

**Programme Outcomes (PO)**  
**Programme Specific**  
**Outcome (PSO)**  
**Course Outcomes**

**MBA**

<p><b>Programme Outcomes (PO)</b></p> <p><b>PO1:</b> At the end of the MBA programme, the students will possess the ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business problems.</p> <p><b>PO2:</b> The students will possess the ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.</p> <p><b>PO3:</b> The students will possess the ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions</p> <p><b>PO4:</b> The students will be able to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large</p> <p><b>PO5:</b> The curriculum develops the ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.</p> <p><b>PO6:</b> The programme ensure students to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.</p> <p><b>PO7:</b> The students will be able to identify entrepreneurial opportunities and leverage managerial &amp; leadership skills for founding, leading &amp; managing startups as well as professionalizing and growing family businesses.</p> <p><b>PO8:</b> The students will be able to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.</p>
<p><b>Programme Specific Outcome (PSO)</b></p> <p><b>PSO1:</b> Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.</p> <p><b>PSO2:</b> Graduates of the program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.</p> <p><b>PSO3:</b> Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.</p> <p><b>PSO4:</b> Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.</p> <p><b>PSO5:</b> Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity &amp; innovation, integrity &amp; sensitivity to local and global issues of social relevance and earn the trust &amp; respect of others as inspiring, effective and ethical leaders.</p>

## **MBA –BUSINESS ECONOMICS**

<b>FIRST SEMESTER</b>	
<b>101</b>	<b>MANAGEMENT CONCEPT &amp; PROCESSES</b>
<b>102</b>	<b>MANAGERIAL ECONOMICS</b>
<b>103</b>	<b>BUSINESS ENVIRONMENT</b>
<b>104</b>	<b>FINANCIAL ACCOUNTING</b>
<b>105</b>	<b>QUANTITATIVE METHODS</b>
<b>106</b>	<b>COMPUTER APPLICATIONS IN MANAGEMENT</b>
<b>107</b>	<b>BUSINESS LEGISLATION</b>
<b>108</b>	<b>INDIAN ETHOS &amp; VALUES</b>

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

101	MANAGEMENT CONCEPT & PROCESSES
UNIT-1	<b>Introduction and Approaches to Management :</b> Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical, Neo-classical and Modern School of Management, approaches to Management, Micro and Macro Environment for Managers, Management levels and Management skills, Functional Areas of Management. Management as Profession
UNIT-2	<b>Planning and Decision Making:</b> Concept, Process, Types and Significance of Planning, Concept, Types and Process of Setting Objectives; Planning Tools, Concept, Process and Managerial Implications of MBO, Concept, Process, Types and Styles of Decision Making, Environments of Decision Making
UNIT-3	<b>Organizing principles and process:</b> Nature, Principles, process and significance of organizing. organizational structure and Design, approach to Organization Design, Departmentation
UNIT-4	<b>Staffing and Directing</b> –Meaning, importance and elements of staffing, Concept, Nature, Scope, Principles of Direction, Manager versus leaders, Leadership Theories, Approaches to leadership, Motivation Concept, Theories and Implications, Communication , Barriers to effective communication
UNIT-5	<b>Controlling :</b> Nature, Process and Aspect of Control, Control Tools and Techniques , Managing Productivity, Quality Control , case studies on relevant issues

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge ( K 2) Remembering ( K1)
CO2: Understanding and Applying the concepts of organizational behaviour	Knowledge ( K 2) Applying ( K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying ( K 4) Analyzing ( K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

## **MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.**

### **SUGGESTED READINGS:**

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, ' Management -A Competency Based Approach', Thomson South Western, 10th edition, 2007.
4. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective
5. Griffin, Management: Principle & Applications, Cengage Learning
6. P.Subba Rao, Principles of Management, Himalaya Publishing
7. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

<b>102</b>	<b>MANAGERIAL ECONOMICS</b>
UNIT-1	<b>Nature and Scope of Managerial Economics:</b> Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.
UNIT-2	<b>Utility and Indifference Curve Analysis:</b> Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.
UNIT-3	<b>Demand and Production Analysis:</b> Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or law of variable proportions, Production function with two variable inputs or isoquant, Production function with all variable inputs or Return to scale, Law of supply and classification of cost. Practical Problems.
UNIT-4	<b>Market Structure and Pricing:</b> Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly. Price Determination under Discriminating Monopoly.
UNIT-5	<b>Profit Management:</b> Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and Control.

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Remembering (k1)</li> </ul>
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Applying (K 4)</li> <li>• Synthesizing (K6)</li> <li>• Evaluating (K7)</li> </ul>
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none"> <li>• Comprehending (K 3)</li> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Evaluating (K7)</li> </ul>
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none"> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Synthesizing (K6)</li> </ul>

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CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Comprehending (K 3)</li></ul>
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### SUGGESTED READINGS:

1. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.
2. Mote, Paul & Gupta-Managerial Economics: Concepts & Cases.
3. D.N. Dwivedi-Managerial Economics
4. D.N. Hague-Managerial Economics.
5. C.I. Savage & J.R. Small-Untroduction to Managerial Economics.
6. C.J. Stocks-Managerial Economics.
7. I.L. Riggs- Economics decision Models.
8. K.L. Cohen & R.M. Cyert-Theory of the Firms.
9. D. Gopalkrishna-A study of Managerial Economics.
10. Brigham and Pappas-Managerial Economics.
11. Habib-Ur-Rehman-Managerial Economics.

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

<b>103</b>	<b>BUSINESS ENVIRONMENT</b>
<b>OBJECTIVE:</b> This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty.	
UNIT-1	<b>Theoretical Framework of Business Environment:</b> Concept, significance and nature of business environment; Element of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
UNIT-2	<b>Economic Environment of Business:</b> Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.
UNIT-3	<b>Political and Legal Environment of Business:</b> Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.
UNIT-4	<b>Socio-Cultural Environment:</b> Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
UNIT-5	<b>International and Technological Environment:</b> Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions – WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

S. No.	Course Outcome	Bloom's Taxonomy
1	<b>CO1)</b> Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	K3 Comprehending K4 Applying
2	<b>CO2)</b> Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	K5 Analysing

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3	<b>CO3)</b> Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	K5 Analysing
4	<b>CO4)</b> Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	K5 Analysing
5	<b>CO5)</b> Understand the international influences on domestic business and measures to be taken for successful global business operations	K2 Knowledge

#### **REFERENCES:**

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.



## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

104	FINANCIAL ACCOUNTING
UNIT-1	<b>Financial Accounting</b> -scope and importance, meaning, nature and rue of accounting in business, accounting concepts and conventions.
UNIT-2	<b>Accounting Mechanics:</b> basic records, understanding of transactions and related documents, process leading to preparation of trial balance, understanding of P. & L. A/C and Balance sheet of non-corporate entities
UNIT-3	<b>Final Accounts of a Joint Stock Company:</b> Depreciation accounting and policy: company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company as per provisions of Companies Act-2013
UNIT-4	<b>Financial Statements Analysis:</b> Nature, functions and limitations of financial statements, analysis and interpretation of financial statements. Major tools of financial analysis: ratio analysis, capital structure ratios, profitability ratios, activity ratios.
UNIT-5	<b>Indian Accounting Standards:</b> , Introduction to Indian Accounting Standards and IFRS, Preparation of cash flow statements, measurement of business income, Earning Per Share, Techniques of inflation accounting, Recent trends in accounting

S.No	Course Outcome	Bloom's Taxonomy
1	CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

### SUGGESTIVE READINGS:

- Accounting for Management: S.K, Bhattacharya and John Dearden,
- Gupta R.S.: Advanced Accountancy, vol. 1&11,
- Shukla &Grewal: Advanced Accounts.
- Botliboi : Double entry book-keeping.
- Grewal, T.S.: Introduction to Accountancy,

## **MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.**

6. Piokles : Accountancy,
7. Kom&Boyd : Accounting.
8. Keige&Keller : Intermediate Accounting.
9. Vlarmanson&Solemson: Accounting: A Programmes Text-Book.
10. Robert Anthony: Essentials of Accounting.
11. Dr. D.C. Sharma & K.G. Gupta: Management accounting.

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

105	QUANTITATIVE METHODS
UNIT-1	<b>Statistics:</b> Concept, significance and limitations, collection of primary and secondary data, classification and tabulation, Frequency distributions and their graphical representation, Measures of central tendency, dispersion, Measures of skewness and kurtosis.
UNIT-2	<b>Bivariate analysis:</b> Correlation-partial and Multiple, Linear and Multiple regression, and qualitative data-contingency table, Measures of association of attributes. Index numbers, time series-its components and their determination.
UNIT-3	<b>Probability:</b> Definition, additive and Multiplicative Rules, Conditional Probability, Bayes Theorem, Random Variable, Mathematical expectation, Probability Distribution: Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof).
UNIT-4	<b>Sampling and test of significance:</b> Methods of sampling estimates, their Bias and Mean Squared Error, sampling and Non-sampling Errors, Tests of significance. Testing the Means and Standard Deviations for large samples. Tests for the Proportion test for significance of Correlation and Regression Coefficient.
UNIT-5	Chi –Square, test of goodness of fit and independence in contingency tables, F-test for a quality of two variances and in analysis of variance.

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.	<ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul>
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul>
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> <li>Applying ( K 4)</li> </ul>

### SUGGESTED READINGS:

1. Levin, R.I. and Rubin, D; Statistics for Management, New Delhi, PHI.
2. Srivastava, U.K., Quantitative Techniques for business.
3. Kothari, CK., Quantitative Techniques
4. Goon, Gupta and Dasgupta : Fundamentals of statistics
5. Gupta and Gupta : Business statistics

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

106	COMPUTER APPLICATIONS IN MANAGEMENT
UNIT-1	<b>Introduction:</b> Computer system, Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory, Computer Languages.
UNIT-2	<b>Computer Programs &amp; Software:</b> Programming Concepts, Algorithm and Flowchart, Program Development life cycle, System software and application software. Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System. : Introduction of Windows and Control panel, Computer virus and types.
UNIT-3	<b>Office Management:</b> MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge documents. MS-Excel: Workbook & worksheets, Formulae & functions, Cell references, formatting and working with Data, Charts and graphs. MS-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.
UNIT-4	<b>Networking:</b> Data Transmission, Overview of Computer Network, Types of networks (LAN, WAN and MAN), Network topologies, packet transmission. <b>Internet &amp; Intranet :</b> An introduction to Internet and Intranet, Overview of Internet, Architecture and Functioning of Internet, Web pages, HTML, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, e-mail, and Search engines.
UNIT-5	<b>IT in Business:</b> Role of IT in business, banking, insurance, education and financial accounting.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

## **MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.**

### **SUGGESTED READINGS:**

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice. New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-line Business Computer Applications. 2<sup>nd</sup> ed., Chicago, Science Research Associates.
4. Estrada, Susan. Connecting to the Internet. Sebastopol. C.A. O' Reilly.
5. Joh, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London. Pinter.\
6. Long, L. Commmputers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. Computers Concepts and Uses. 2<sup>nd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc.

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

<b>107</b>	<b>BUSINESS LEGISLATION</b>
UNIT-1	<b>Introduction, Indian Contract Act, 1872</b> : Meaning of Law, Object of law, Indian contract Act, 1872 - Definition of contract, valid contract, offer and acceptance ,consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency.
UNIT-2	<b>Sale of Goods Act, 1930</b> : Essentials of a contract of sales conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 - Concept of partnership and its major provisions.
UNIT-3	<b>Negotiable Instrument Act, 1881</b> : Definition, types and characteristics of promissory note, bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.
UNIT-4	<b>Indian Companies Act, 1956</b> : Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement In lieu of prospectus, Rights and liabilities of members of company. Company Management : Appointment of directors, power, duties and liabilities of a director and managing director
UNIT-5	<b>Intellectual Property Rights Acts</b> : Meaning of IPR, The Patent Act 1970 -Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, Infringement of patent. The Copyright Act, 1951 - introduction, History, Meaning of copyright, registration of copyright, terms of copyright. Infringement of copyright.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop basic understanding of law of contract	K2 Knowledge
2	CO2) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
3	CO3) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

### SUGGESTED READINGS:

1. COMPANY LAW BY AUTAR SINGH.
2. Mercantile Law by A.K. Sen.
3. Mercantile Law by N.D. Kanpur.
4. Lectures on Company Law by A.K. Shah.

## **MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.**

5. Industrial Law by N.D. Kanpur.
6. Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA, IDRA etc.

## MBA (BUSINESS ECONOMICS) I<sup>ST</sup> SEM.

<b>108</b>	<b>INDIAN ETHOS &amp; VALUES</b>
UNIT-1	<b>Model of Management :</b> Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption.
UNIT-2	<b>Indian Insight into TQM:</b> Indian Insight into TQM Problems Relating to Stress in Corporate, Management Indian Perspective ; Teaching Ethics.
UNIT-3	<b>Tans-cultural Human Values in Management Education:</b> Tans-cultural Human Values in Management Education Relevance of Values in Management; Need for Values in Global Change – Indian Perspective.
UNIT-4	<b>Values for Managers:</b> Values for Managers; Holistic Approach for Manager; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.
UNIT-5	<b>Secular Versus Spiritual Values in Management:</b> Relationship between law and ethics, Corporate mission statement, CSR, Code of Ethics, Quality management systems.

### Course Outcomes :

CO1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society

CO2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.

CO3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society

CO4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.

CO5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

### SUGGESTED READINGS:

1. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill
5. Publishing Company, New Delhi
6. Chakraborty, S.K.: Management by Values, Oxford University Press
7. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill,
8. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House,
9. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House,
10. Joseph Des Jardins, an Introduction to Business Ethics, Tata Mc Graw Hill,
11. S K Chakraborty, Management by Values, Oxford University Press, New Delhi,



## **MBA –BUSINESS ECONOMICS**

<b>SECOND SEMESTER</b>	
<b>201</b>	<b>MARKETING MANAGEMENT</b>
<b>202</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
<b>203</b>	<b>ORGANIZATIONAL BEHAVIOR</b>
<b>204</b>	<b>RESEARCH METHODOLOGY</b>
<b>205</b>	<b>BUSINESS COMMUNICATION</b>
<b>206</b>	<b>FINANCIAL MANAGEMENT</b>
<b>207</b>	<b>MANAGEMENT ACCOUNTING</b>
<b>208</b>	<b>PRODUCTION &amp; OPERATION MANAGEMENT</b>

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

201	MARKETING MANAGEMENT
<b>UNIT-1</b>	<b>An Introduction to Marketing:</b> Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning.
<b>UNIT-2</b>	<b>Understanding Markets and Consumers:</b> Market Segmentation, Marketing Research Process and Marketing Information System, Consumer Behaviour, Organizational Buying Behaviour..
<b>UNIT-3</b>	<b>Product and Pricing Management:</b> <b>Product Decisions:</b> Meaning and Classification of Product, Product Mix, New Product Development Process, Product Life Cycle, Branding and Positioning. <b>Pricing Decisions :</b> Factors affecting Pricing, Pricing objectives and strategies,
<b>UNIT-4</b>	<b>Distribution and Promotion Management:</b> <b>Distribution Decisions:</b> Channel design and Management, Logistics, Whole selling and Retailing. <b>Promotion Decisions :</b> Promotion Mix, Integrated Marketing Communications, Introduction to Advertising, Sales Promotion, Public Relations Sales Management and Personal Selling.
<b>UNIT-5</b>	<b>Contemporary issues in Marketing:</b> <b>Rural Marketing ,Services Marketing, Online and Social Media Marketing and other current issues in Marketing.</b>

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none"> <li>Remembering ( k1)</li> <li>Knowledge ( K 2)</li> </ul>
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none"> <li>Synthesizing ( K6)</li> <li>Comprehending(K3)</li> </ul>
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none"> <li>Applying ( K 4)</li> </ul>
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> </ul>
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>

### SUGGESTED READINGS:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, Pearson.
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg Cengage Learning.

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit,
4. Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
5. Czinkota, Miachel, Marketing Management, Cengage Learning.
6. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
7. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
8. Neelamegham, S., Marketing in India: Text and Cases, Vikas Publishing House.
9. Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House.

Note: Latest edition of the readings may be used.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

202	HUMAN RESOURCE MANAGEMENT
UNIT-1	<b>Introduction :</b> Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Manager, HRM in Indian scenario.
UNIT-2	<b>Recruitment and Selection :</b> HR planning, Job Analysis, Recruitment and Selection. Transfer and Promotion.
UNIT-3	<b>Human Resource Development :</b> Concept. Goals of HRD, Training and Development- concept, process and techniques; Performance Appraisal - Concept, Process, Techniques.
UNIT-4	<b>Managing Employee Relations:</b> Labour relation, industrial disputes and resolution, collective bargaining, employee welfare and social security, Employee grievances and their redressal, Worker's participation in Management.
UNIT-5	<b>Contemporary Issues in HRM :</b> Employee compensation concept, factors affecting employee compensation, components of employee compensation, knowledge management, Human Resource Information System, issues of HRM in multinational organizations

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4.Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

### **REFERENCES:**

1. Human Resource Management-V.S.P. Rao
2. Human Resource Management-Keith Davis
3. HRD Practices-Bhatia B.S., Verma H.L.
4. Human Resource Management K. Aswasthapa
5. Personnel Management Mamoria.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

<b>203</b>	<b>ORGANIZATIONAL BEHAVIOR</b>
UNIT-1	<b>Introduction :</b> Organizational Behaviour - Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B, Models of O.B.
UNIT-2	<b>Individual Behaviour :</b> <b>Values :</b> Importance, types, values across culture <b>Attitudes :</b> Types, cognitive dissonance theory, measuring attitude. <b>Personality :</b> Meaning, determinants, traits, major personality attitudes influencing O.B. <b>Perception -</b> Meaning, factors influencing perception, person perception.
UNIT-3	<b>Group Behaviour:</b> The Group Behaviour Foundations of Group Behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making, Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players.
UNIT-4	<b>Organizational Development:</b> Concept, Scope, practice and process of organizational Development interventions, Personal, Interpersonal, group process ,in Organizational development, Team Building and team development
UNIT-5	<b>Key issues in Organizational Behaviour :</b> Organizational culture - Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture. Organizational change, forces for change, resistance to change, managing organizational change.

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behaviour	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

### REFERENCES:

1. Organizational behaviour-Concept, Contevercis Applications-Steohe Robbins.
2. Organizational Behaviour-Fred Luthans

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

3. Organizational Theory and Behaviour- R.a. Sharma
4. Organizational Bheaviour-K. Aswasthapa

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

<b>204</b>	<b>RESEARCH METHODOLOGY</b>
UNIT-1	<b>Introduction to Research</b> :Nature, Objectives , Significance and Types of Research. Ethical Issues in Research. Steps in research process.Research Problem formulation. <b>Research Design</b> :Exploratory, Descriptive and Experimental Research designs.
UNIT-2	<b>Data Collection and Sampling</b> : Data types , measurement and methods of data collection; Sources of Error. Basics of Sampling Theory, Probability and Non-Probability Sampling,
UNIT-3	<b>Data Analysis</b> :Processing : Classification and coding, Tabulation. Analysis: Measures of Relationship, Problems in processing; Use of EXCEL and SPSS in data analysis.
UNIT-4	<b>Hypothesis Testing</b> :Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis 'Z'test, 't'test,'f'test, Chi square test and ANOVA
UNIT-5	<b>Advance Techniques of Data Analysis and Research Communication</b> : Introduction to Discriminant Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis. Types of Reports, Format of research report, Documentation, Data and Data Analysis Reporting , Precautions in report writing, Footnoting,Bibliography and Index Preparation.

Course Outcomes	Blooms Taxonomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques	<ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul>
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul>
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>

### SUGGESTED READINGS:

1. Fowler, Floyd JJr., Survey Methods, 2nd ed., Sage Pub.,
2. Fox, L.A. and P.E. Tracy: Randomized Response: A Method Of Sensitive Surveys, Sage Pub.,
3. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, ,
4. Golden-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub.,
5. Salkind, Neil 1, Exploring Research, 3rd ed., Prentice-Hall, NJ.



## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

<b>205</b>	<b>BUSINESS COMMUNICATION</b>
UNIT-1	<b>Communication</b> :Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication, Need of effective communication in business.
UNIT-2	<b>Communication Skills</b> :Concept, Humor in communication, Interpersonal communication, Communication skills and leadership. Verbal and Non Verbal Communication, written and oral , body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing, behavior, smile. Listening Skills: Process, Types, Barriers, Importance, essentials of good listening.
UNIT-3	<b>Business letters</b> : Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints. Internal Communication: letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, letters from top management, Reminders and follow up, Employee newsletters.
UNIT-4	<b>Mass Communication</b> : Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report., modern modes of communication, cross cultural communication
UNIT-5	<b>Interview</b> : Types of Interview, Job interview, Telephonic interview, Conducting the Interview, sending a job application, Preparation of Resume, Group discussion. Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, communication policy and Ethical dimensions.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

### **SUGGESTED READING:**

1. Lesikar&Pettet, Business Communication. :
2. (All India Traveliers Book Sellers)
3. Hill &Bovee, Business Communication (McGraw Hill).
4. Korlahalli: Business Communication, Sultan Chand & Sons.
5. Rai & Rai, Business Communication Himalays Publishing House.
6. S.K. Basandra, Computes för Manager (Global Business Proca)
7. G. Danta, Information in Enterprise (Prentice Hall of India).
8. S. Kishore, What every Manager should (Tata McGraw Hill) know about Computers.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

<b>206</b>	<b>FINANCIAL MANAGEMENT</b>
UNIT-1	<b>Introduction :</b> Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions, <b>Financial Planning :</b> Objectives and considerations, capitalization - Over and under capitalization, Financial Forecasting.
UNIT-2	<b>Capital Structure :</b> Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance.
UNIT-3	<b>Working Capital :</b> Concept, Importance and Determinants, Sources of Working Capital Finance. <b>Cash Management:</b> Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques.
UNIT-4	<b>Cost of Capital :</b> Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting
UNIT-5	<b>Dividend and Dividend Policy :</b> Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend Policy, Stable Dividend Policy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concept / Models of Corporate Finance and Governance	<ul style="list-style-type: none"> <li>Knowledge (K2)</li> <li>Remembering(K1)</li> </ul>
2.	CO2 Understand the practical application of time value of money and evaluating long term investment decisions	<ul style="list-style-type: none"> <li>Analyzing (K5)</li> <li>Evaluating(K7)</li> </ul>
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> <li>Analyzing(K5)</li> <li>Synthesizing(K6)</li> </ul>
4.	CO4 Understand the use and application of different models for firm's optimum dividend pay-out.	<ul style="list-style-type: none"> <li>Comprehending(K3)</li> <li>Applying(K4)</li> </ul>
5.	CO5 Understand the recent trends of mergers and acquisition and its valuation	<ul style="list-style-type: none"> <li>Comprehending(K3)</li> <li>Synthesizing (K6)</li> </ul>

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

### **REFERENCES:**

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

<b>207</b>	<b>MANAGEMENT ACCOUNTING</b>
<b>OBJECTIVE:</b> The thrust of this course makes the student conversant with the three types of information generated within an organization viz full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.	
UNIT-1	<b>Introduction:</b> Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system
UNIT-2	<b>The Elements of Cost:</b> direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics
UNIT-3	<b>Marginal costing :</b> Marginal costing/Variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept
UNIT-4	<b>Budgetary Control :</b> Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process, Zero Based Budgeting, Performance and Program Budgeting
UNIT-5	<b>Standard costing :</b> Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing, Activity Based Costing, Target Costing, PLC costing, Cost Audit

2. 3.

S. No.	Course Outcome	Bloom's Taxonomy
1	It clears the basic concepts of various terms related to management accounting.	knowledge
2	Analysis & Interpretation of Financial Statements → It includes the vertical financial statements with different analytical methods which helps students to know how to study the financial statements, make comparisons between current year and previous years and draw proper interpretations.	Apply
3	Ratio Analysis → It is one of the analytical method which helps the students to carry out the study of financial statements in the form of ratio and such study is more expressive.	Apply

### SUGGESTED READING:

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noor and R.K, Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Indian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accounting.
6. GordeonShillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th .edition, 1980).

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

208	PRODUCTION & OPERATION MANAGEMENT
UNIT-1	<b>Introduction:</b> nature & Scope of Production Management, Production as a sub system of the organisation, interrelationships with other functions, Role of models in production management operations strategies.
UNIT-2	<b>Forecasting:</b> designing products services & processes, Production planning, Plant location, Plant layout planning & concepts,
UNIT-3	<b>Job design:</b> work measurement, methods analysis, compensation production standards.
UNIT-4	<b>Inventory Control:</b> Concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis, EQQ models, Stores Control, codification & classification warehousing waste disposal.
UNIT-5	<b>Quality control:</b> Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO.

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"> <li>• Knowledge ( K2)</li> <li>• Comprehending ( K 3)</li> <li>• Remembering ( K1)</li> </ul>
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"> <li>• Knowledge ( K2)</li> <li>• Remembering ( K1)</li> <li>• Applying (K4)</li> </ul>
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"> <li>• Comprehending (K3)</li> <li>• Applying ( K4)</li> </ul>
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"> <li>• Analyzing ( K5)</li> </ul>
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"> <li>• Synthesizing ( K6)</li> <li>• Evaluating ( K7)</li> </ul>

### SUGGESTED READINGS:

1. Buna, E.S.: Modern Production Management.
2. Myers A.: Production Management.
3. Adam, E. Sr. & Ebert, R.: Production & Operations Management Concepts Models & Be
4. Dutta, A.K.: Materials Management,
5. Srinivasan, A.V Japanese Management.

**MBA –BUSINESS ECONOMICS**

<b>THIRD SEMESTER</b>	
<b>301</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
<b>302</b>	<b>OPERATION RESEARCH</b>
<b>303</b>	<b>E-COMMERCE</b>
<b>304</b>	<b>PROJECT MANAGEMENT&amp; ENTREPRENEURSHIP</b>
<b>305</b>	<b>ECONOMIC ANALYSIS AND POLICY</b>
<b>306</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>307</b>	<b>INDIAN FINANCIAL SYSTEM</b>
<b>308</b>	<b>RURAL MARKETING</b>

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

301	INTERNATIONAL BUSINESS ENVIRONMENT
UNIT-1	<b>Introduction To International Business:</b> Nature and Scope. Of International Business. Process of Internationalization, Theories of Internationalization, Rationale of International business – Bases of International Trade.
UNIT-2	<b>International Socio-cultural and Political environment:</b> Types of political systems, Nature of Political Risks and Management of Political risks, Cultural differences, Cross cultural Management, Dimensions of culture across the world.
UNIT-3	<b>International Economic Environment:</b> Foreign Investment Theories, Current trends in Foreign Investment inflows – comparison between India and other developing nations, Protectionism and trade barriers, Major International economic institutions- WTO, World Bank, IMF, and UNCTAD
UNIT-4	<b>Technology And Intellectual Property Rights:</b> Technological environment, Problems in transfer of technology, Concept of IPR, IPR violations and protection, Environmental Issues in International business – Global warming and its impact on business, Stands taken by Developed and Developing countries.
UNIT-5	<b>Miscellaneous current issues in International Business:</b> International Trade blocs and Regional Economic Co-operations, India's relations with and participation in Trade Blocs, Organization structures for International Business, International Negotiations, Competitive advantage and Strategic International Management.

### COURSE OUTCOMES

- CO1 Recognize and utilise applicable analytical techniques to solve issues of importance to international business practise;
- CO2 Recognize and use appropriate frameworks to analyse the international business environment
- CO3 Evaluate relevant international business literature critically;
- CO4 Determine the impact of the international business climate on corporate practises.

### SUGGESTED READINGS:

1. Albaum Duerr - International Marketing and Export management (Pearson)
2. Cherunilam F – International Business (PHI)
3. Hill C.W. - International Business (McGraw Hill)
4. Daniels - International Business (Pearson)
5. Joshi, R.M., International Business, (Oxford University Press)
6. Jaiswal- International Business (Himalaya)
7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons)



## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>302</b>	<b>OPERATION RESEARCH</b>
UNIT-1	<b>Introduction to Operation Research:</b> Decision making through OR, Nature & Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.
UNIT-2	<b>Programming techniques:</b> Linear programs and applications, Linear programming graphical methods, Simplex methods, minimization problems, artificial variables problems, Concepts of duality, Sensitivity analysis.
UNIT-3	<b>Transportation &amp; Assignment Problems, Game Theory:</b> Two Person Zero sum games, Mixed Strategies.
UNIT-4	<b>Network and simulation:</b> PERT and CPM, Marko Analysis, Brand Switching, simulation concepts and applications, decision theory
UNIT-5	<b>Inventory and Queuing theory:</b> Inventory and waiting line concept, Inventory control, Deterministic models, Queuing models.

### COURSE OUTCOMES

- CO1 To impart knowledge in concepts and tools of Operations Research  
CO2 To understand mathematical models used in Operations Research  
CO3 To apply these techniques constructively to make effective business decisions

### SUGGESTED READINGS:

1. Taha, H.; Operations research, New York, Macmillan.
2. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, PrenticeHall.
3. Theirouf and Klekamp; Decision Making Through Operations Research, New York, JohnWiley.
4. Sharma, J.K.; Operations Research : Theory and applications, New Delhi, Macmillan.
5. U.K. Srivastava : Quantitative Techniques.
6. Wagner : Principles of Operations Research.
7. Kothari, C.K. : Quantitative Techniques.
8. Kanti Swaroop: Operations Research.
9. Bierman and others : Quantitative Analysis for Business.
10. Ackoff & Saisini : Fundamentals of Operations Research.
11. Vohra, N.D.: Quantitative Techniques in Management.

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>303</b>	<b>E-COMMERCE</b>
UNIT-1	<b>E-Commerce:</b> Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, WebBased Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.
UNIT-2	<b>Electronic Payment System:</b> Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.
UNIT-3	<b>E-Business Applications &amp; Strategies:</b> Business Models & Revenue Modelsover Internet, Emerging Trends in e-Business, E-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.
UNIT-4	<b>Security Threats to E-Commerce:</b> Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications
UNIT-5	<b>E-Commerce security considerations:</b> E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008

### COURSE OUTCOMES

- CO1** Understand the basic concepts and technologies used in the field of management information systems;
- CO2** Have the knowledge of the different types of management information systems;
- CO3** Understand the processes of developing and implementing information systems;
- CO4.** Be aware of the ethical, social, and security issues of information systems;

### REFERENCES:

1. Agarwal ,K.N. and Deeksha Agarwal: Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.
2. Agarwal ,K.N. and Deeksha Agarwal: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: Mastering the internet, BPB Publication, New Delhi.
4. Diwan, Parg and Sunil Sharma: Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S: On-line Marketing Hand Book, Van Nosttrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minol and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerce, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to internet, Tata McGraw Hill, New Delhi.
10. O'Brein J: Management Information Systems, Tata McGraw Hill, New Delhi.

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>304</b>	<b>PROJECT MANAGEMENT &amp; ENTREPRENEURSHIP</b>
UNIT-1	<b>Entrepreneur &amp; Entrepreneurial development-</b> Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation.
UNIT-2	<b>Functions of an entrepreneur-</b> Types of entrepreneurs- Entrepreneur- Entrepreneur and Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs- Developing women entrepreneurs – recent trends
UNIT-3	<b>Entrepreneurial Development Programmes (EDPs):</b> Need and objectives of EDP- Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).
UNIT-4	<b>Concept of a Project &amp; Project Management-</b> Characteristic features of a project- Project life cycle and its different phases- Project feasibility study- Market feasibility- Technical feasibility-Financial feasibility-Prerequisites for successful implementation of projects.
UNIT-5	<b>Evaluation and appraisal of projects-</b> Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals

CO1 To be able to describe a project life cycle, and can skillfully map each stage in the cycle and identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials

CO2 To provide internal stakeholders with information regarding project costs by considering factors such as estimated cost, variances and profits and develop a project scope while considering factors such as customer requirements and internal/external goals

CO3 Familiarize the students with the latest programs of the government authorities in promoting small and medium industries and Impart essential knowledge of how to start one's own business venture and the various facts that influence successful setting up and operations

CO4 Realize skills and inspiration for developing an entrepreneurial mindset. Have a basic idea of the economics of Entrepreneurship

### SUGGESTED READINGS:

1. Prasanne Chandra-Projects Preparation, Appraisal, Budgeting and Implementation (TMH).
2. S. Chaudhary-Project Management (TM! l).
3. Gopal Krishnan and Ramamurthy: Project Management Handbook (MC Milan).
4. T. Lucey: Investment Appraisal Evaluating Risk and Uncertain Things (CIMA).
5. C. Sttaffork: Project Cost Control using Networks (CIMA)

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>305</b>	<b>ECONOMIC ANALYSIS AND POLICY</b>
<b>COURSE OBJECTIVE:</b> The paper deals with the micro and macro theories of distribution, welfare Economics, general equilibrium in closed and open systems and analysis of Economic behaviour under uncertainty.	
UNIT-1	<b>Micro economics Analysis:</b> Introduction and basic concepts, demand Analysis, theory of production and costs.
UNIT-2	Price and output determination, alternative theories of the firm, Distribution.
UNIT-3	welfare Economics, General Equilibrium, Economics of Uncertainty
UNIT-4	<b>Macro Economic Analysis:</b> National Income and Accounts, consumption Function, Investment Function.
UNIT-5	Supply of Money, demand for money, Neo – classical and Keynesian Synthesis, post-Keynesian demand for money. Macro economics in open economics. theory of inflation, business cycles Neo-classical macro economics.

### COURSE OUTCOMES

CO1 To impart in depth knowledge to students about economic theory regarding utilization and allocation of resources including labour, natural resources and capital.

CO2 To develop students understanding about how market for goods and services function and how income is generated and distributed.

CO3 To give students in depth knowledge into special fields of choice like agricultural economics, industrial economics, financial market, development economics, international trade, urban economics econometrics, mathematical economics etc.

CO4 To make students familiar with economic theories and their relevance, econometrics, quantitative techniques and applied research in a wide variety of fields within economics.

CO5 Students would know how the economy is influenced by economic policy, technological advances and demographic conditions

### SUGGESTED READINGS:

1. Sen. A.(1999),microeconomics: Theory and Applications, oxford university press,New Delhi
2. Da costa, G.C.(1980).production, prices and distributions, Tmh, New Delhi.
3. Health fields and wife (1987)An introduction to cost and production Functions, macmilan London.
4. Broadway, R.W. and N .Bruce(1984),welfare Economics, Basil Blackwell, London.
5. Romer,D.L.(1996).Advanced macroeconomics, Mcgraw Hill Company Ltd, New York
6. Shaprio,E(1996),Macroeconomic Analysis Galgolia Publications, New Delhi.
7. Gordon R.and S.G.Hanis(1998)macroeconomics, Addison Wesley.
8. Mckinen G.E.(1978)Money, the price Level and interest Rates, Prentice Hall of India .New Delhi.
9. Reddy Y.V.(2000)A Review of Monetary and Financial sector Reforms in India-A Central Bankers Perspective UBSPD New Delhi.

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>306</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>COURSE OBJECTIVE:</b> The objective of this paper is to give student an overall view of the international financial system and how multinational corporations operate.	
UNIT-1	<b>Multinational Financial Management</b> – An overview, Evolution of the International Monetary and Financial System.
UNIT-2	Managing short term assets and liabilities, Long-term Investment Decisions.
UNIT-3	<b>The Foreign Investment Decision</b> : Political Risk Management, Multinational Capital Budgeting- Application and Interpretation.
UNIT-4	<b>Cost and Capital Structure:</b> Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm.
UNIT-5	<b>Tax of Multinational Firm:</b> Taxation of the Multinational Firm, Country Risk Analysis, Long-term Financing.

### COURSE OUTCOME

CO1 Understand international capital and foreign exchange market & Identify and appraise investment opportunities in the international environment.

CO2 Identify risk relating to exchange rate fluctuations and develop strategies to deal with them & Identify and evaluate foreign direct investment and international acquisition opportunities

CO3 Develop strategies to deal with other types of country risks associated with foreign operations

CO4 Express well considered opinion on issues relating to international financial management.

### SUGGESTED READINGS:

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey Prentice Hall Inc,
2. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> ed, New Delhi, Anmol,
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc,
4. Kim, Suk and Kim, Seung, Global Corporate Finance : Text and Cases 2<sup>nd</sup> ed, Miami, Florida, Kolb,
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India,

## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>307</b>	<b>INDIAN FINANCIAL SYSTEM</b>
<b>Objective</b> This course aims at providing students with an understanding of the structure, organization and working of financial markets and institutions in India.	
UNIT-1	<b>Introduction:</b> Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system-an overview. <b>Financial Markets:</b> Money and capital markets: Money market-meaning, constituents, functions of money market; Money market instruments-call money, treasury bills, certificates of deposits, commercial bills, trade bills etc.; Recent trends in Indian money market; Capital market-primary and secondary markets; Depository system; Government securities market; Role of SEBI-an overview; Recent developments.
UNIT-2	<b>Reserve Bank of India:</b> Organization, Management and functions; Credit creation and credit control; Monetary policy. <b>Commercial Banks:</b> Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.
UNIT-3	<b>Development Banks:</b> Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; State development banks, state financial corporations. <b>Insurance Sector:</b> Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions. <b>Unit Trust of India:</b> Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.
UNIT-4	<b>Non-Banking Financial Institutions:</b> Concept and role of non-banking financial institutions; sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India. <b>Mutual Funds:</b> Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual funds schemes in India. Overview.
UNIT-5	<b>Merchant Banking:</b> Concept functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India. <b>Interest Rate Structure:</b> Determinates of interest rate structure; Differential interest rate; Recent changes in interest rate structure. <b>Foreign investments:</b> Types, trends and implications; Regulatory framework for foreign investments in India.

### COURSE OUTCOMES (CO):

CO1 Outline the structure and functions of the Indian financial system.

CO2 Illustrate the functioning of financial market and government security market in the development of Indian financial system.

CO3 Evaluate the functioning of different financial institutions.

### REFERENCES:

### **MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER**

1. Avdhani: Investment and Securities markets in India, Himalaya Publications, Delhi.
2. Bhole, L .M .: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D: Banking Policy in India, Affred Publications, Delhi.
4. Giddy. I.H: Global Financial Markets, AITBS, Delhi.
5. Khan, M.Y.: Indian financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publications, Mumbai.
7. Varshney. P.N.: India Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert D: Money, Banking and Financial Markets: Mac Millan, London.
9. Srivastava R. M.: Management of Indian Financial Institution: Himalaya Publishing House, Mumbai.
10. Venna J C: Guide to mutual funds and investment Portfolio Bharat Publishing House, New Delhi



## MBA (BUSINESS ECONOMICS) III<sup>RD</sup> SEMESTER

<b>308</b>	<b>RURAL MARKETING</b>
<b>Objective</b> This course appraises students with the issues in rural and agricultural marketing.	
UNIT-1	<b>Rural Marketing:</b> Nature Characteristics and the potential of rural markets in India; Socio-cultural, economics and other environmental factors affecting rural marketing; Attitudes and behaviour of rural consumers and lanners. <b>Marketing of Consumer durable and Non-Durable Goods and Services in Rural Markets:</b> Product planning pricing promotion and management of distribution channels for marketing durable and non-durable goods in rural areas: media planning. Planning and organizing personal selling in rural markets.
UNIT-2	<b>Marketing of Agricultural inputs:</b> Marketing of fertilizers, pesticides, seeds, factors and other agricultural implements in rural areas.
UNIT-3	<b>Agriculture Price Determination and Commodity Trading:</b> Role of Agricultural products with particular reference to seasonality and perish ability; Market structure for agricultural product and its performance; processing facilities for different agricultural products; Role and types of warehousing.
UNIT-4	<b>Agriculture Price Determination and Commodity Trading:</b> Role of Agricultural Prices Commission, Role of Central and State Governments institutions and organization in agricultural marketing; Unique features of commodity markets in India.
UNIT-5	<b>Problems of Agricultural Marketing in India and Challenges.</b> Co-operative Marketing: Nature, scope and role of co-operative marketing in India.

### COURSE OUTCOMES

CO1 To Introduce Concept of Community & Rural Development to students

CO2 To Understand the causes of Rural Backwardness, Rural Problems, and prospectus of rural life CO3 To Study the Various Rural developments Models

CO4 To Study Urban Community, Urban Community Development, Problems and prospectus of rural life

### REFERENCES:

1. Annual Report and Survey Reports Ministry of Agriculture, Government of India.
2. Gopalaswamy, T.P. Rural Marketing, Wheeler Publishers, New Delhi.
3. Mamoria, CB. Agriculture Marketing, Himalaya Publishing House, Delhi.
4. Nayyar. H and P Ramaswamy Globalization and Agricultural Marketing, Rawat Publication, Jaipur.
5. Rajagopal Managing Rural Business whiter Publishers New Delhi.
6. Rajagopal Organizing Rural Business Sage Publishers New Delhi.



**MBA –BUSINESS ECONOMICS**

<b>PAPER CODE</b>	<b>FORTH SEMESTER</b>
<b>401</b>	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>
<b>402</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>
<b>403</b>	<b>INDIA’S FOREIGN TRADE POLICY</b>
<b>404</b>	<b>EXPORT IMPORT PROCEDURES DOCUMENTATION AND LOGISTICS</b>
<b>405</b>	<b>BANKING AND FOREIGN EXCHANGE MANAGEMENT</b>
<b>406</b>	<b>INDUSTRIAL ECONOMICS</b>
<b>407</b>	<b>MACRO ECONOMICS</b>
<b>408</b>	<b>INDIAN FINANCIAL MARKET AND SERVICES</b>

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

<b>401</b>	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>
<b>OBJECTIVE:</b> To provide an understanding of the integration of the functional areas and to provide a top management perspective. After Studying this course the students must be able to correlate the conceptual knowledge of management with the current real world of business. It is a case based paper.	
UNIT-1	<b>Foundations of Strategic Management:</b> Introduction to Strategic Management, Hierarchy of Strategic Intent, Strategic Management for Sustainability.
UNIT-2	<b>Strategy Appraisal:</b> Environmental Appraisal, Organizational Appraisal. (Relevant Case Studies)
UNIT-3	<b>Strategies at Deferent level:</b> Corporate-level Strategies, Business-level Strategies. (Relevant Case Studies)
UNIT-4	<b>Pursuing Strategies:</b> Methods for Pursuing Strategies & Strategic Analysis & choice.(Relevant Case Studies)
UNIT-5	<b>Strategy Implementation Evaluation &amp; Control:</b> Activating Strategies, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.(Relevant Case Studies)

### COURSE OUTCOMES

CO1 Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.

CO2Apply understanding for the theories, concepts and tools that support strategic management in organizations.

CO3Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.

CO4Enhanced ability to identify strategic issues and design appropriate courses of action

### SUGGESTED READINGS:

1. AnsoffH.1. "Corporate Strategy" McGraw-Hill, New York.
2. Gluaek W.F. &Jauch L.R, "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York,
3. Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi,
4. Thomas J.G. "Strategic Management: Concepts, Practice & Cases" Harper & Row, New York,

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

402	MANAGEMENT INFORMATION SYSTEM
UNIT-1	<b>Management Information System:</b> Definition, basic concepts, framework, role & need of MIS. <b>Organization and Information Systems:</b> Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.
UNIT-2	<b>Data processing systems:</b> retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue. <b>Data sources and data management:</b> Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.
UNIT-3	<b>System Concept:</b> System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.
UNIT-4	<b>Kinds of Information Systems:</b> Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).
UNIT-5	<b>Security and Ethical Challenges:</b> Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism. <b>How Organizations affect Information Systems:</b> Decisions about the Role of Information Systems, Information Technology Services, Why Organizations Build Information Systems, The Systems Development Process, How Information Systems affect Organizations, Economic Theories, Behavioral Theories.

### COURSE OUTCOMES

CO1 Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making.

CO2. Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.

CO3. Effectively communicate strategic alternatives to facilitate decision making.

### SUGGESTED READINGS:

1. James A.O. Brien: Management Information Systems a managerial End uses perspective.
2. Surduck R.G. : Information Systems for Modern Manager.
3. Tony Gunton : Infrastructure: building a framework for Corporate Information handling.
4. Gordon B. Davis : Management Information System.
5. Lucas: Information Systems concepts for Management.

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

<b>403</b>	<b>INDIA'S FOREIGN TRADE POLICY</b>
<b>OBJECTIVES:</b> The objective of this course is to acquaint students with the theoretical framework of international trade policy and trade promotion measures especially with reference to India	
UNIT-1	<b>Internal Trade:</b> Theories of foreign trade-absolute and comparative advantage theories; Modern theory of trade- huckster-Ohlin theory; Terms of trade; Theory of International trade in services: balance of payments and adjustment mechanism. <b>Commercial Policy Instruments:</b>
UNIT-2	<b>Trends in World Trade:</b> Direction and composition of world trade.
UNIT-3	<b>India's Foreign Trade and Policy:</b> Direction and composition of India's foreign trade Export- Import Policy; Export promotion and institutional set-up; Deemed exports; Rupee convertibility; Indian joint ventures abroad; Project and consultancy exports.
UNIT-4	<b>Instruments of Export Promotion:</b> Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; marketing assistance; Role of export houses, trading houses and state trading organization; EPZs and SEZs.
UNIT-5	<b>Foreign Investment Policy:</b> Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

### COURSE OUTCOME

CO1 To analysis similarities and differences between internal and international trade.

CO2 To provide an overview of various theories in foreign trade and To evaluate the terms of trade between the nations.

CO3 To analysis the concept of Balance of Payment and Adjustment Mechanism in Balance of Payment.

### REFERENCES:

1. Committee on Export strategy: Ministry of Commerce. Govt. of India.
2. Economics survey: Ministry of Finance. Govt. of India. Various issues.
3. Gupta, R.K. Anti dumping and Counter awing Measures. Sage Publications. New Delhi
4. Import and Export Policy Ministry of Commerce. Govt. of India various issues.
5. Nabhi's Exporter's manual and Documentation Nabhi Publication, New Delhi
6. Report of Working Group on Export Houses Ministry of Commerce. Govt. of India.
7. Sodersten, B.O. International Economics Machillan London.
8. Varshney R.L. and B. Bhattacharya: International Marketing Management Sultan Chand & Sons. New Delhi.
9. Verma, M.L. International Trade Commonwealth Publishers, Delhi.
10. World Development Report World Bank Washington. D.C

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

<b>404</b>	<b>EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS</b>
<b>COURSE OBJECTIVE:</b> The aim of the is to acquaint the students with the export-import procedures, documentation and logistics.	
UNIT-1	<b>Documentation Framework-</b> Exim-Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement.
UNIT-2	Instruments and methods of Financing Exports including Credits and Collection, INCO TERMS, Uniform Custom and Practices (UCP); Business Risk & its Coverage- Commercial Risks, Political Risks, Cargo Risks, Credit Risks and Exchange Fluctuation Risks coverage, Foreign Exchange Regulations and Formalities.
UNIT-3	<b>Quality Control and Pre-shipment Inspection:</b> Concept Scheme and Procedure; Role of Clearing and Forwarding Agents; Excise Clearance of Cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance Cargo of Import Cargo; Negotiation of Documents with Banks. Procedures and Documentation for availing Export Incentives- Duty Draw Backs, Import Licensing and other Incentives; Processing of an Export Order.
UNIT-4	<b>International Agreements and Conferences on Sea Transport:</b> World Shipping Structure; Liners and Tramps, Conference System; Freight Structure; Containerization and other Developments. Indian Shipping: Trends, Structure, Concept of Dry Port Containerization. Machinery for Consultation; Air Transport; International Set-up, Freight Rate Structure.
UNIT-5	<b>International Logistics:</b> Concept, Logistics and Value Chain, Managing International Logistics; Warehousing, Inventory Management, Packing and Unitization, Use of Information and Communication Technology, Third party Logistics.

### COURSE OUTCOMES

CO1 A clear understanding of major concepts in foreign trade, customs, foreign exchange market and foreign exchange legislation & Understanding of the importance of export management and adaptation of the knowledge to country conditions.

CO2 Ability to compare the delivery terms by means of Incoterms 2010 and to be able to measure the risks of foreign trade transaction risks accordingly.

CO3 Understanding the foreign trade documents, export and import procedure and ability to apply them in real life.

CO4 Understanding of foreign trade regulations and export promotions.

### SUGGESTED READINGS:

1. Gopal, Ram, Export- Import Procedures-Documentation and Logistics, New Age International, New Delhi, 2016.
2. Customs and Excise Law Times: various issues

## **MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER**

3. Export-import Policy Ministry of Commerce Government of India.
4. Handbook of Export Import Procedures: Ministry of Commerce, Government of India Vols. I & II
5. Ram, Paras. Exports: What, Where and How? Anupam Publications. New Delhi.  
Majahan. M.I"Exports: Do it Yourself, Snowwhite publications, Mumbai

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

DUPLICATE

## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

(DR. SUNILA SHUKLA)

<b>404</b>	<b>EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS (IB GROUP)</b>
<b>Course Objective:</b> The aim of the is to acquaint the students with the export-import procedures, documentation and logistics.	
UNIT-1	<b>Documentation Framework- Exim-Documents; International Business Contracts:</b> Types, Formation, Elements, Legal Dimensions, Dispute Settlement.
UNIT-2	Instruments and methods of Financing Exports including Credits and Collection, INCO TERMS, Uniform Custom and Practices (UCP); Business Risk & its Coverage- Commercial Risks, Political Risks, Cargo Risks, Credit Risks and Exchange Fluctuation Risks coverage, Foreign Exchange Regulations and Formalities.
UNIT-3	<b>Quality Control and Pre-shipment Inspection:</b> Concept Scheme and Procedure; Role of Clearing and Forwarding Agents; Excise Clearance of Cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance Cargo of Import Cargo; Negotiation of Documents with Banks. Procedures and Documentation for availing Export Incentives- Duty Draw Backs, Import Licensing and other Incentives; Processing of an Export Order.
UNIT-4	<b>International Agreements and Conferences on Sea Transport:</b> World Shipping Structure; Liners and Tramps, Conference System; Freight Structure; Containerization and other Developments. Indian Shipping: Trends, Structure, Concept of Dry Port Containerization. Machinery for Consultation; Air Transport; International Set-up, Freight Rate Structure.
UNIT-5	<b>International Logistics:</b> Concept, Logistics and Value Chain, Managing International Logistics; Warehousing, Inventory Management, Packing and Unitization, Use of Information and Communication Technology, Third party Logistics.



## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

<b>405</b>	<b>BANKING AND FOREIGN EXCHANGE MANAGEMENT</b>
<b>Objective</b> To provide an insight into the need and importance of foreign exchange and the mechanisms thereof. Course Inputs	
UNIT-1	<b>Foreign Exchange Markets:</b> Types of foreign exchange markets and transaction, mechanism and instruments of international payments, exchange rate mechanism, decimals, fractions, chain role. Quoting foreign exchange rates, spread, official and free market rates, cross rates, forward rates, quoting forward rates, foreign exchange accounting system of a bank.
UNIT-2	<b>Trade of Foreign Exchange Markets:</b> Organization of the foreign exchange markets, currency futures, currency options, currency swaps, foreign exchange operations, exchange arithmetic. Corporate exposure management, alternative definitions of foreign exchange risk, exposure information system, alternative strategies for exposure management, exposure management techniques, organization of the exposure management function, parameters and constraints on exposure management.
UNIT-3	<b>Theories:</b> Theory and practice of forecasting exchange rates- economics fundamentals, financial and socio-political factors, Technical Analysis, Tax Treatment of foreign exchange gains and losses FEMA.
UNIT-4	<b>Regulation of Foreign Exchange in India:</b> Exchange central and foreign exchange regulation in India, organization of foreign exchange department in a bank.
UNIT-5	International Monetary fund, international liquidity, Euro-currency market.

### COURSE OUTCOME

- CO1 To understand how the Banks and foreign Exchange Market operates
- CO2. To understand the principles of Currency valuation
- CO3. To explain techniques that can be used to hedge foreign exchange risk
- CO4. To create an understanding on foreign exchange Management in India

### REFERENCES:

1. Avadhani, V.A. : International Finance: Theory and Practice, Himalaya Publishing House, Delhi.
2. Chaudhari B.K.: Finance of Foreign trade and Foreign Exchange, Himalaya Publishing House, Delhi.
3. Sundharam, K.P.M. Money, Banking and International Trade, Sultan Chand & Sons, New Delhi.
4. Sethi, T.T.: Money, Banking & International Trade, S. Chand & Co., New Delhi.
5. Jain: International Finance Management, Macmillan India Ltd. New Delhi.
6. RBI manual of exchange control.
7. Verghese, S.K. Foreign Exchange and financing of Foreign Trade, Vikas Publications, New Delhi.
8. Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan.
9. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> Ed. Delhi, Anmol.
10. Luca Cornelius Trading in the Global Currency Markets, N.J, Prentice Hall.
11. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon.
12. Sutton, W.H. Trading in Currency Option, NY, New York Institute of Finance.

### SUGGESTED READINGS:

1. Gopal, Ram, Export- Import Procedures-Documentation and Logistics, New Age International, New Delhi.



## MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER

<b>406</b>	<b>INDUSTRIAL ECONOMICS</b>
UNIT-1	<b>Introduction:</b> The scope of Industrial Economics. Organization of industry. Changing forms of industrial organization. Process of industrialization : Rationale, objectives, strategies and policies. Employment implications of industrialization. Appropriate industrial technology for LDCs. Industrialization and economic development. Patterns and phases of industrial growth and changes in industrial structure.
UNIT-2	<b>Theory of firm and pricing:</b> Objectives of the firm : profit and non-profit maximizing models of the firm. Basic theory of limit pricing; Marginal cost versus full cost pricing; Allocation of costs in case of joint products; Welfare implications of monopoly pricing. Investment decision; conventional and modern approaches; risk, uncertainty and investment decision.
UNIT-3	<b>Market structure, conduct and performance and interrelations among them. Industrial concentration:</b> concepts and measurement; Extent, causes and likely effects of concentration. Analysis of diversification, Vertical integration and mergers in industry. Extent of monopoly and concentration in India; Public policy towards industrial concentration and monopoly power in India.
UNIT-4	<b>Industrial location :</b> Theories and factors affecting location; infrastructure for industrialization; Regional growth of industry in India. Tools of public policy. Indian policy for backward areas. Industrial finance in India. Role of term-leading institutions in industrial development of India. Indian capital market.
UNIT-5	<b>Issues in Indian industry :</b> Phases of industrial growth and changes in industrial structure in India. Public sector rationale and organization; Public sector pricing policies. The question of efficiency in the context of special constraints; Overall performance of public sector in India. The concept of joint-sector in India. The problems of industrial sickness; Capacity utilization. Foreign collaborations; Multinationals in Indian joint ventures abroad. The recent liberalization trends. Large versus small scale industry debate in India.

### COURSE OUTCOME

CO1 Provide students with the analytical skills required for understanding problems in industrial economics, including applications of game theory

CO2 Examine the key questions on the internal organisation of firms

CO3 Analyse various aspects of strategic interaction between firms and the determinants of industrial structure

CO 4 Provide students with the ability to apply economic models of firm behaviour to analyse questions in business strategy, competition policy and regulation

### REFERENCES:

1. Ahluwalia, I. J. (1985), Industrial Growth in India - Stagnation since Mid-sixties, Oxford University Press, New Delhi.
2. Ahluwalia, I. J. (1991), Productivity and Growth in Indian Manufacturing, Oxford University Press, New Delhi.
3. Desai, A. V. (1994), "Factors Underlying the Slow Growth of Indian Industry", in Indian Growth and Stagnation - The Debate in India Ex. Deepak Nayyar, Oxford University Press.
4. Ferguson, Paul R. and Glenys J. Ferguson, (1994), Industrial Economics - Issues and Perspectives, Macmillan, London.
5. Shepherd, William G. (1985), The Economics of industrial Organisation, Prentice - Hall, Inc, Englewood Cliffs, N. J.
6. Staley, E & Morse R. (1965), Modern Small Industry for Developing Countries, McGraw Hill Book Company.

## **MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER**

7. Vepa R. K. (1988), Modern Small Industry in India, Sage Publications.
8. Srivastava, M.P. (1987), Problems of Accountability of Public Enterprises in India, Uppal Publishing House, New Delhi.
9. Mohanty, Binode (1991), Ed. Economic Development Perspectives, Vol. 3, public Enterprises and Performance, Common Wealth Publishers, New Delhi.
10. Jyotsna and Narayan B. (1990), "Performance Appraisal of PEs in India: A Conceptual Approach", in Public Enterprises in India - Principles and Performance, Ed. Srivastave V.K.L., Chug Publications, Allahabad.

**MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER**

<b>407</b>	<b>MACRO ECONOMICS</b>
UNIT-1	<b>National Income Accounting</b> <b>National Income</b> – Concept and Measurement – GDP – GNP – Different forms of national income accounting: Social accounting, flow of funds accounting and balance of payments accounting- Difficulties in the Measurement of National Income - Social Accounting – Presentation of Social Accounts - Importance of Social Accounting – Difficulties in Social Accounting.
UNIT-2	<b>Economics of aggregates-</b> Classical Theory of Income, Output and Employment – Keynesian Theory of Income, Output and Employment – Say’s Law of Market – Principles of Effective Demand – Importance of Effective Demand – Aggregate Demand and Aggregate Supply
UNIT-3	<b>Demand for money and Supply of Money-</b> Classical Approach to Demand For Money – Fisher and Cambridge- Keynesian approach - Liquidity Preference Theory: Transaction, Precautionary and Speculative Demand for Money- Milton Friedman’s Approach – Wealth theory- Portfolio balance Approach – Baumol and Tobin. - Components of money supply. Measurement of money supply- RBI Approach to Money Supply -M1, M2, M3- High Powered Money and Money Multiplier- Budget Deficits and Money Supply - Money Supply and Open Economy- Control of Money Supply
UNIT-4	<b>Consumption Function-</b> Keynes, psychological law of consumption – implication of the law - short-run and long-run consumption function- Empirical evidence on consumption function- Income – consumption relationship – absolute income, relative income, life cycle and permanent income hypotheses.
UNIT-5	<b>Theories of Inflation and Unemployment:</b> Meaning, Types and Theories of Inflation. - Cost of inflation and sacrifice ratio. - Measurement of Inflation in India - Meaning and types of unemployment. - Cost of unemployment and Okun’s Law - Measurement of unemployment in India. - Concept of Stagflation - Concept of Philips Curve.

**COURSE OUTCOME**

CO1 Explains National income, calculation methods of national income, and concepts related to national income.

CO2 To be able to relates factors which determine national income , interpret macroeconomic issues such as money, foreign exchange, inflation, unemployment, economic growth and foreign trade.

CO3 To be able to Express definition of money, and functions and types of money, causes and effects of inflation, Categorizes unemployment by types.

CO4 To be able to Expresses economic growth and development concepts.

**REFERENCES:**

1. *Macroeconomic* by Campbell R. McConnell, Brue, and Flynn, 19th edition, McGraw-Hill, 2012 (Be sure to get the **19th** edition.)
2. *Study Guide For Macroeconomics*, McConnell/Brue/Walstad, 19th edition, McGraw-Hill, 2012.
3. Managerial Economics by D N Dwivedi, Published by Vikas Publishing House Pvt. Ltd.  
ISBN 10: 8125942637 ISBN 13: 9788125942634  
From: BookVistas (New Delhi, DELHI, India)

**MBA (BUSINESS ECONOMICS) IV<sup>TH</sup> SEMESTER**

<b>408</b>	<b>INDIAN FINANCIAL MARKET AND SERVICES</b>
UNIT-1	Introduction Overview of Financial systems In India– Structure, Regulation Role And Functions Of Financial Systems – Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics Of Financial Markets – Functions Of Stock Exchange – Introduction To Forex.
UNIT-2	Financial Services Objectives of financial services – types of financial services – capital market services & money market services – intermediaries: banking financial corporations , non banking financial corporations & insurance corporations- financial services sector problems and reforms.
UNIT-3	Venture Capital Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing - credit rating : CRISIL, ICRA & care – factoring, forfeiting- bill discounting – types of factoring arrangements – factoring in Indian context.
UNIT-4	Mutual Funds Mutual funds: concepts and objectives– functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India – debt securitisation – demat services – need and operations –role of NSDL & CSDL.
UNIT-5	Legal and Institutional Arrangements Regulatory & legal framework of government in banking- role of RBI –functions of stock exchange - listing & formalities in stock exchange – laws governing SEBI -- role of SEBI – laws governing non banking financial corporations – laws pertaining anti- money laundering.

**COURSE OUTCOME**

CO1 Understand the role and importance of the Indian financial market.

CO2 Apply and analyse the Concepts relevant to Indian financial markets and financial institutions.

CO3 Understand and analyse the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated.

CO4 Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market. Research and analyze specific problems or issues related to financial markets and institutions

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