

MANGALORE UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM-2016-2017

M.B.A Course Structure and Syllabi

Minimum Creditsrequiredfor M. B. A. Degree

I to IV Semesters	Hard CoreCourses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
	13	52	10	40	23	92

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in four semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	2	8	6	24
II	4	16	2	8	6	24
III	3	12	3	12	6	24
IV	2	8	3	12	5	20
Total	13	52	10	40	23	92

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in ODD and EVEN semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	7	28	5	20	12	48
EVEN	6	24	5	20	11	44
Total	13	52	10	40	23	92

FIRST SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 401	Principles and Practice of Management	HC	4
MBAH 402	Accounting for Managers	HC	4
MBAH 403	Organisational Behaviour	HC	4
MBAH 404	Business Research Methods	HC	4
MBAS 405	Economics for Managers	SC	4
MBAS 406	Communication and Soft Skills	SC	4
MBAS 407	E- Commerce	SC	4
MBAS 408	Computer Applications in Business	SC	4
MBAS 409	Project Management	SC	4

SECOND SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits

MBAH 451	Human Resource Management	HC	4
MBAH 452	Marketing Management	HC	4
MBAH 453	Indian Business Environment	HC	4
MBAH 454	Operations Research	HC	4
MBAS 455	Production and Operations Management	SC	4
MBAS 456	Business Ethics and Social Responsibility	SC	4
MBAS 457	Supply Chain Management	SC	4
MBAS 458	Non- Profit Management	SC	4
MBAS 459	Disaster Management	SC	4

THIRD SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 501	Entrepreneurship and Small Business	HC	4
MBAH 502	Management Accounting	HC	4
MBAH 503	International Business Environment	HC	4
SOFT CORE GROUP – 1			
MBAS 504	Strategic Financial Management	SC	4
MBAS 505	Security Analysis and Portfolio Management	SC	4
MBAS 506	Tax Planning	SC	4
SOFT CORE GROUP - 2			
MBAS 507	Marketing Research and Consumer Behaviour	SC	4

MBAS 508	Promotions and Distribution Management	SC	4
MBAS 509	Retail Management	SC	4
SOFT CORE GROUP – 3			
MBAS 510	Training and Development	SC	4
MBAS 511	Employees Relations Management	SC	4
MBAS 512	Stress Management	SC	4
SOFT CORE GROUP – 4			
MBAS 513	Principles and Practice of Banking and Insurance	SC	4
MBAS 514	Banking and Insurance Products	SC	4
MBAS 515	International Banking	SC	4
SOFT CORE GROUP – 5			
MBAS 516	Hospital Service Management	SC	4
MBAS 517	Hospital Planning and Administration	SC	4
MBAS 518	National Health Plan and Health Economics	SC	4

FOURTH SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 551	Strategic Management	HC	4
MBAP 552	Project Report***	HC	4
SOFT CORE GROUP - 1			
MBAS 553	Financial Services	SC	4
MBAS 554	International Financial Management	SC	4
MBAS 555	Corporate Financial Restructuring	SC	4

SOFT CORE GROUP - 2			
MBAS 556	International Marketing Management	SC	4
MBAS 557	Services Marketing	SC	4
MBAS 558	Rural Marketing	SC	4
SOFT CORE GROUP - 3			
MBAS 559	Global Human Resources Management	SC	4
MBAS 560	Compensation Management	SC	4
MBAS 561	Performance Management	SC	4
SOFT CORE GROUP – 4			
MBAS 562	Legal Aspects of Banking and Insurance	SC	4
MBAS 563	Treasury and Risk Management	SC	4
MBAS 564	Rural Banking	SC	4
SOFT CORE GROUP – 5			
MBAS 565	Quality Management in Healthcare Organisation	SC	4
MBAS 566	Legal Issues in Healthcare and Business Ethics	SC	4
MBAS 567	Health Entrepreneurship	SC	4

*** Soft Core Courses in I and II Semesters:**

Any two soft core courses from the available Soft Cores shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more soft core papers which will be offered during I and II semesters depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for a soft core course should be ten.

**** Elective Groups:**

Any one *group* from the available **Soft Core Group** shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Soft Core Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for soft core group. A Soft Core Group can be offered if there are minimum ten students opting for that group.

***Project Work:

A student in the third semester shall register for a Project Work which carries 4 credits in the fourth semester. **Work load for Project Work is one contact hour per student per week for the teacher.** The student shall do field work and library work in the remaining 3 credit hours per week.

MBA – CBCS – Syllabus

MBA First Semester

MBAH 401: PRINCIPLES AND PRACTICE OF MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : This course aims at acquainting students with the evolution of Management discipline and its implication on modern Industry and business. It provides basic framework to solve in an integrated manner the problems of organizations.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, etc.

1. Introduction: The concept of management; levels and types of managers; Management Roles; The management process in practice; development of management thought – classical, neo-classical and modern; An overview of Managerial functions.

2. Planning and Decision Making: Nature and Purpose of planning, types of plans, objectives of plans, Planning Premises, planning process, limits of planning; decision-making- process of decision making, types of decisions, techniques in decision making, the rational Model of Decision Making; MBO - concept and process of managing by objectives; Strategic planning and implementation - an overview; Planning- control relationship.

3. Organizing: Nature and purpose of organizing; formal and informal organizations; levels and span of management; Departmentation – line and staff relations; centralization and decentralization; Delegation of authority; Types of emerging organization structures, organization design & contingency factors.

4. Staffing: Nature and purpose; an introduction to acquisition, maintenance, development and retention of personnel in organization.

5. Directing: Introduction to leadership, motivation and communication as managerial functions.

6. Controlling: The control process – common types of standards used in control process – control technique - factors influencing control effectiveness.

7. Key issues in Modern Management: Management in the 21st century – Manager's external environment, Globalization and management, Easternisation of management, Challenges of multiculturalism, Quality Management.

References:

1. Stoner, Freeman, Gilbert. Jr. – Management- Prentice Hall of India.
2. Koontz – Principles of Management- Tata McGraw Hill.
3. Robbins &Caulter – Management- Prentice Hall of India.
4. Weihrich Heinz and Koontz Harold- Management: A Global and Entrepreneurial Perspective- McGraw Hill.
5. R. Satya Raju and A. Parthasarathy-Management Text and Classes-PHI.
6. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets-Tata McGraw Hill.
7. Dr.S.Singa-Corporate Governance –Excel Books.
8. U.C.Mathur -Corporate Governance & Business Ethics-MacMillan.
9. C.S.V.Murthy -Business Ethics and Corporate Governance-HPH
10. S. Prabakaran-Business Ethics & Corporate Governance-Excel Books
11. Francis & Mishra -Business Ethics-TMH
12. Robbins, S.P. and Decenzo, D.A.- Fundamentals of Management- Pearson Education Asia, New Delhi.
13. Chandan JS – Management theory and practice- Vikas Publishing House, New Delhi.
14. SenguptaPartho S – Principles and practice of management - Vikas Publishing House, New Delhi.

MBAH 402: ACCOUNTING FOR MANAGER

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : This course aims at acquainting students with the basic principles of accounting and accounting practices. It aims at providing a basic framework to solve the accounting problems.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars etc.

1. **Overview of financial accounting** – Meaning and objectives, Double entry system, Generally Accepted Accounting Principles (GAAP) - concepts, principles, and conventions of accounting. Accounting standards.
2. **Accounting mechanism:** Recording business transactions: journal, ledgers and trial balance. Day books, cash books.

3. **Depreciation accounting:** Concept of depreciation - straight line and diminishing value methods - tax implication of depreciation.
4. **Bank Reconciliation statement:**
5. **Preparation of financial statements:** Profit and loss accounts - various adjustments - Balance sheet - valuation of venture for balance sheet purpose:
6. **Company final accounts:** Legal requirements for preparation of financial statements of limited companies. Final accounts- preparation and presentation in vertical form. International Financial Reporting Standards (IFRS)
7. **Financial management:** Meaning, scope, objectives and significance of financial management. Tools of financial analysis and planning.
8. **Capital structure and Dividend decisions:** Cost of capital and Capital structure planning concepts, Factors determining the capital structure. Factors affecting the dividend decisions. Theories of capital structure and dividends.

References:

1. Gupta R. L. and Radhaswamy M.- Advanced Accountancy- Sultan Chand and Sons, New Delhi.
2. Shukla M. C., Grewal T. S. and Gupta S. C- Advanced Accounts- S Chand and Company Ltd., New Delhi.
3. Prasad N. K.- Principles and Practice of Cost Accounting- Book Syndicate Pvt. Ltd.
4. Jain S. P. and Narang K. L.-Cost Accounting: Principles and Practice- Kalyani Publishers, New Delhi.
5. Bhattacharyya S. K. and Dearden John- Accounting for Management:Text and Cases- Vikas Publishing House Pvt. Ltd., New Delhi.
6. Gabriel S. John and Marcus A.- Financial Accounting- Tata McGrawHill, New Delhi.
7. Maheshwari S. N.- Financial Management: Principles and Practice- Sultan Chand and Sons.
8. Lynch- Accounting for Management-Planning and Control - Tata Mc. Graw Hill, New Delhi.
9. Prasanna Chandra- Financial management - Theory & Practice-Tata McGraw Hill .
10. Van Horne James C. and Wachowicz Jr, John M.-Fundamental of Financial Management- Prentice – Hall of India, New Delhi.
11. S.N Maheshwari&Suneel K Maheshwari- Corporate Accounting for Managers-Vikas Publishing House.
12. .M.N.Arora- Cost Accounting: Principles & Practices-Vikas Publishing House .
13. S.N Maheshwari ,Maheshwari S K , MaheshwariSharad K – A Text book of Accounting for Management -Vikas Publishing House, New Delhi, 3rdEdn.
14. Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.
15. John A Tracey- Fundamentals of Financial Accounting -John Wiley & Sons Inc
16. Hampton - Financial Decision Making – Prentice Hall.
17. M Y Khan & Jain - Financial management Text & problems- Tata McGraw Hill.
18. W.W. Bigg - Weldon’s Cost Accounting – P.T.H.
19. Chakravorthy - Advanced Accountancy –Oxford University Press.
20. Dr. JawaharLal- Accounting for Management- Himalaya Publishing House Pvt Ltd.

Workload : 04 hours per week - Total credits: 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization, which in turn is influenced by the environment, enveloping it. The course aims to enhance the ability of the students in terms of the knowledge, prediction and control of human behavior in an organization.

Pedagogy : Lectures, assignments, role play & practical exercises, discussions, seminars, etc.

1. **An overview of Organizational Behaviour** - History of Organisational Behaviour and its emergence as a discipline-emerging perspective Organizational Behaviour.
2. **Individual process in organisation**- learning, perception and attribution- Individual differences - Basic concepts of motivation - Advanced concepts of motivation. Theories of motivation.
3. **Group process in Organisation** - Group dynamics, leadership theories -Power, politics and conflict - inter- personal communication.
4. **Enhancing individual and interpersonal process goal setting and reward** - job design - performance appraisal - stress - decision making and creativity.
5. **Integrating individual, Groups and Organisation**-Organisational change and Development, Career Dynamics, International Aspects of Organisation - Managing Diversity.
6. **Personality**:Personality-Job Fit Theory: Using Traits to Predict Workplace Behavior, The Big Five Personality Traits & Workplace Behavior, Myers-Briggs Type Indicator (MBTI) Personality Framework: Strengths & Weaknesses, Machiavellianism in Organizations: Justifying the Means by the Ends, Narcissism in Organizations: Definition, Characteristics and Effects on the Workplace, Risk Takers in Business: Description & Effects on Organizational Behavior, Type A and Type B Personalities in Organizations: Definition & Characteristics
7. **Attitudes** – Characteristics – Components – Formation – Measurement-Values.Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management.

References:

1. Fred Luthans- Organization Behavior-McGraw Hill.
2. V. S. P Rao - Organizational behavior-Excel Books.
3. Arnold Hugh J and Feldman Daniel C- Organization Behavior -McGraw Hill.
4. Stephen P Robbin - Organization Behavior - Prentice Hall of India.
5. Newstorns John W and Davis Keith-Organization Behavior - TATA McGraw Hill.
6. Kelly Joe- Organizational Behaviour- Surjert Publication.
7. Kreitner Robert and Kinichi Angela - Organization Behavior- McGraw Hill.
8. Hersey Poul,Blanchard Kenneth H and Johnson Dewey E-Management and Organizational Behavior- Prentice Hall of India.

9. Moorhead Gregory and Griff - in Ricky W - Organization Behavior- Jaico Publishing House.
10. UdaiPareek-Understanding Organizational Behaviour-Oxford University Press.
11. Ashwathappa-Organization Behaviour –Himalaya Publication House.
12. ArunKumar ,Meenakshi N- OrganisationalBehaviour: A modern Approach- Vikas Publishing House, New Delhi.
13. JS Chandan – OrganisationalBehaviour- Vikas Publishing House, New Delhi.

MBAH 404: BUSINESS RESEARCH METHODS

Workload	: 04 hours per week - Total credits: 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: To acquaint the students about the tools used for analyzing business data, and to give an overview of report writing.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars, etc.

1. **An overview of research process** - problem formulation - research methods - exploratory and conclusive research - Descriptive and experimental research.
2. **Research Design** : The need and Features of Research Design and Concepts relating to Research Design.Planning and organizing - format - writing styles - documentation.
3. **Sampling Design and Sample Theory** – Census and Sample, Steps in Sample Design, Selecting a Sample, Types of sampling - scope and limitations of sampling -sampling and non-sampling errors.
4. **Probability Theory and its Applications:** Relevance of Probability to Management Decisions, Definitions, Basic rules – additions and Multiplication, Bayes' theorem and its applications, Random variables – expected value and variance.
5. **Theoretical Probability Distribution:** Binomial and Poisson probability distributions and their relevance. Normal distribution and Standard Normal variate and its applications. Use of statistical tables.
6. **Hypotheses Testing** - types of hypotheses - formulation of hypothesis - procedure for testing hypothesis - testing for mean, difference between means, proportion testing and variance testing.
7. **Estimation** - point and interval estimates.
8. **Chi square test and Goodness of fit** – scope, its application and limitations.
9. **Analysis of Variance** - its applications, One-way and Two-way ANOVA.

References:

1. Ranjith Kumar- Research Methodology- SAGE.
2. Uwe Flick- Introducing Research Methodology- SAGE.
3. Alan Bryman and Emma Bell- Business Research Methods, Indian Edition- Oxford University Press.
4. U.K. Srivastava, G V Shenoy, Subhash Sharma, – Quantitative Techniques for Managerial Decisions.
5. Levin and Rubin - Statistics for Management-Pearson Education.
6. Saneheti and Kapoor - Statistics-Sulthan Chand and Company.
7. S.P. Gupta - Statistical Methods- Sulthan Chand and Company.
8. Barenson & Levene - Basic Business Statistics, Prentice Hall.
9. Willinson and Bhandarkar - Methodology and Techniques of Social Research, HPH.
10. C.R. Kothari - Research Methodology- Methods and Techniques- New Age International.
11. D. C. Cooper and C. W Emory – Business Research Methods- Irwin.
12. John B. Kervin – Methods for Business Research-HarperCollins college Div.
13. Deepak Chawla and Neena Sondhi- Research Methodology: Concepts and Cases- Vikas Publishing House
14. J K Sachdeva-Business Research Methodology-HPH
15. William G Zikmund- Business Research Methods, Indian Edition- Cengage Learning.
16. George Argyrous- Statistics for Research: With a Guide to SPSS- SAGE.
17. Gopal K Kanji-100 Statistical Tests- SAGE.

MBAS 405: ECONOMICS FOR MANAGERS

Workload : 4 hours per week - Total credits: 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making and to provide a fair understanding of the aggregate economic system within which a firm operates.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, etc.

1. **Nature , scope and significance of Business Economics;** Economic Theories applied to Business decisions, factors influencing business decisions. Managerial Economics and other disciplines. Distinction between Micro and Macroeconomics.
2. **Demand and Supply Analysis:** Law of Demand, Shift in Demand - Changes in Demand - Factors effecting demand - Elasticity of Demand - Measuring Elasticity of Demand - Determinates of Demand - Demand distinctions. Supply Curves - Factors affecting supply-- Elasticity of supply.

3. **Cost Analysis :** Production Function - Laws of Production - Cost Concepts - Least cost Combination of inputs - Factor Productivities & returns to scale ; Economies & Diseconomies of scale; managerial uses of production function.
4. **Demand Forecasting:** Factors involved in forecasting - Techniques of forecasting - Purpose of Forecasting.
5. **Competition and Pricing:** Kinds of competitive situations; Non-price competition Cut-throat and destructive competition - Predatory and Discriminatory competition - Fair and Unfair competition. Price & output determination under perfect competition, Monopolistic, Oligopoly, Monopoly - Price behaviour and time element - pricing methods.
6. **Profits :** Nature of profits, Theories of Profits: Rent Theory, Monopoly as a source of profit - Marginal Productivity Theory - Dynamic Theory - Innovation Theory - Risk & Uncertainty Theory - Policies of Profits - Profit measurement.
7. **Business Cycle :** Types of Business Cycles; Phases of Business cycle - Theories of Business Cycles - Causes - Policies and Measure to control evil effects of fluctuations.
8. **Government and the Macro Economy:** Public Finance and the Fiscal Policy – The meaning and importance of Fiscal Policy – Economics Stabilization – Automatic stabilizers and discretionary fiscal policy – Full employment and Budget surplus – Instruments of fiscal policy – Some problems of fiscal policy.

References:

1. Mankar and Dinakar : Business Economics- Himalaya Publishing House
2. Jeol Dean: Managerial Economics- Prentice Hall India
3. Hagues, Mote, Paul & Gupta -Managerial Economics- Tata McGraw Hill.
4. D.N. Dwivedi - Managerial Economics – Vikas Publishing House Pvt.Ltd.
5. Varshney and Maheshwari - Managerial Economics-Sultan Chand.
6. D.C.Hague - Managerial Economics –Prentice Hall Europe(Pearson Education).
7. G.R. Mansukhani-Business Forecasting- Bombay Manaktalas .
8. Paish F.W - Business Finance- Financial Times Prentice Hall.
9. Alvin H.Hansen : Business cycle and National Income-WW Norton & Co; Revised Edition edition.
10. Roger A Arnold - Macro Economics- Cengage Learning.
11. H. L. Ahuja - Macro Economics for Business and Management-Sultan chand& sons.
12. Mishra &Puri- Indian Economy-Himalaya Publishing House.
13. Dominick Salvatore - Managerial Economics - Principles & Worldwide Applications- Oxford Publishing.
14. Dr. D.M. Mithani- Managerial Economics- Theory and Applications- Himalaya Publishing House.
15. Koutsyannis A - Modern Microeconomics –Macmillan.
16. H.Carig Peterson and W.Cris Lewis- Managerial Economics -Pearson Education.
17. Hirschey-Economics for Managers- Thomson Learning .
18. Mehta P.L.- Managerial Economics : Analysis, Problems & Cases-Sultan Chand & Sons, New Delhi.

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : To impart a basic knowledge of the concepts of Soft skills and develop effective communication and interpersonal skills. It helps to increase the employability skills of students.

Pedagogy : Lectures, assignments, role play & practical exercises, discussions, seminars.

1. Foundations of Business Communication - Communication, its functions, forms and process - barriers to communication and to overcome them - Non verbal communications - Improving the skills of Communication - understanding culture and cultural differences - overcoming intercultural differences in communication.
2. Writing letters, memos, E-mail, and other brief messages- Routine requests and positive messages - placing orders and acknowledging - routine requests for information and action - directives and instructions - organising bad news message - communicating negative answers and information - Delivering bad news customers - Handling bad news about company operations - Planning developing and writing persuasive message.
3. Reports and oral presentations - Need for reports - Information, analytical and summary report - Planning, Organising and writing reports and proposals - Formal reports and proposal and their components.
4. Giving speeches and oral presentation - Communications of information through the internet and other technologies - organising meetings and seminars etc. and recording the minutes. Group discussions – seminars, symposiums, panel discussions, conventions – conference – How to organize. Public speaking, interview skills.
5. Introduction to Personality a) Basic of Personality b) Human growth and Behavior c) Theories in Personality d) Motivation.
6. Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.
7. Techniques in Personality development I a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning.
8. Techniques in Personality Development II a) Stress Management b) Meditation and concentration techniques c) Self hypnotism d) Self-acceptance and self-growth.

References:

1. Bovee Courtland L and Thill John V - Business Communication Today-Prentice Hall International.
2. Guffey Mary Ellen - Business Communication - South - Western Collage Publishing
3. Doctor Apai and Doctor Rhoda - Principles and Practice of Business Communication - Sheth Publishers, Mumbai.
4. Heller Robers-Communicating Clearly(Essential DK Managers)- Darling Kindershy, London.
5. Argenti Paul A - Corporate Communication - Irwin Mgraw Hill

MBAS 407: E- COMMERCE

- Workload : 04 hours per week - Total credits: 04
- Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.
- Objectives : To acquaint the students with modern business practices and to provide an overview of the role of technology in business transactions.
- Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

1. Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework
2. Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India
3. E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website
4. Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise
5. e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model
6. Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners
7. Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm
8. Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems
9. Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine
10. Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

References:

1. Kenneth Laudon and Carol Traver, E-Commerce 2015, Business, technology, society, Global Edition (Kindle Edition), Pearson, Rs. 418-00

2. P T Joseph, E-Commerce: An Indian Perspective , PHI, Rs.346-00
3. Devid Whiteley, E-Commerce: Strategy, Technologies and Applications, 1st Edition, Tata Mcgraw Hill Education Rs. 563-00
4. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, PHI, Rs. 590.00
5. P. Rizwan Ahmed, E-Business & E-Commerce, Margham Publications, Chennai, 600017, Rs. 150.00
6. Piyush Sukhija, E- commerce: Opportunities and Challenges, Global India Publications Pvt. Ltd. New Delhi, Rs. 395-00

MBAS 408: COMPUTER APPLICATION IN MANAGEMENT

Workload	: 04 hours per week - Total credits: 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: To acquaint the students with the applications of IT in the business decision making process. It also introduces basic uses of IT in the day to day activities of an organization.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. Information Technology: Application of information technology, uses of information technology, impact of information technology on business.
2. Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce.
3. Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.
4. Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation.
5. Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.
6. Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graph with excel - working with workbook. Working with functions – Summery statistics, correlations,

regression, t-test, z-test, Chi square test, Macros. Sort and filter commands.
Introduction to SQL.

7. Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point. .
8. Information System Management - Information Concepts - , its nature and functions, planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems - electronic Commerce - types - advantages and disadvantages - Electronic data interchange - How EDI works - EDI benefits and limitations.
9. Use of MIS at various levels of Management. A framework for information system for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert System.

References:

1. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
2. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
3. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
4. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
5. Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI
6. O'Brien James- Management Information System- Tata Mcgraw Hill
7. Gorden Davis and Olson- Management Information System- Conceptual Foundations –McGraw Hill
8. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
9. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
10. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.
11. Saxena Sanjay, Chopra P – Computer Applications in Management - Vikas Publishing House, New Delhi.

MBAS 409: PROJECT MANAGEMENT

Workload	: 04 hours per week - Total credits: 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: To acquaint the students with the overview of business related project management.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

1. Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles
2. Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point
3. Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)
4. Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change management
5. Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts
6. Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks
7. Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering. Purchasing and Contracting for Projects: Purchase Cycle, Contract Management, Procurement Process
8. Project Performance Measurement and Evaluation: Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects
9. Project Close-out, Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Reference:

1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
2. Narendra Singh, Project Management and Control, HPH.
3. Kalpesh Ashar, Project Management, Vibrant Publishers,
4. Khanna R B, Project Management, PHI
5. Panneerselvam., R. and Senthilkumar, P., Project management, PHI
6. Ramakrishna and Kamaraju, Essentials of Project Mangement
7. Gupta, Rajeev M, Project management PHI.
8. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education.
9. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.

MBA – Second Semester

MBAH 451: HUMAN RESOURCE MANAGEMENT

Workload : 4 hours per week – Total credits 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : To impart basic knowledge of the concepts and tools of HRM as relevant to industrial organisation and to provide an understanding of the role of HRM in the overall strategic setting.

Pedagogy : Lectures, assignments, practical exercises, application of research to HR related problems.

1. **Human Resource Management at Work** – Changing environment of HRM – Strategic planning and HR management – Tomorrows HR today.
2. **HR Functions I** – Concepts of job, career and job analysis; Human Resource Planning Models. Work load analysis; Workforce analysis. Process and methods of recruitment: Process and methods of selection.
3. **HR functions II** – Compensation Management – Basic determinants of compensation – Building employer's commitment – Pricing Managerial and Professional jobs – current issues in compensation.
4. **HR Function III** – Pay for performance and financial incentives – Incentives for operations employees – Incentives for Managers and Executives – Organization-wide incentive plans and its development – various employee benefits and services.
5. **Human Resources Development I** – Role of Training – Training process – Training need analysis – Training techniques – Evaluation of Training effectiveness.
6. **Human Resources Development II** – Performance Appraisal its methods and types – need for performance appraisal – Problems in performance appraisal and solutions – Role of appraisal in managing performances; Career Planning – Process - Career Development, Career stages - Career Choices and Preferences; Succession Planning – Developing managerial career – Techniques for managerial career development; Role of counseling in management.
7. **Employee safety and health** – occupational safety – causes of accidents and its prevention – supervisor's role in safety – an overview Labor welfare activities.
8. **Employee Participation and Relations** – Participation and motivation - types and degree of participation - structure and functions of participation in management - Benefits of participation; Managing grievances and Discipline - Grievance Procedure - collective Bargaining - Settlement of Disputes.
9. **Future challenges of HR** – Managing Human Resources in future - Gen Y; Managing Human Resources in International Business.

References:

1. Nick Wilton-An Introduction to Human Resource management-Sage.
2. Monappa Arun & Saiyadain Mirza- Personnel Management – Tata McGraw Hill
3. Tyson Shaun & York Alfred-Essentials of HRM-Butterworth Heinemann
4. Fisher Cynthia D, Schsenfeldt Lyle F, Shaw James B- Human Resources management- All India Publishers and Distributors.
5. Dressler Gary – Human Resource Management- Prentice Hall of India.
6. DeCenzodavid A and Robbins Stephen P- Personnel / Human Resources management- Prentice Hall of India.
7. Ivancevich John M- Human Resources Management- Irwin McGraw Hill
8. Kossek Ellen Ernst & Block Richard N-Human Resources Management in the 21st Century- SouthWesternCollege Publishing.
9. Ashwathappa- Human Resource Management-McGraw Hill.
10. Dwivedi RS – A Text book of Human Resource Management - Vikas Publishing House, New Delhi.
11. Aquinas PG – Human Resource Management – Principles and practice- Vikas Publishing House, New Delhi.

MBAH 452: MARKETING MANAGEMENT

Workload	: 04 hours per week - Total credits: 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: This module is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions and their role in the contemporary economic and social development.
Pedagogy	: Lectures, assignments, role play and practical exercises, discussions, seminars.

1. Introduction: Marketing Management and its evolution; the marketing concept; marketing objectives, strategy, mix and organization. Marketing environment – macro and micro environments, components and their impact on marketing decisions.

2. Market Analysis: Segmentation: Meaning, Need, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets; Targeting: Basis for identifying target customers, Target Market Strategies; Positioning: Meaning, Product differentiation strategies, Errors in positioning. Marketing Research: Meaning and scope of marketing research; Marketing research process; Competition Analysis.

3. Consumer behavior: Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, socio-cultural and psychological factors; comparing industrial and Consumer buying behavior; Consumer decision making process.

4. **Product decisions:** Meaning and classification of products; New product development; product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle - implications on marketing strategy; Value Chain.

5. **Pricing decisions:** Role of pricing in marketing; factors influencing pricing; pricing objectives; different approaches to establish prices; new product pricing.

6. **Integrated Marketing Communication and Promotion:** Concept of communication mix, communication objectives, Marketing Communication Model; Promotion Mix - factors influencing promotion mix, an introduction to different promotion tools - Advertising, Sales Promotion, Public Relations, Managing the Sales force; E-marketing; Social Media Marketing.

7. **Distribution decisions:** Factors influencing channel decisions, Major types of Distribution channels - channels for consumer and industrial products; channel design and channel modification decisions; physical distribution and distribution cost analysis.

8. **Rural Marketing in India:** Insight into Indian Rural Market - Emergence of rural market, Importance of rural market, Structure of the rural market - rural demand and rural market index, potential of the rural market, imperfections in rural markets, factors influencing the rural market. Characteristic difference between rural markets and urban markets - Market research/information pertaining to rural market.

9. **Marketing control:** Features of an effective control system; Methods of Marketing control; Marketing audit.

10. **Expanding role of marketing and contemporary issues:** Social Marketing; Marketing and non-profit organizations; marketing of services; consumer protection; Marketing ethics; demarketing; relationship marketing, Global Marketing, Retro Marketing, Virtual marketing.

References:

1. Philip Kotler -Marketing Management - Analysis, Planning and Control - Prentice-Hall, New Delhi.
2. William J Stanton -Fundamentals of Marketing – McGraw- Hill, New Delhi.
3. NikileshDholakia and others.-Marketing Management - Cases and Concepts - TMH
4. Cundiff EW, Still RR and Govani NAP - Fundamentals of Marketing - Prentice Hall
5. JC Gandhi –Marketing- Tata McGraw-Hill, New Delhi.
6. Dr. Gopaldaswamy.T.P.- Rural Marketing: problems and strategies – Wheeler Publishing
7. Arun Kumar and N Meenakshi – Marketing management - Vikas publishing House
8. RusselS.Winer- Marketing Management, Pearson Education.
9. V.S. Ramaswamy&Namakumari- Marketing Management- Macmillan Publishers

- India Ltd.,
10. Velayudhan- Rural Marketing - SAGE Publication.
 11. McCarthy, E.J.-Basic Marketing: A managerial approach-Irwin, New York.
 12. Stanton, Etzel, Walker-Fundamentals of Marketing-Tata-McGraw Hill, New Delhi
 13. Kotler, Keller, Koshy &Jha-Marketing Management: A South Asian Perspective - Pearson Education.
 14. Rosalind Masterson & David Pickton-Marketing: An Introduction - Sage Publications.
 15. Evans & Berman -Marketing: Marketing in the 21st Century -Cengage Learning.
 16. G.C. Beri-Marketing Research -Tata McGraw Hill Pub. Co. Ltd., New Delhi.
 17. Neelamegham S- Marketing In India: Cases and Readings -Vikas Publishing House, New Delhi, 4thEdn.
 18. Rajagopal – Marketing Management : Text and Cases- Vikas Publishing House, New Delhi.

MBAH 453: INDIAN BUSINESS ENVIRONMENT

Workload : 04 hours per week - Total credits: 04

Examination: 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : This course aims to provide a broad overview of the changing Indian business environment under which India as well as MNC's has to operate. The course outlines the business environment including social, economic, technological, legal and cultural environment within which a business firm has to operate. It further helps the students to understand the intervention of the government in business and its policies that have a direct impact on business.

Pedagogy : Lectures, assignments, discussions, seminars.

1. **Business Environment:** Concept, significance, environmental factors, relationship between business and environment, Objectives of business and Business Environment, Environmental analysis, importance and limitations of environmental analysis.
2. **Economic Environment:** Components of economic environment, Patterns of Indian economy; characteristics of Mixed economy; sectors of economy and their relative importance, economic planning; growth with justice; rural development; implications of economic environment to business.
3. **Social and Cultural Environment :** Indian social structure; caste and family systems; religions, customs; culture; transitions – demographic changes, savings and consumption habits; levels of culture and its impact on business, Business implications. Impact of culture on global business.
4. **State policies:** Theory of Government intervention in Business – Nature of government intervention in India – recent trends; state policies affecting business. Constitution of India – Fundamentals Rights and Duties, Rights under the Constitution (with special reference to business cases).

5. **Technological Environment:** Technological changes – R and D in India – implications to business.
6. **Economic Legislation's:** Central excise and sales tax – meaning and scope of excise duty, basis for the levy of central excise, permissible deductions & exemptions, VAT - in India and scope of VAT, basis for the levy of VAT, permissible deductions & exemptions, Income Tax – An overview, Direct Tax Code - an overview. GST-an overview.
7. **Economic reforms:** Liberalization, Privatization and Globalization, FDIs and FIIs

References:

1. Aswathappa K-Essentials of Business Environment-10th Revised Edition-HPH
2. Francis Cherunilam- Business Environment: Text and Case- HPH
3. Shaikh Saleem- Business Environment- Pearson education
4. Raj Agarawal-Business Environment- 2nd edition- Excel Books
5. Francis Cherunilam- Global Economy and Business Environment-HPH
6. S K Misra and V K Puri- Economic environment of Business- HPH
7. Income tax Act, Customs Duty and VAT – amended upto date.
8. Chidambaram k, Alagappan V- Business Environment- Vikas Publishing House, New Delhi.

MBAH 454: OPERATIONS RESEARCH

Workload : 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : The objectives of the course is to acquaint the student with the application of operations research to business and industry and help them to grasp the significance of analytical techniques in decision making.

Pedagogy : Lectures, assignments, practical exercises, application of operations research techniques to business related problems.

1. **Introduction:** Nature and scope of Operation Research. Basic concepts and definitions - methodology of OR. Construction, solution and testing of model.
2. **Linear Programming (L.P):** Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis.
3. **Transportation and Assignment problems.**
4. **Network analysis (PERT/CPM):** Drawing an arrow network and numbering the events. Estimation of job duration, the concept off slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off.
5. **Game Theory:** 2-person zero-sum games, solution methods, use of L.P.
6. **Waiting line series:** Basic structures and components of a queuing system. Design of the queuing system. A single channel, single-phase queuing models, Multi-channel model with business examples.
7. **Replacement Decisions:** Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.

8. **Simulation:** Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.

References:

1. Levin and Kirkpatrick. - Quantitative Approaches to Management - McGraw Hill
2. P.K. Gupta and Man Mohan - Operations Research and Statistical Analysis - Sultan Chand & Co.
3. N. Paul Loomba - Linear Programming - McGraw Hill
4. Handy A. Taha - Operations Research : An introduction - Collin Macmillan
5. Wagner - Principles of Operations Research – Prentice Hall of India
6. Sa Sieni, Yaspan and Friedman - Operations Research- Methods and Problems - John Wiley & Sons.
7. N.D. Vohra- Quantitative Techniques in Management- Tata McGraw Hill
8. J K Sharma - Operations Research: Theory and applications -Macmillan Publishers India Ltd.
9. VeerabhadrapaHavinal - An Introduction to Operations Research- New age International Publishers.
10. R.C. Mishra, and AnkitSandilya - Principles of Operations Research - New Age International Publishers,
11. Pradeep PrabhakarPai - Operations Research: Principles and Practice - OXFORD University Press, Higher Education
12. Anand Sharma - Operations Research – HPH
13. S Kalavathy – Operation Research – Vikas Publishing House.
14. Kothari CR- An Introduction to Operational Research- Vikas Publishing House, New Delhi, 3rdEdn.

MBAS 455: PRODUCTION AND OPERATIONS MANGEMENT

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: The course aims at familiarizing the students with the production process and related issues in industrial Units. It introduces the students to aspects like quality, Inventory, Maintenance, materials management; and Methods analysis.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. **Production Function:** An introduction, Historical background of Modern Industry, definition and types of Production systems. Organisational structure and its interaction with other functional departments. The role of operations manager. An introduction to production planning and control. Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.
2. **Operations Strategy:** Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements

or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy,

3. **Facility Planning** : Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.
4. **Product, Process and capacity design**: Types of processes, Choosing the service processes, capacity planning, line balancing, Job shop scheduling, sequencing and applications. Use of computers in production management.
5. **Quality Management**: Quality control concept, quality circles & the emerging concepts of total quality control. Control charts X and R charts. P control charts, control charts. Importance in cost reduction-basic concepts and procedures.
6. **Material requirement planning**: Dependent inventory models, MRP structure, benefits of MRP. Maintenance Management: Maintenance concept, preventive maintenance, maintaining system reliability.
7. **Just-In-Time** : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains.
8. **Total Quality Management**: Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)

References:

1. Chase, Aquilano and Jacob-Productions and Operations Management - Irwin/McGraw-Hill
2. Gopalakrishnan and Sundareshan- Material Management - An integrated approach.- PHI
3. Adam and Erbert-Production and Operations Management- PHI
4. Krajewski and Ritzman-Operations Management, Strategy and Analysis-AddisonWesley
5. Chary -Theory and Problems in POM-Tata McGraw Hill
6. P.B Mahapatra-Computer aided production Management-PHI
7. Render and Heizer-Production and Operations Management-PHI
8. Buffa -Modern Production Management- John Willey & Sons

MBAS 456: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: This paper focuses on business ethics and its relevance in the business field and helps to understand the concepts of ethics and social responsibility in the current business environment.

Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. Nature of business ethics. Moral development and Moral reasoning, arguments for and against business-ethics. Moral responsibility. Social responsibility and business ethics. Development of business ethics-Development of business ethics indifferent countries.
2. Ethical principles. Utilitarianism, The moral status of corporations. Ethical theory. Ethics and business -decision making. Case studies of ethics in practice.
3. Discrimination in employment. Affirmative action. Unjust dismissal, workers rights and duties. Whistle blowing, working conditions. Quality of working life. Gender issues. Women at work place.
4. Protecting consumers: Ethical issues in delivering consumer needs. Marketing strategy and ethics-Ethical practices in the market place - advertising. Marketing and product safety-Government regulations: Role of government, corporate democracy. Government and corporate codes
5. Controlling for more ethical behavior. Implementing business ethics, interpersonal relationships in organization- Controlling personal moral development within the organization. Controlling corporate culture and ethical decision making. Organizational politics.
6. Corporate Social Responsibility and corporate governance: Need for CSR, arguments for and against CSR, corporate governance in India.Drivers of corporate responsibility
7. Company's Act and CSR: CSR rules under Companies Act. Provisions in the companies act. CSR Committee and Policy,Activities under CSR. Impact of new CSR rules on companies and society.

References:

1. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Farnborough:Gower.
2. Jackall, R. - Moral Mazes: The World of Corporate Managers., New York, OxfordUniversity Press.
3. Business Ethics Concepts and cases by Manuel G Velasquez, Fifth edition , PHI
4. Business Ethics - Ethical decision making and cases by Ferrell & Fraedrich, Houghton Mifflin Company, Boston, 1991.
5. Business Ethics - by Richard T De George, Third edition. Mc Millan Publishing Co.
6. Business Ethics - A managerial, stakeholder approach by Joseph W Weiss. Wadsworth Publishing Co., California 1994.
7. Ethics in Business - A Philosophical approach. By Thomas Donaldson and Patricia H Werhane,Fourth edition,
8. Rogene A Buchholz, Fundamental concepts & problem in business ethics, PHIC
9. Philip Kotler, Nancy Lee, Corporate Social Responsibility. John Wiley & Sons Inc. 2005

MBAS 457: SUPPLY CHAIN MANAGEMENT

Workload : 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives : The course aims at familiarizing the students with the supply chain management and related issues in industrial Units.
Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. **Introduction to SCM** :Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information).Supply chain strategy. Key issues in SCM, benefits.
2. CRM Vs SCM, Outsourcing –basic concepts, value addition in SCM – concept of demand chain-management.
3. **Logistics Management**: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics.
4. **Recent Trends in Supply Chain Management**-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management
5. **Supply Chain Benchmarking**- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.
6. **Co-ordination in the supply chain**, Bull-whip effect, the impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationship.
7. Information technology in a supply chain, Role of computer,Drivers of new supply chain systems and applications, Information for strategic supply chain management, supply chain information technologies, Computer based information systems, logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management.
8. **Global Supply Chain Management**: Global Strategy, Concept of global logistics and Global supply chains, Global supply chain management vs domestic supply chain management, trends towards global supply chain management, global supply chain strategy, global sourcing, global purchasing, and supply relations.

References:

1. Donald J. Bowersox& David. J Closs,-Logistical Management-Tata McGraw Hill
2. John T. Mentzer- Supply Chain Management-Response Books, Sage Publications
3. B.S. Sahay- Supply Chain Management-Macmillan.
4. Emiko Bonafield – Harnessing value in supply chain- John Wiley and sons.
5. BidurDhaul, EnverYucesan – Supply Chain Management - Vikas Publishing House, New Delhi.
6. K. Shridhara Bhat – Supply Chain Management, HPH

Workload : 04 hours per week - Total credits: 4
Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives : The course aims at familiarizing the students with the non-profit organizations and their role in economic and social empowerment of people.
Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. The World of Non-Profit Enterprises – third sector, non-profits sector, social enterprises; Economic, Sociological and Structural theories of non-profits; Contemporary role of non-profits; Non-profits vis-à-vis State and Business
2. Accounting & Finance – Financial reporting in non-profits; Distinct needs of non-profit accounting; Sources of funds and their implications; Basic tenets of fund management in non-profits
3. Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation
4. Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality
5. Marketing for Non-profits, scope for marketing, marketing mix, market segmentation, advertisement and publicity for non-profit organisations.
6. Basic legal requirements affecting nonprofits. Theories, methods, and practices for nonprofit organizations. Skills to participate strategically in nonprofit governance. Effectiveness of governance models, volunteer programs, organizational capacity, and inter-organizational relationships.
7. Trends in non-profits in India, government's policy on non-profits, international supports for non-profit organisations.

References:

1. NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
2. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore
3. Helmut Anheier, The Nonprofit Sector, Routledge
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck

MBAS 459: DISASTER MANAGEMENT

Workload : 04 hours per week - Total credits: 4
Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives : The course aims at familiarizing the students with the concepts of disaster management, need for disaster management and its relevance.

Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

1. Understanding Disasters · Meaning, nature, characteristics and types of Disasters, Causes and effects, Disaster: A Global View, Disaster Profile of India, The Disaster Management cycle.
2. Geological and Mountain Area Disasters · Earthquakes · Volcanic Eruption · Landslides Snow Avalanches, Wind and Water Related Natural Disaster · Floods and Flash Floods · Droughts · Cyclones · Tsunamis, Man Made Disasters · Understanding Man-Made Disasters · Fires and Forest Fires · Nuclear, Biological and Chemical disaster · Road Accidents
3. Introduction to disaster Preparedness · Disaster Management: Prevention, Preparedness and Mitigation · Disaster Preparedness: Concept & Nature · Disaster Preparedness Plan · Disaster Preparedness for People and Infrastructure · Community based Disaster Preparedness Plan
4. Roles & Responsibilities of Different Agencies and Govt. · Roll of Information, Education, Communication & Training · Role and Responsibilities of Central, State, District and local administration. · Role and Responsibilities of Armed Forces, Police, Para Military Forces. Role and Responsibilities of International Agencies, NGO's, Community Based Org. (CBO's)
5. Technologies for Disaster Management · Role of IT in Disaster Preparedness · Remote Sensing, GIS and GPS · Use and Application of Emerging Technologies · Application of Modern Technologies for the Emergency communication. · Application and use of ICST for different disasters.
6. Disaster Mitigation · Disaster Mitigation: meaning and concept · Disaster Mitigation Strategies · Emerging Trends in Disaster Mitigation · Mitigation management · Role of Team and Coordination
7. Disaster Management in India Disaster Profile of India – Mega Disasters of India and Lessons Learnt Disaster Management Act 2005 – Institutional and Financial Mechanism National Policy on Disaster Management, National Guidelines and Plans on Disaster Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. National Disaster management Authority.

References

1. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
2. Carter, W. Nick, 1991: Disaster Management, Asian Development Bank, Manila.
3. Central Water Commission, 1987, Flood Atlas of India, CWC, New Delhi.
4. Central Water Commission, 1989, Manual of Flood Forecasting, New Delhi.
5. Government of India, 1997, Vulnerability Atlas of India, New Delhi.
6. Sahni, Pardeep et.al. (eds.) 2002, Disaster Mitigation Experiences and Reflections, Prentice Hall of India, New Delhi.
7. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
8. Roy, P.S. (2000): Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun.
9. Sharma, R.K. & Sharma, G. (2005) (ed) Natural Disaster, APH Publishing Corporation, New Delhi. www.GIS.Development.net
10. www.iirs.nrsa.org
11. <http://quake.usgs.gov>

12. K.N.Shastri, Disaster Management in India, Gaurav Book Centre Pvt Ltd,
13. Jagbir Singh, Disaster Management, I K International Pvt. Ltd-New Delhi.