V.S.P Rao- Excel books.
4. Managing Human Resources: Productivity, quality of work life, profits, Wayne F. Cascio- TMH
5. HRM and Personnel Management, Ashwathappa, TMH
6. Strategic HRM by Rajeev Lochan Dhar, Excel Books
7. Human Resource Management, T.N Chhabra, Dhanpat Rai & Sons Pvt Ltd.

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PAPER-09 BUSINESS RESEARCH

Course Outline

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision - making

Unit-1

Introduction

Objective, Types, Methods & Process. Research Problem - Selection , Need & Techniques for defining a Problem, Concepts of Inductive & Deductive Logic, Development of Hypothesis.

Unit-2

Qualitative and Quantitative Research

Concept & Measurement, Causality, Generalization, Replication, Merging Qualitative and Quantitative Research Methods.

Unit-3

Research Design

Features of a good Research Design, Exploratory & Descriptive Research Design - Concept, Types, Usage, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.

Unit-4

Sampling Design

Census and Sample survey, Implication of Sample design, Sample size determination, Characteristics of a good Sample design, Types of Sample design.

Unit-5

Attitude Measurement and Scaling Techniques

Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.

Unit-6

Collection, Processing and Analysis of Data

Primary and Secondary data, Tools of data collection, Questionnaire and Schedule distinction, Selection of appropriate method of Data Collection, Processing Operations, Problem in Processing, Types of Analysis.

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Unit-7

Multivariate Data Analysis

Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.

Report Writing

Suggested Readings

1. Business Research Methods, Cooper & Schindler, Tata McGraw Hill.
2. Research Methods for Business Students, Saunders, Pearson Education
3. Business Research, Collis J and Hussey R, Palgrave publication
4. Research Methods in Business & Social Sciences, Kothari C.R., Macmillan.
5. Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.
6. Social research methods, Walliman, Nicholas Sage Publications.
7. Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan
8. Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.
9. Research Methods for Business, Uma Sekaran, Wiley Publications

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Credit Hours: 45

PAPER-10 MANAGERIAL ECONOMICS

Course Outline

The objective of this paper is to provide basic understanding of economic concepts, principles and tools of micro economics that can be applied to business decision making. The aim is to help the students promote the development of analytical and critical thinking skills about the market conditions and ability to forecast the future economics conditions. The students are acquainted how the differences in market structure affect the prices and output.

Unit-1

Introduction

Nature & Scope, Definitions, Importance, Forward Planning, Managerial Decision Making Process- Establishing the Objectives, Defining the Problem, Alternative Courses of Action and its Evaluation, Implementation, Trade-off or Opportunity Costs, Circular Flow of Income, Market Equilibrium.

Unit-2

Demand and Supply

Introduction, Determinants of Demand & Supply, Demand Function, Demand and Supply Curve, Law of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Consumer Equilibrium, Marshallian and Hicksian Approach.

Unit-3

Cost Concepts

Definition, Classification of Cost for Managerial Decision Making, Behaviour of Cost Economies of scale, Break-Even Analysis.

Unit-4

Production Analysis

Introduction, Production Process & Function - One Variable and Two Variable Inputs, Isoquant and Iso-cost, Optimal Factor Combination.

Unit-5

Market Analysis

Introduction, Markets Types- Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets.

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Unit-6

Capital Budgeting & Investment Decisions

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal.

Unit-7

National Income

Concepts of National Income, Measurement of National Income- Methods and Problems, Price Indexes.

Suggested Readings

1. Managerial Economics, Atmanand, Excel Books
2. 2.Managerial Economics,H. Craig Petersen &W. Cris Lewis, Pearson Education.
3. 3.Managerial Economics, Suma Damodaran, Oxford.
4. Managerial Economics, D.N.Dwivedi, Vikash Publication
5. Managerial Economics, H.L. Ahuja, S. Chand and Co. Ltd.

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PAPER-11 OPERATIONS RESEARCH

Course Outline

The objective of the course is to formulate the students with the methods of research by disintegration and integration of operation and help them to the managerial decision making.

Unit-1

Introduction

Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

Unit-2

Linear Programming:

Model Formulation, Graphical Method, Simplex Method, Degeneracy in L.P.P., Sensitivity Analysis Applied to Linear Programming Problems. Duality in Linear Programming. Dual Simplex Method.

Unit-3

Transportation Problems

Concept, Formulation of Transportation Problem, Balanced and Unbalanced Problems, North -West Corner Rule, Least Cost Method, Vogel's Approximation Method, MODI Method, Degeneracy.

Unit-4

Assignment Problems:

Concept, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment Method), Balanced and Unbalanced Assignment Problems, Travelling Salesman Problem as an Assignment Problem.

Unit-5

Game Theory

Concept, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

Unit-6

Replacement Models

Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Replacement of Items that Fail Completely, Queuing Theory-Concepts, Managerial Implications.

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Unit-7

Decision Theory

Concept, Decisions with Probability and Non-probability, EVM Decision EOL Decision, Decision Tree.

Suggested Readings

1. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
3. Principals of Operation Research - Wagner, H.M, Prentice Hall
4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
5. Operational Research - An Introduction, Taha, H.A - Macmillan
6. Operations Research - Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company

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PAPER-12 COST MANAGEMENT

Course Outline

This course aims to confer comprehensive knowledge in the field of cost management in gradual systematic steps. At the end of the course the students will be able to understand the role of a corporate manager in applying the concept of cost for varying purpose of cost control and cost reduction to achieve the leadership role of any company in the field of Cost Management.

Unit-1

Introduction

Cost – Meaning, Objective, Elements of Cost, Classification of Cost for Managerial Decision making, Cost Accounting – Meaning, Objective, Installation of Costing System, Cost center and Cost Unit – Definition & Concept, Objectives and Types, Cost Sheet.

Unit-2

Costing Methods

Job Order Costing - Procedures, Advantages, Limitations, Contract Costing – Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing – Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits.

Unit-3

Inventory Cost Management

Purchase - Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity – Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control – Perpetual Inventory System, ABC Method. Methods of Pricing – Specific Price Method, First In First Out, Last in First Out, Average Price, Standard Price.

Unit-4

Marginal Costing

Marginal Cost – Definition and Nature. Marginal Costing – Net Profit Under Marginal Costing, Difference Between Marginal Costing and Absorption Costing.

Unit-5

CVP Analysis

Meaning and Relationship, Break Even Analysis – Meaning, Assumptions, Algebraic Method, Graphical Presentation, Contribution – Meaning & Concept,

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P/V Ratio- Meaning & Concept, Margin of Safety (MS) – Meaning & Concept, Angle of Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.

Unit-6

Budgetary Control

Budget and Budgetary Control System – Meaning & Concept, Objectives, Advantages, Limitations, Types of Budgets

Unit-7

Standard Costing

Standard Cost – Meaning & Concept, Setting of different types of Standards, Standard Costing – Meaning & Concept, Advantages, Disadvantages, Variance Analysis – Material Cost Variance, Labour Cost Variance.

Suggested Readings

1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
2. Cost Accounting, M N Arora, Vikas Publication
3. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
4. Cost Accounting, Charles T Horngren, Pearson Education
5. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning.

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PAPER-13 E-BUSINESS

Course Outline

In the liberalized global order, organizations are increasingly investing in IT infrastructure, making stronger virtual presence through E-Business Platforms. The course aims to provide the students a holistic understanding of the E-Business paradigm and the important role it has taken in the success and growth of modern-day organizations.

Unit-1

Introduction

E-Business - Origin and Need of E-Commerce, Factors affecting E-Commerce, Business dimension and technological dimension of E-Commerce.

Unit-2

Internet and E-Business

Introduction to internet and its application, Intranet and Extranets. World Wide Web, Internet Applications, Business Applications on Internet, E- Shopping.

Unit-3

Electronic Payment System

Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit-4

Security Issues in E-business

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates.

Unit-5

E-Business Applications & Strategies

Emerging Trends in e-Business, e-Governance, Digital Commerce.

Unit-6

E-Commerce and retailing

On-line retail industry dynamics, Management challenges in on-line retailing.

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Unit-7

Emerging trends and technologies in E-Business

E-Business and MIS, E-Business and ERP, E-Business and CRM, Benefits of E-Commerce; Drawbacks and limitations of E-Commerce.

Suggested Readings

1. E-Commerce Strategy, Technologies and Applications, Whitley, David, Tata McGraw Hill.
2. Electronic Commerce. , Schneider Gary P. and Perry, James T ,Thomson Learning.
3. E-Commerce: The Cutting Edge of Business, Bajaj, Kamlesh K & Nag, Debjani, McGraw Hill
4. E-Commerce: Business, Technology, Society, Laudon and Traver, Pearson Education
5. Designing Systems for Internet Commerce, Treese G. Winfield & Stewart C. Lawrance, Addison Wesley.
6. E-Commerce Strategies, Trepper Charles , Prentice Hall of India.
7. Electronic Commerce Opportunity & Challenges, Rehman S.M. & Raisinghania, Idea Group Publishing, USA.
8. E-commerce Real Issues & Cases, Knapp C. Michel, Thomson Learning

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SEMESTER-III

PAPER-14 BUSINESS LAW

Course Outline

The objective of the subject is to acquaint the students with the various laws of business so that they can handle the business judiciously and decisions should be appropriate. For this purpose at least 5 cases is to be delivered in the semester.

Unit-1

Indian Contract Act 1872

Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

Unit-2

Special Contracts

Indemnity- Concept, Rights and Duties of Parties, Guarantee- Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge- Concept, Duties and Rights of Parties, Agency- Introduction and Essentials. Nature of Relationship- Test of Agency, Agent and Employee

Unit-3

Indian Partnership Act 1932

Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm,

Unit-4

Companies Act 1956

Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus.

Unit-5

Company Management

Directors- Appointment and Duties. Managing Director and Board of Directors. Meetings- Board, Statutory, Annual General and Extra Ordinary General

Unit-6

Negotiable Instruments Act 1881

Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.

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Unit-7

Sale of Goods Act 1930

Introduction and features, Distinction Between 'Sale' and 'Agreement to Sell', Subject matter of Contract of Sale, Conditions and Warranties.

Suggested Readings

1. Business Law: One should Know, Ajay Garg, Navi Publication
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill
3. Indian Business Laws, S.K. Aggarawal & K. Singhal, Galgotia Publications Pvt. Ltd.
4. Business Law Including Company Law S.S. Gulsan & G.K. Kapoor, New Age International Publishers.
5. Business Law, Satish B Mathur, McGraw-Hill
6. Mercantile Law, M.C. Kuchhal, Vikash Publications
7. Bare Act with short notes/comments(For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers(India) Pvt. Ltd.

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PAPER-15 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Outline

The basic objective of this course is to familiarize the student with the broad contours of the subject and its implications for the ethical approaches in business.

Unit-1

Introduction

Concept, relevance and importance, Ethical principles and relevance in business, Normative and Justice & Fairness .

Unit-2

Ingraining Ethics in Life

Ethical processes in life, Code of conduct - Managers, public servants, Lawyers, Engineers, Academicians and Medical Practitioner.

Unit-3

Environmental Ethics

Sustainable Development, Industrial Pollution & Environmental Issues.

Unit-4

Corporate Governance

Introduction to corporate governance, Importance, Issues and Obligations.

Unit-5

Consumer Protection

Consumer & Consumer protection and Legal Protection to consumers.

Unit-6

Employee Issues

Rights & responsibilities of employees, privacy issues and Ethical Decision making

Unit-7

Functional Ethics & Social Responsibility

Concept of Ethics in Marketing, Finance, Human resource & Information Technology. Social Responsibility, Theories & benefits of social responsibility.

Suggested Readings

1. Business Ethics Concepts & Cases, Velasquez, TMH Publication.
2. Ethics & the conduct of Business, Boatright, Pearson Publication
3. Business Ethics text and Cases Viswanath Ghosh, Vikas Publication
4. Business Ethics, S.K.Chakravorty, TMH Publication.

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PAPER-16 SUPPLY CHAIN MANAGEMENT

Objective

The course is designed to provide an in-depth knowledge of SCM, concepts and theories and to illustrate the applicability of these concepts with the help of real life examples

Unit-1

Introduction to Supply Chain Management :

Generic Types of Supply Chain; Various Definitions and Implications; Major Drivers of supply chains; SCM as a profession

Unit-2

Strategic Decisions and Source Management in Supply Chain:

Business Strategy in Supply Chain; Core Competencies in Supply Chain; Customer-Relationship Management Strategy and Supplier Relationship Management Strategy; Elements of Strategic Sourcing; A Collaborative Perspective; Development of Partnership.

Unit-3

Inventory and Transport Management in Supply Chain: Types of Inventory Supply/ Demand Uncertainties; Vendor Managed Inventory Systems: Inventory Performance Measures; Transportation Selections.

Unit-4

Mathematical Modeling and Information Systems in Supply Chains:

Tradeoff; Models for Transportation and Distribution; Third Party Logistics (3PL); IT Solutions for SCM; ERP and SCM; IT and Bull Whip Effect; Considerations in Modeling SCM Systems; Overview of the Models; Structuring the Logistics Chain.

Unit-5

Reverse, Integration; Collaborative and Agile Supply Chains:

Types of Reverse Flows; Issues in Management of Reverse Supply Chain; Evolution of Collaborative SCMs; Efficient Consumer Response; Imperatives for Successful Integrative Supply Chains; Sources of Variability and Characteristics of Agile Supply Chain; Achieving Agility in the Supply Chain.

Suggested Readings

1. Supply Chain Management by R.P. Mohanty & S.G. Deshmukh; Bizantra.
2. Supply Chain Management: strategy, planning & operation; Chopra, Sunil Meindl, Peter, New Delhi : Pearson Education.
3. Supply Chain Management by Bidur (Vikas Pub. house)
4. ERP-Demystified – Alexis Leon
5. Principles of Multimedia – Ranjan Parekh
6. Strategic Management – B. Hiriyappa

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PAPER-17 SUMMER TRAINING

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. A report will be prepared together with a training dairy. After completion these will be submitted in the department within the period of 3 weeks after the training is over. It will be examined in semester-3rd seventy marks will be for written report and 30 marks for viva examination.

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GROUP - A

**FUNCTIONAL SPECIALIZATION
Financial Management**

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Full Marks: 100

Credit Hours: 45

Paper-18 MANAGEMENT OF FINANCIAL SERVICES

Course Outline

The objective of this course is to maintaining confidence in the financial system, promoting public understating of the financial system, securing the appropriate degree of protection for consumers; and reduction of financial crime. It is a practicing professional who helps people deal with various personal financial issues through proper planning:

Unit-1

Overview of Financial System

Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development. (The module deals with country specific Financial System)

Unit-2

Financial Market

Organizational Structure, Money Market- Organisation, Different Players, Different Types of Instruments, Capital Market-Organisation, Different Players, Different types of Instruments.

Unit-3

Legal Framework of Financial System

Guideline of SEBI, Indian Companies Act 1956, FEMA, Negotiable Instrument Act 1881. (The module deals with country specific legal framework)

Unit-4

Reserve Bank of India

Organisational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures.

Unit-5

Commercial Banking

Functions, Different Types of Commercial Banking- Unit & Branch Banking, Fund Based Business- Working Capital Loan and Term Loan.

Unit-6

Non Banking Financial Companies

Introduction of NBFC, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance, Merchant Banks, Venture Capital Funds.

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Unit-7

International Market and Financial Services

International Financial Institutions- International Monetary Fund, Asian Development Bank, World Bank.

Suggested Readings

1. Financial services , MY Khan , Tata Mcgraw Hill Publication
2. Management of Indian Financial Institution, R M Srivastava,Himalaya Publication
3. Indian financial system, H R Manchiraju , Vikas Publication
4. Management of Financial Services, Bhatia and Batra, Deep & Deep Publication
5. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
6. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
7. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill
8. Foundations of Financial markets and Institutions, Fabozzi, Modigliani, Jones & Ferri, Pearson Education
9. Financial Markets and Institutions, Jeff Mudra, Cengage

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PAPER-19 INVESTMENT & PORTFOLIO MANAGEMENT

Course Outline

The course aims at familiarizing students with the investment environment in India and imparting the necessary skills to conduct investment analysis and manage portfolio.

Unit-1

Introduction

Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Investors Classification, Investment Avenues - Bonds, Preference Shares, Equity Shares, Government Securities, Post Office Deposits, Real Estates, Venture Capital, Mutual Fund, Exchange Traded Funds, Life Insurance.

Unit-2

Securities Market

Financial Market- Money Market, Capital Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges – Functions, National Stock Exchange of India.

Unit-3

Risk & Returns

Meaning & Concept, Classification of Risk, Measurement of Risk and Return.

Unit-4

Investment Analysis

Concept, Fundamental Analysis, Technical Analysis, Industry and Company Analysis.

Unit-5

Valuation of Bonds & Equity

Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares.

Unit-6

Financial Derivatives

Concept, Forward Contract – Features, Advantages and Disadvantages, Future Contracts – features, Advantages and Disadvantages, Options – Call Options, Put Options, Uses of Options.

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Unit-7

Portfolio Management

Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM, APT Model, Portfolio Management process, Portfolio Management Strategies.

Suggested Readings

1. Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
2. Security Analysis & portfolio Management, S Kevin, PHI Learning
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
4. Security Analysis and Portfolio Management, Fischer & Jordan, PHI
5. Investment Analysis and Management, Charles P Jones, John Wiley
6. Modern Investment Theory, Haugen Roberts, PHI
7. Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams
8. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann

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GROUP - B

**FUNCTIONAL SPECIALIZATION
Marketing Management**

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Credit Hours: 45**

Paper 20(18)

PAPER-20 INTERNATIONAL MARKETING

Course Outline

The objective of this course is to impart basic knowledge of present international B.E and factors involved in facing the competitive environment.

Unit-1

Introduction: Concept of International Marketing, Nature and scope, Key issues in International Marketing.

Unit-2

International marketing environment

Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.

Balance of Payments

Concept, Influence on country's export & import

Unit-3

Protectionism

Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats

Unit-4

International Marketing Research

Review of the MR Process and Challenges in International marketing Research

Export Import Process

Export Documentation, Methods of payment

Unit-5

Market Segmentation, Segmenting International markets, Selection of International Markets, Alternative market entry strategies

Unit-6

Product & Channel strategy

Global Market & Product Development, Product Adaptation & Product Standardization in different nations.

Overseas Distribution system

Alternative Middleman Choices - Home country, Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

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Unit-7

International Promotion Strategy

Global advertising , Global brands vs Local Brands; International Pricing strategy, Pricing policy & objectives, Leasing, Dumping.

Suggested Readings

1. International Marketing-Analysis and strategy ,Onkvsit, Sak and Shaw,TMH
2. Global Marketing Management, Keegan ,Pearson
3. International Marketing, Rajagopal , Vikas
4. International Marketing and Export Management, Albaum, Duer & Strandskov, Pearson
5. International Business Management, Sinha & Sinha, Excel Books
6. International Marketing, P K vasudev, Excel Books

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Credit Hours: 45

Paper 21 (19)

PAPER-21 CONSUMER BEHAVIOUR

Course Outline

This course is designed to provide an in depth knowledge of consumer behaviour, concept and theories and it illustrate the applicability of these concepts with the help of real life examples.

Unit-1

Introduction; concept Scope & importance, the consumer research process, quantitative and qualitative research, Socialization concept and importance.

Unit-2

Consumer Motivation:

Needs, Goals and their interdependence., Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences

Unit-3

Consumer Attitude: Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change

Unit-4

Personality and consumer behaviour

Nature of personality, Personality Traits, Marketing significance, Product personality and brand personification.

Unit-5

Consumer Learning

Elements of Consumer Learning, Marketing Applications of Learning Theories; various learning theories

Unit-6

Consumer decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

Unit-7

E-Buying behavior :

The e-buyer vis-a vis the brick and mortar buyer, Influences on e-buying.

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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Consumer behavior, Schiffman & Kanuk, Pearson
2. Consumer behavior; Concepts & Applications, Loudon, Delatitta
3. Consumer behavior, Engel & Blackwell, Thomson
4. Consumer Behaviour, Raju & Xardel, Vikas
5. Consumer Behaviour, Kazmi & Batra, Excel Books

**INSTITUTE OF MANAGEMENT STUDIES
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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

GROUP- C

**FUNCTIONAL SPECIALIZATION
Human Resource Management**

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**Full Marks: 100
Credit Hours: 45**

Paper 22 (18)

PAPER-22 INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Outline

This course is designed to familiarize the students with industrial relation, trade unionism & labour legislations. Its objective is to give students ability for in-depth analysis of the fundamental principles and practices of industrial relations as well as the implementation of labour laws.

Unit-1

Introduction

Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders. Aspects of Industrial Relations- Cooperation and Conflict.

Unit-2

Trade Union and Unionism

Concept & objectives, Growth of trade unions in India, Membership, Leadership and functions of trade unions. International Labour Organisation.

Unit-3

Industrial relations aspects and participative management

Code of discipline, wage boards, board of Arbitration for central government. employees, other tripartite bodies at the state level.

Unit-4

Regulative Legislations

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946- Objective & Scope, Definition & Certification of Standing Order.

Unit-5

Protective Legislations

Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety.

Unit-6

Wage Legislations

Payment of Wages Act, 1936- Objective & Scope, Minimum Wages Act, 1948- Objective & Scope, Payment of Bonus Act, 1965- Objective & Scope.

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Full Marks: 100
Credit Hours: 45

Unit-7

Social Security Legislations

Employee's Compensation Act, 1923- Objective & Scope, Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act. Payment of Gratuity Act, 1972- Objective & Scope.

Suggested Readings

1. Industrial relations, Trade Unions and labour legislations, P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshani Shekhar, Pearson Publications
2. Industrial relations and Labour law, S C Srivastava, Vikash Publications
3. Labour Laws one should know, Garg, Ajay, Navi Publication
4. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
5. Sivarethnamohan R. (2010), Industrial Relations and Labour Welfare, PHI Learning (P) Ltd.
6. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.

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MBA Revised Syllabus Session (2014-16)**

Full Marks: 100

Credit Hours: 45

Paper 23 (19)

PAPER-23 RECRUITMENT, SELECTION AND TRAINING

Course Outline

The objective of the course is to provide and assess the knowledge, skills and abilities of employment functions. It will further equip the students develop an understanding of how to identify, assess and design training programs. The focus of the course is also on career development and succession planning

Unit-1

Recruitment

Importance, Sources, Procedures and Policies, Approaches & Stages of Recruitment.

Unit-2

Selection

Processes, Methods

Unit-3

Post Selection Activities

Induction, Placement, Promotion, Transfer – Policies & Types.

Unit-4

Training

Approach to Training – Principles & Objectives, Training Need Assessment, Designing Training Programs, Methods of Training.

Unit-5

Career Development

Concepts, Stages and Methods of Development Programme, Employee Development – Career Management.

Unit-6

Developing Competence

Concept, Competency Mapping – Importance , Steps, Design and Limitations,

Unit-7

Succession Planning

Features, Measurements & Steps, Advantages and Limitations.

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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Human Resource Management, Gary Dessler, B. Varkkey, Pearson Education
2. Employee Training and Development, Raymond A, NOE, Pearson Education
3. Human Resource Management, Seema Sanghi, MacMillan
4. Human Resource Management, John m Ivancevich, McGraw Hill
5. Human Resource Management, C.B. Mamoria, Himalaya Publishing House

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**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
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**Full Marks: 100
Credit Hours: 45**

GROUP-D

**FUNCTIONAL SPECIALIZATION
Information Technology**

**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

**PAPER-24 RDBMS (RELATIONAL DATABASE
MANAGEMENT SYSTEM)**

Course Outline

This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of RDBMS is now of fundamental importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.

Unit-1

Database concepts

Overview of database system, basic database system terminology, data model, Introduction of data base management System (DBMS), Feature of DBMS, Architecture of DBMS,

Unit-2

Physical data Organization & Network Model

Model for external storage organization Storage hierarchy, index files, B-Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.

Unit-3

Relational database Concepts

Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema.

Unit-4

Recovery System

Types of failures, Storage Structures, Recovery with concurrent transaction,

Unit-5

Introduction to SQL

SQL as standard relational database language, data definition language (DDL) data Manipulation language(DML).

Unit-6

Database Technologies

Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts.

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

Unit-7

Database Utilities

Introduction to object oriented database, Security, Object/Basic Database Administration/ Remote Data Access.

Suggested Readings

1. Database Management System, Alex Leon, Mathews Leon, Pearson Education
2. Database Management Concepts, Korth, McGraw-Hill Education
3. Database Management System, C.J.Date, O'Reilly Media
4. Relation Database: Theory & Practical, Val Occardi, BPB Publications, New Delhi,
5. Oracle 8 –PL/SQL Programming, Scott Urman, McGraw-Hill

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

PAPER-25 BUSINESS DATA COMMUNICATION

Course Outline

The purpose of this course is to familiarize with the concepts of communication networks. And to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.

Unit-1

Fundamentals of Communication System

Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission.

Unit-2

Types of signals

AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK
Features- Error detection and correction codes.

Unit-3

LAN topologies

Workstation; Server, Cables, Types of Ethernet, Broadband and base-band, Optical Fibers, Network Interface Card. Networks and accessories-LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways.

Unit-4

Networking

OSI Model, TCP/IP architecture and applications in Internet services-E-mail and Network file system, Comparison between peer to peer and client / server networking, Broadcasting, Multicasting.

Unit-5

Mobile Communication

Applications of Mobile Communication, Wireless Communication- Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML- Mobile IP, Wireless TCP& UDP, WAP, WML.

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**Full Marks: 100
Credit Hours: 45**

Unit-6

Data Network Security

Security requirements & Attacks- secrecy, integrity, availability, interruption, interception, modification, fabrication, and active attacks, Encryption and Decryption.

Unit-7

Network management & Standards for Computer Networks

Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management.

Suggested Readings

1. Communication Networks , Widjaja L G ,Tata McGraw Hill
2. Computer Networks and Internets , Comer , Pearson Education
3. Data Computer Communication, Stallings W , Pearson Education
4. Computer Networks , Tanenbaum ,Prentice-Hall
5. Cryptography and Network Security Principle and Practice, William Stallings, Prentice Hall
6. Cryptography and Network security, Atul Kahate ,Tata McGraw-Hill.

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

Paper 26 (20)

SEMESTER-IV

PAPER-26 STRATEGIC MANAGEMENT

Course Outline

The course has been designed to incorporate strategic management concept by a sequential description of the strategic management process. It is specifically meant for providing academic training to future managers by giving them a global vision through undertaking general business policy as a management tool.

Unit-1

An overview of Strategic Management

TM

Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy the objectives of strategic management, strategic decisionmaking, School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization

Unit-2

Environmental Appraisal

Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, porter's five forces model of competition, mc kinsey's 7s framework, GE nine cell model, distinctive competitiveness, selection of matrix,

Unit-3

TM

Corporate level strategies

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with all these strategies,

Unit-4

Strategic implementation

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies

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Credit Hours: 45**

Unit-5

Strategy Evaluation

Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, analyzing variances, role of organizational systems in evaluation

Unit-6

Strategic Analysis and Choice

Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan

Unit-7

New Business Models TA

Strategies for Internet Economy, shaping characteristics of E-commerce environment, Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce

Suggested Readings

1. Business policy and strategic Management, Azhar Kazmi, Tata McGraw-Hill
2. Strategic management and business policy, William F. Glueck, Tata McGraw-Hill
3. Strategic Management, Michael Porter, Prentice hall of India
4. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

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**Full Marks: 100
Credit Hours: 45**

PAPER-27 PROJECT STUDY

The final project will be evaluated at the end of fourth semester by the external examiners. This would be equivalent to the marks of the one paper of 100 Marks: 70 for Report and 30 Marks for Viva.

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**Full Marks: 100
Credit Hours: 45**

GROUP-A

**FUNCTIONAL SPECIALIZATION
Financial Management**

INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)

Full Marks: 100
Credit Hours: 45

PAPER-28 CORPORATE FINANCE

Course Outline

This course focuses on empirical advances in understanding of financial markets with major breakthroughs in capital asset pricing under uncertainty, portfolio theory, valuation of options, response of security prices to new information and corporate financial behavior.

Unit-1

Introduction

Corporate Objectives, Profit maximization – Wealth maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market.

Unit-2

Financial Statement Analysis

Common Size Statement and Comparative Statement, Introduction to Ratio Analysis.

Unit-3

Valuation of Corporate Bonds and Stocks

Basics of Debt Instruments, Valuation of Bonds- Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks- Dividend Discount Model- Constant Growth Model and Two Stage Growth Model, P/E Valuation Model.

Unit-4

Project Financing

Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project Contracts, Financial Agreements, Public-Private Partnerships (PPP), Funding Aspects.

Unit-5

Mergers and Acquisitions

Types of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.

Unit-6 & 7

Economic Value Added and Corporate Performance

Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA.

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RANCHI UNIVERSITY, RANCHI
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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
2. Financial Management & Policy, Vanhorne James C, TMH Publication
3. Principal of Corporate Finance, Brealy, Myes, Allen & Mohanty, TMH Publication
4. Corporate Finance- Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
6. Corporate Finance, Stephen A Ross, Tata McGraw Hill
7. Corporate Finance, Ashwath Damodaran, John Wiley.

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Full Marks: 100
Credit Hours: 45

Paper 29 (23)

PAPER-29 MANAGEMENT OF FINANCIAL DERIVATIVES

Course Outline

This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.

Unit-1

Introduction

Derivatives - Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.

Unit-2

Forward Contract

Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Value of Forward contract, Forward Rates Computation, Forward Contract - Delivery, Cancellation, Extension, Terms and Conditions.

Unit-3

Future Contract

Structure and Features, Specification, Mechanism of trading, Type of trading, Determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Future contract, Regulations of future contract, Difference between Forward and Future contract.

Unit-4

Options

Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model - Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.

Unit-5

Financial Swaps

Financial Swap – Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

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Full Marks: 100

Credit Hours: 45

Unit-6

Hedging

Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy.

Unit-7

Regulatory Framework

Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.

Suggested Readings

1. International Financial Management- P G. Apte- Tata McGraw- Hill Publication
2. International Financial Management- Eun/Resnick- Tata McGraw- Hill Publication
3. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons
4. Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning
5. Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons
6. Risk Management and Financial derivative, Satyajit Das, McGraw Hill
7. Introduction to Futures and Options Market, Hull John C, PHI
8. Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI

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**Full Marks: 100
Credit Hours: 45**

GROUP-B

**FUNCTIONAL SPECIALIZATION
Marketing Management**

**INSTITUTE OF MANAGEMENT STUDIES
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**Full Marks: 100
Credit Hours: 45**

PAPER-30 SALES AND DISTRIBUTION MANAGEMENT

Course Outline

To induce the appreciation of the Sales & Distribution processes in organizations. The course tries to familiarize some concepts, approaches and aspects of sales force and distribution channel management. This subject has potential application in the day to day practical managerial decisions; the impetus will be on gathering knowledge through application of theory to inputs on corporate cases and situations.

UNIT-1

Sales Management: Basics of sales management, function & planning of sales. Nature, Meaning and Scope, Objectives of Sales Department, Sales as a function of Marketing Management, Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory

Unit-2

Selling Process

Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling

Unit-3

Sales Organization

Need & Structure, Sales Management Functions & Responsibilities

Sales Force Management

Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force

Unit-4

Physical Distribution System

Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.

Unit-5

Information Systems for Physical Distribution

Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System

Warehouse Management

Warehouse Functions, Processes, Organization and Operations.

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**Full Marks: 100
Credit Hours: 45**

Unit-6

Channel Management Decisions

Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues

Unit-7

Time and Territory Management

Designing Sales Territories, Routing and Scheduling.

Sales Quota

Purpose, Importance & Types.

Suggested Readings

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall
5. Professional Sales Management, Andersen R, McGraw Hill Education
6. Strategic Marketing Channel Management, Bowersox and Coope,- McGraw Hill Education
7. Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain, Ronald H. Ballou, PrenticeHall

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MBA Revised Syllabus Session (2014-16)**

**Full Marks: 100
Credit Hours: 45**

PAPER-31 BRAND MANAGEMENT

Course Outline

Firms of nearly all types have come to the realization that one of the most valuable asset have is their brand. This syllabus explores branding across goods and services and intro relevant theory used to design effective branding strategies. Besides discussing appro theories and models, the course contents will also incorporate practical branding cases, students would be trained to make and evaluate branding decisions in the future.

Unit-1

Introduction

Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Chall & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Equity.

Unit-2

Customer Based Brand Equity

Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Ide Meaning, Response & Relationships.

Unit-3

Brand Positioning

Definition of Target Market & Market Segmentation, Defining the Competitive Fram Reference, Establishing the Points of Parity & Points of Difference. Brand Audit Brand Inventory & Brand Exploratory.

Unit-4

Building Brand Equity

Identifying the Criteria and Choosing Brand Elements to Build Brand Equity

Brand Tracking

Need for Brand Tracking, Designing Brand Tracking Studies.

Unit-5

Measuring Brand Equity

Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Meas Return on Brand Investment (ROBI)

Unit-6

Brand Extension

Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

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**Full Marks: 100
Credit Hours: 45**

Unit-7

Branding and Marketing Communication

Developing Integrated Marketing Communication Programs for Brand Building,
Advertising & Brand Building

Managing Brands over time

Reinforcing & Revitalizing Brands.

Suggested Readings

1. Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson
2. Brand Management, Kirti Dutta, Oxford Publishing
3. Brand Management, Y L R Moorthi, Vikas Publishing
6. Brand Asset Management, Scott M Davis, McGraw Hill
7. Managing Brand Equity, David Aaker, New York Free Press

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**Full Marks: 100
Credit Hours: 45**

GROUP - C

**FUNCTIONAL SPECIALIZATION
Human Resource Management**

**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
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**Full Marks: 100
Credit Hours: 45**

PAPER-32 ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Outline

The course aims to familiarize students with the applied behavioral science discipline that seeks to improve organizations through planned systematic, long-range efforts focused on organizational culture and its human and social processes.

Unit-1

Introduction to organizational Change

Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

Unit-2

Introduction to Organizational Development

Concept, Values, Process and assumptions, Characteristics, OD Techniques, Six-Box Model.

Unit-3

Organizational Problems and their Diagnosis

Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models.

Unit-4

OD Interventions

Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention.

Unit-5

OD Consultants and their skills

Skills of OD Agents and Role of Organizational Leadership.

Unit-6

Factors influencing OD

Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics.

Unit-7

Organization Transformation

Cultural Intervention, Strategic Changes, Learning Organization.

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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Organizational Change and Development, Kavita Singh, Excel Books.
2. Organizational Change-Themes & Issues, Jim Grieses, Oxford.
3. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
4. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint.

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**Full Marks: 100
Credit Hours: 45**

PAPER-33 COMPENSATION AND REWARDS

Course Outline

The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.

Unit-1

Introduction

Concept & Elements. Types of compensation- Base & Supplementary compensation.

Unit-2

Compensation at Macro level

Introduction to labor market, Wage policy, legal framework, Wage Determination.

Unit-3

Compensation at Micro level

Compensation Strategy at company level, concept of internal equity & external parity, job evaluation.

Unit-4

Performance Linked Compensation

Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives

Unit-5

Compensation Structure

Salary Structure, Allowances, Competency based compensation.

Unit-6

Managerial Remuneration

Elements, Benefits, Strategies & Reward for Managerial compensation.

Unit-7

Emerging Issues

Voluntary Retirement Schemes

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**Full Marks: 100
Credit Hours: 45**

Suggested Readings

1. Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
2. Salary Administration, Mc Beath and Rands, London Business Books
3. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
4. Personnel Management, C.B. Mamoria, Himalay Publishing House
5. Compensation and Reward Management, B.D.Singh, Excel Books
Understanding Wage System, A.M. Sharma, Himalaya Publishing House

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**Full Marks: 100
Credit Hours: 45**

GROUP-D

**FUNCTIONAL SPECIALIZATION
Information Technology**

**INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
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**Full Marks: 100
Credit Hours: 45**

PAPER-34 ENTERPRISE RESOURCE PLANNING

Course Outline

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

Unit-1

Overview of ERP

Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

Unit-2

Communication in ERP Systems

Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

Unit-3

ERP and Related Technologies

Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM).

Unit-4

Control & maintenance of ERP

Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management.

Unit-5

ERP Implementation Life Cycles

Evaluation and selection of ERP package, Project planning, Implementation team training & testing.

Unit-6

ERP- Resource Management Perspective

Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

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INSTITUTE OF MANAGEMENT STUDIES
RANCHI UNIVERSITY, RANCHI
MBA Revised Syllabus Session (2014-16)

Full Marks: 100
Credit Hours: 45

Unit-7

Next generation enterprise

Emerging trends, information mapping, role of centralized /distributed databases
Linkages of the enterprise customer - enterprise, vendor enterprise.

Suggested Readings

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
3. ERP: A Managerial perspective, Sadagopan, S, Tata McGraw Hill.
4. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications.
5. Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.
6. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons.
7. Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books

**INSTITUTE OF MANAGEMENT STUDIES
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Full Marks: 100

Credit Hours: 45

PAPER-35 SYSTEM ANALYSIS AND DESIGN (SAD)

Course Outline

This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.

Unit-1

Introduction

Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility.

Unit-2

Systems analyst and information systems stakeholders

System analyst skills, Information system stakeholders and their roles.

Unit-3

Business and information systems

Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations.

Unit-4

Gathering user requirements and information analysis

Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping.

Unit-5

Data modeling

Entity relationship diagrams, Process modeling, Data flow diagrams, Decision tables, Decision trees

Unit-6

CRUD synchronization matrices

Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility.

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nit-7

Systems design

Building and testing databases and files, Building and testing network infrastructure.
Writing and testing programs, Installing and testing purchased software, Systems
Implementation. Testing.

Suggested Readings

Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson,
Prentice-Hall
System Analysis and design, Donald Yeates, Tony Wakefield, Pearson
Education's
Structured Design: Fundamentals of a Discipline of Computer Program and
Systems Design, E Yourdon, LL Constantine, Prentice-Hall
Fundamentals of database System, R Elmasri, SB Navathe, Pearson