



# **MBA in Finance Marketing & HRM**



## I - Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 101		Principles and Practices of Management	70	30	100	3	0	0	3
2.	MBT 102		Financial Accounting	70	30	100	3	0	0	3
3.	MBT 103		Quantitative Techniques & Operation Research	70	30	100	3	2	0	4
4.	MBT 104		Managerial Economics	70	30	100	3	0	0	3
5.	MBT 105		Business Environment	70	30	100	3	0	0	3
6.	MBT 106		Business Laws	70	30	100	3	0	0	3
7.	MBT 107		Professional Business Communication	70	30	100	3	0	0	3
8.	MBT 108		Information System for Managers	70	30	100	3	0	2	4
Total				560	240	800	24	2	2	26
NSS/NCC				Non Credit						

## II - Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 201		Organisational Behaviour	70	30	100	3	0	0	3
2.	MBT 202		Management Accounting	70	30	100	3	0	0	3
3.	MBT 203		Marketing Management	70	30	100	3	0	0	3
4.	MBT 204		Financial Management	70	30	100	3	0	0	3
5.	MBT 205		Human Resource Management	70	30	100	3	0	0	3
6.	MBT 206		Production and Operation Management	70	30	100	3	0	0	3
7.	MBT 207		Business Research Methods	70	30	100	3	0	0	3
8.	MBT 208		State of Art Seminar	70	30	100	0	0	10	5
Total				560	240	800	21	0	10	26
NSS/NCC				Non Credit						



### III - Semester

S. No.	Subject Code	Code	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 301		Strategic Management	70	30	100	3	0	0	3
2.	MBT 302		International Business	70	30	100	3	0	0	3
3.	MBT 303		Universal Human Values and Professional Ethics	70	30	100	3	0	0	3
4.	MBT 304		Total Quality Management	70	30	100	3	0	0	3
5.	MBT 305 F1	Finance	Security Analysis and Portfolio Management	70	30	100	2	0	0	2
6.	MBT 305 F2	Finance	Working capital Management	70	30	100	2	0	0	2
7.	MBT 305 M1	Marketing	Marketing Research	70	30	100	2	0	0	2
8.	MBT 305 M2	Marketing	Digital Marketing	70	30	100	2	0	0	2
9.	MBT 305 HR1	HRM	Industrial Relations and Labour Laws	70	30	100	2	0	0	2
10.	MBT 305 HR2	HRM	Training & Development	70	30	100	2	0	0	2
11.	MBT 306		Summer Internship Project Report and Viva- Voce (Training Report and Presentation* followed by viva voce**)	70**	30*	100	0	0	6	3
Total				770	330	1100	24	0	6	27
NSS/NCC										

*Select any two subjects as major from any one group and minor from another group.*



## IV - Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 401		Business Ethics and Corporate Governance	70	30	100	3	0	0	3
2.	MBT 402		Project Management	70	30	100	3	0	0	3
3.	MBT 403		Entrepreneurship Development	70	30	100	3	0	0	3
4.	MBT404 F2	FINANCE	Mergers and Acquisitions	70	30	100	2	0	0	2
5.	MBT404 F3	FINANCE	Financial Derivatives	70	30	100	2	0	0	2
6.	MBT404 M2	MKTG	Retail Management	70	30	100	2	0	0	2
7.	MBT404 M3	MKTG	Rural Marketing	70	30	100	2	0	0	2
8.	MBT404 HR2	HRM	Performance Management	70	30	100	2	0	0	2
9.	MBT404 HR3	HRM	Compensation Management	70	30	100	2	0	0	2
10.	MBT 405		Dissertation & Viva-Voce	50	150	200	0	0	12	6
Total										
NSS/NCC				Non Credit						
<b>TOTAL CREDIT ALL SEMESTERS</b>				<b>94</b>						



## SEMESTER-I

### MBT 101 PRINCIPLES AND PRACTICES OF MANAGEMENT

#### Unit1 Introduction

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

#### Unit2 Planning

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

#### Unit3 Organising

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

#### Unit4 Staffing

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

#### Unit5 Leading and Controlling

- (a) **Motivation:** McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making.
- (b) Controlling: Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

#### Suggested Readings

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 13<sup>th</sup>ed., TMH. New Delhi
2. Robbins, Management, 15e, 2022, Pearson Education, India
3. Harald Koontz and Heinz Weigh rich, Elements of Management. 9 ed., TMH. New Delhi 2012
4. Stoner James A. F. ,R. Edward Freeman and Daniel R, Gilbert Jr. Management,
5. Newman, Summer, Gilbert Management; PHI
6. J S Chandan, Management-Concepts and Strategies- Vikas Publication-NOIDA
7. Pravin Durai, Principal of Management, 2e, 2018 Pearson Education, India

S. No.	Course Outcomes (CO's)
1	To illustrate understanding of basic management concepts, principles and practices.
2	To develop strategic planning and decision making strategies in an organization.
3	To summarize the concept and process of organizing
4	To develop an understanding of staffing, leadership, motivation in an organization.
5	To predict the dynamics of controlling and its emerging issues in management.



## MBT 102 FINANCIAL ACCOUNTING

### Unit1

#### Introduction to Financial Accounting

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

### Unit2

#### Accounting System and Process

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

### Unit3

#### The Accounting Process

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

### Unit4

#### Financial Statement Analysis

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

### Unit5

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

#### Suggested Readings

1. Dhamija, Financial Accounting for Managers, 3e, 2018, Pearson Education
2. Robert n Anthony, Hawkins and Merchant, Accounting TMH
3. Ambrish Gupta, Financial Accounting for Managers, 7e, 2022 Pearson Education
4. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
5. Maheshwari, S Nand Sunil "Financial Accounting: Sultan chand and Sons, New Delhi

S.No.	Course Outcomes (CO's)
1	To demonstrate the various concepts & steps that organization follow in Financial Accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.



2	To breakdown the accounting process and system through accounting equations so as to analyse the classifications of revenues and expenses.
3	To demonstrate and compare the various steps that we follow in chronological order in which the accounting entries are recorded in books of accounts & the steps to rectify the errors made while recording using the technology as a tool.
4	To synthesize the performance of the organization and analysing the financial position in the market using various analysis models. And further summarise the actual results of the business so as to know how business has performed in the previous financial year.



## **MBT 103 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH**

### **Unit 1: Introduction to Statistics**

Definition of Statistics, Types of Data, Functions, Importance and Limitations of Statistics, Uses of Statistics in Functional Areas of Management, Types of Measurement Scale, Diagrammatic and Graphical Representation of Data-Line, Bar, Rectangle and Pie Diagram, Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives.

### **Unit2: Measures of Central Tendency and Dispersion**

Mathematical Averages: Arithmetic, Geometric, and Harmonic mean. Positional and Locational Averages: Median, Mode, Quartiles. Measures of Dispersion: Range, Quartile Deviation, Mean and Standard Deviation, Variance, Coefficient of Variance. Comparison of various measures of Dispersion. Skewness: Relative Measures of Skewness- Karl Pearson, Bowley, Kelly-Coefficient of Skewness. Kurtosis: Relative measures of Kurtosis.

### **Unit3: Regression Analysis and Forecasting**

Correlation: Scatter Diagram, Karl Pearson's Coefficient of Correlation, Properties of Correlation Coefficient, Spearman's Coefficient of Rank Correlation. Concurrent Deviation. Regression: Method of Least Squares, Method of Regression Coefficient, Properties of Regression Coefficients. Partial and Multiple Correlation. Time Series Forecasting- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series, Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model.

### **Unit4: Probability and Probability Distributions**

Classical and Axiomatic Approach of Probability, Applications of Addition, Multiplication, Conditional and Bayes Theorems, Random variables and Concept of Probability Distributions. Theoretical Probability Distributions and their Applications. Discrete Distributions: Binomial and Poisson Distribution. Continuous Distribution: Normal and Exponential Distribution.

### **Unit 5: Introduction to Operation Research**

Importance, Scope, Techniques and Characteristics, Concept of Optimization, Different Types of Models, Linear Programming Problem (LPP), Formulation of LPP: Structure of linear programming model. Advantage of using linear programming, Limitations of linear programming, The Graphical Method: Graphical solution methods of LPP. The Simplex Method: Introduction, Standard form of an LPP, Simplex algorithm (Maximization and Minimization Case), Types of linear programming solutions. Transportation Problem: Introduction, Mathematical model of transportation problem, Methods of finding initial solution. Assignment Problem: Introduction, Mathematical model of statement assignment problem, Solution methods of assignment problem (Hungarian Method).

### **TEXT BOOKS**

- E. Narayanan Nadar, Statistics, PHI.
- J. K. Sharma, Operation Research - Theory and Applications, Macmillan.
- Naval bajbai, Business Statistics, 3e, 2020, Pearson Education
- Hamdy A Taha, Operation Research : An Intro, 10e, 2018, Pearson Education





## REFERENCE BOOKS

- P. N. Arora, S. Arora, Statistics, S. Chand.
- Richard A. Johnson & Gouri K. Bhattavharyya, Statistics - Principles and Methods, Wiley.
- S. C. Gupta, V. K. Kapoor, Fundamentals of Mathematical Statistics, S. Chand & Sons.
- S. C. Gupta, V. K. Kapoor, Fundamentals of Applied Statistics, S. Chand & Sons.
- Ken Black, Applied Business Statistics, Wiley.
- Ravindran, Phillips & Solberg, Operation Research - Principles & Practice, Wiley.
- R. Panneerselvam, Operations Research, PHI.
- Prem Kumar Gupta, D. S. Hira, Operations Research, S. Chand.

## COURSE OUTCOMES

- To develop the student's ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical, and algebraic techniques wherever relevant.
- To understand the importance of correlation and regression analysis and application of non-parametric tests in hypothesis testing.
- To comprehend the decision-making process under uncertainty using statistical tools and linear programming.
- To have a proper understanding of Statistical applications in Management.

## MBT 104 MANAGERIALECONOMICS

### Unit1 Introduction

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

### Unit2 Market Forces: Demand and Supply

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

### Unit3

#### Production Function and Cost Analysis

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis :Empirical Estimates of



Production and Cost; short run and Long run average cost curves and their analysis ;Economies and Diseconomies of scale.

#### **Unit4**

##### **Organization of the Firm**

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly ; Baumol's Marries' and O. Williamsons Model.

#### **Unit5**

##### **Introduction to Macro Economics**

Introduction : Difference in Micro Macro Economics, Macro Economics environment, Monetary policy, uses and applications, fiscal policy uses and applications, changes in macro environment.

#### Text Books

- 1- Keat, Managerial Economics, 7e, 2017, Pearson Education
- 2- Salvatore Managerial Economics, 9e OUP
- 3- Vanita Agarwal, Managerial Economics, 1e Pearson Education

### **MBT 105 BUSINESS ENVIRONMENT**

#### **Unit1Introduction**

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

#### **Unit2**

##### **Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in economy and its Impact on Business.

#### **Unit3**

##### **Politico-Legal Environment**

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

#### **Unit4**

(a) **Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology -Channels, Methods and Limitations.

(b) **Demographic and Socio-Cultural Environment:** Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

#### **Unit5**

##### **Foreign Investment and Trade Regulation**

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview,



Regulation of Foreign Trade ,Disinvestment in Public Sector Units.

### Suggested Readings

1. Cherunilam, Francis –Business Environment, Himalaya Publishing House
2. Fernandez, Fernando's Business Environment, 2e, 2021, Pearson Education
3. Paul,Justin-BusinessEnvironment,Tata Mc GrawHill, New Delhi
4. Aswathappa, K., Business Environment and Strategic Management, HP
5. I.C. Dhingra, Indian Economics: Environment and Policy,25 ed., Sultan Chand & Sons, New Delhi,2012
6. SKMishra and V K puri, 4<sup>th</sup> ed., Economic Environment of Business, Himalaya Publishing House,Mumbai,2011.
7. H.L. Ahuja,EconomicEnvironmentofBusiness-MacroeconomicAnalysis,S.Chand

S.NO	Course Outcomes (CO's)
1	To analyze various categories that are constituting the business environment and apply various approaches that are helpful to manage both internal and the external business environment.
2	To apply the various types of policies in economic environment, by applying these policies change the structure of economy and the transition thereof from the past to the present scenario.
3	To apply various constitution provisions & how government play different roles for smooth functioning of an organization & evaluate the importance of CSR in an economy
4	To develop the understanding of technological, demographic social and cultural factors that play an important part for an organization functioning and to evaluate the recent trends in business environment.
5	To demonstrate the various policies of foreign institutions like world bank. Summarize the basics of foreign investments that are helpful for economy and interpret the terms that is related with trade and its regulation



## MBT 106 BUSINESS LAWS

### Unit1

#### Laws of Contract (The Indian Contract Act,1872)

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract., Guarantee, Bailment, Pledge, and agency amendments made in Indian Contract Act 1872.

### Unit2

#### The Sale of Goods Act,1930

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

### Unit3

#### The Negotiable Instruments Act, 1881

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

### Unit4

(a) **The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Right to information Act (RTI) and Right to Education Act (RTE) Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal ,Major Decided Cases.

(b) **Information Technology Act 2000:** Overview of Cyber Crimes and Cyber Law, types of Cyber Crimes, prevention of cyber crimes, cyber crime and security, cyber security strategies- Eco system, Frame work, open standards, IT mechanism, e-governance, infrastructure, different between cyber crime and cyber security. IPC-1860, Sections related to cyber crime and cyber security, information technology rules,

### Unit5

#### The Companies Act

An Overview; Nature and kinds of Companies; Formation of a company, Memorandum of Association and Articles of Association, Company Management; Company Meetings, Duties and obligations of Directors, rights of directors, overview of portfolio management and overview of shares and issue of shares under companies Act, winding up of company .

#### Suggested Readings

1. Tejpal Sheth, Business Law, 3e, 2017, Pearson Education
2. M.C.Kuchhal –Business Law, Vikas Publishing House, Delhi
3. RavindraKumar,Legal Aspects of Business, Cengage learning,NewDelhi,2011
4. S.S. Gulsan, Mercantile Law, Excel Books.
5. N.D. Kapoor- Elements of Mercantile Law, Sultan Chand and Sons Publication
6. MC Kuchhal,Indian Company Law,Shri Mahavir Book Depot,Delhi,2011
7. V.K.Agrawal,Consumer Protection:Law and Practice,Bharat Law House, New Delhi, 2012.



1	To Assess and apply the fundamental legal rules regarding contractual agreements pertaining to the business world to manage businesses effectively.
2	To interpret and apply the law relating to the sale of goods as a legal advisor in as organisation.
3	To analyse and apply the fundamental legal principles behind negotiable Instruments.
4	To interpret and apply the law relating to consumer protection and competition Act 2000.
5	To demonstrate and apply the various legal matters related to the establishment running and winding up of a company as legal advisor in an organisation.

## **MBT 107 PROFESSIONAL BUSINESSCOMMUNICATION**

### **Unit1**

Importance of communication skills in Business Management. Types of communication :the media and tools of communication, Cross cultural communication, public speaking and presentation. The Communication Process. Barriers and Gateways to communication, cross cultural communication.

### **Unit2**

#### **Verbal and Non-verbal Communication**

Para language and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, public speaking and presentation, disciplinary committees and exit interviews.

### **Unit3**

#### **Written Communication Skills**

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

### **Unit4**

#### **Recruitment and Employment Correspondence**

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

### **Unit5**

#### **Business and Social Etiquette**

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image:



appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

### Suggested Readings

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills,3/e,TMH.New Delhi.
2. Chaturvedi and Chaturvedi, Business Communication, 4e, 2018, Pearson Education
3. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande(2009).Business Communication: Making Connections in a Digital World,11/e.TMH.New Delhi.
4. Booher,Dianna(2001).E Writing: 21<sup>st</sup> Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
5. Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age,5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, 'Business Communication Today', 15<sup>th</sup>, 2021, Pearson Education 2007(4ed.)

S. No	Course Outcomes (CO's)
1	Student applies the knowledge by speaking confidently and communicating effectively in different business situations.
2	Student creates correct business letters for both Internal and External business environment.
3	The student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.
4	The student analyses the situation shows professionalism and displays a good Code of conduct at the work place according to the need.

## MBT 108 INFORMATION SYSTEM FOR MANAGERS

### Unit1 Introduction to MIS :

Overview, Importance and functions. Difference between data and information, concept of system, concept of information system, business process design, Role of IT in Business, Influencing parameters for use of IT in Business and Retailing, components of information technology advantages of information systems in business,

### Unit 2 Information System in the Enterprise

Types of information system in the organization – TPS, DSS, MIS, ESS, Functional perspective of information systems – Sales and Marketing System, Manufacturing and Production System , Finance and Accounting Systems, HR Systems, Benefits of challenges of enterprise systems, strategic uses of information systems and information technology at Firm level and industry level.

### Unit3 Office Tools for Business

Overview and Practical application of MS Windows, MSOffice - MS Word ,PowerPoint, Excel, Access and Outlook. **This unit should be done in the computer lab on the systems with practice questions and case studies.**

### Unit4



## Information Systems in Global Business Today

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

### Unit5

- (a) **Business Application of MIS** :e-commerce, Electronic Payments Systems, Enterprise Resource Planning(ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies :Customer Relationship Management(CRM), Supply Chain Management(SCM), Data Warehousing, Data Mining, Business Information System.
- (b) **Business Expert Systems:** Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

### Suggested Readings

1. Lucas Jr. H C, Information Technology for Management, McGraw Hill, New York,1997
2. Kenneth C. Loudon and Jane P. Loudon, Management Information Systems,16/E, 2022, Pearson Education
3. James A.O. Brien (200),Management Information Systems.5/E, Tata Mcgraw -Hill.
4. Saxena S, First Course in Computers; Vikas Publication, New Delhi, 2003
5. Sahil Raj, Management Information System, 2e, 2017, Pearson Education
6. Leao, Alexis & Mathews- Information Technology, Vikas Publications, 2006. 6. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011.



S.No.	Course Outcomes(COs)
1.	To apply various terminologies used in the operation of computer systems in a business environment.
2.	To apply various terminologies used in the operation of computer systems in a business environment.
3.	To apply various terminologies used in the operation of computer systems in a business environment.
4.	To develop or provide support for MIS according to business organizational needs
5.	To provide support for MIS according to business organizational needs





## SEMESTER-II

### MBT 201 ORGANISATIONAL BEHAVIOUR

#### UNIT 1 Introduction

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

#### Unit2

- (a) **Perception, Attitude, and Values:** Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.
- (b) **Learning:** Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

#### Unit3

- a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organizational Behavior; Locus of Control; Machiavellianism;
- b) **Self-Esteem;** Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- c) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/ Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
- d) **Stress:** Concept; Consequences and sources; Stress Management: Approaches towards stress management.

#### Unit4

- (a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.
- (b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.
- (c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

#### Unit5



- (a) **Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.
- (b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture, introduction to industrial psychology.
- (c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

**Suggested Readings**

- 1. Robbins, Stephen P., Timothy Judge Organisational Behaviour, (Updated) 18/e. 2022, Pearson Education
- 2. Fred Luthans, Organisational Behaviour, 11 ed., Mc Graw Hill, 2009.
- 3. W. Newstrom, John, Organisational Behaviour, 10 ed., Tata Mc Graw –Hill 2009.
- 4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour, 8 India, Eastern Economy Edition, 2006.
- 5. SS Khanka, Organisational Behaviour, S. Chand & Co., New Delhi, 2008.
- 6. Sanghi Seema, Organisational Behaviour, Pearson, 2011.

S. No.	Course Outcomes(COs)
1.	To apply the conceptual foundation of organisation behaviour.
2.	To develop the working environment for individual for the smooth running of Organization
3.	To analyse inefficiency in individual and apply various measures to improve it in the organization
4.	To analyze how to develop the team work in the organisation.
5.	To apply how to use organisation power and politics for efficient working

**MBT 202 MANAGEMENT ACCOUNTING**

**Unit 1 Introduction**

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

**Unit2**

**Budgeting and Budgetary Control**

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

**Unit3**

**Standard Costing**

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

**Unit4**

**Marginal Costing and Decision-Making**

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis,



Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

### Unit5

#### Responsibility Accounting

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

#### Suggest Readings

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 16e, 2022, Pearson Education,
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6 ed., Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13ed., Tata McGraw-Hill, New Delhi, 2010

S. No.	Course Outcomes(CO's)
1	To demonstrate the differences between management accounting, financial accounting and cost accounting
2	To develop and apply standards to various types of budget for planning and controlling
3	To understand standard costing and analysis of deviations
4	To apply the concept of marginal costing, and break even concept in various decision making process
5	To analyze cost-volume profit techniques for optimizing managerial decisions, responsibility accounting and importance of responsibility centres.

## MBT 203 MARKETING MANAGEMENT

### Unit 1

#### Marketing Concept

- (a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging trends in marketing; Marketing Mix and its applications.
- (b) **Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

### Unit 2

- (a) **Consumer Behaviour:** Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
- (b) **Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market targeting Strategies; Positioning, Consumer and Industrial Market.

### Unit 3

#### Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product



Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

#### Unit 4

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

#### Unit 5

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

#### Suggested Readings

1. Kotler Philip, Principles of Marketing, 17e, 2018, Pearson Education
2. Kotler Philip: Marketing Management, 16e, 2022, Pearson Education
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York
5. Rajan Saxena, Marketing Management, 3 ed, Tata MCGraw Hill, New Delhi, 2009

S. No.	Course Outcomes (CO's)
1	To evaluate marketing environment concepts and its evolution
2	Compare and contrast among market segmentation and consumer behaviour concepts
3	To critically analyze the role and concepts of product decisions – Product life cycle, new product development, product pricing
4	To develop the ability of pricing decisions, channel of distribution and physical distribution
5	Helps the students to analyze and develop the understanding of Legal, Ethical and Social Aspects of Marketing

### MBT 204 FINANCIAL MANAGEMENT

#### Unit 1 Introduction

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

#### Unit 2

- (a) **Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.
- (b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.



**Unit 3**

**Investment Decisions**

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions - Some Case Studies.

**Unit 4**

- (a) **Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.
- (b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

**Unit 5**

**Corporate Restructuring**

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

**Suggested Readings**

1. Van Horne James C.: Financial Management and Policy, 12e, 2011, Pearson Education
2. Prashna Chandra: Financial Management. McGraw Hill
3. Pandey, I.M: Financial Management, 12e, 2022 Pearson Education
4. Khan and Jain: Financial Management. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7 Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6
7. V.Saran, Financial Management, PHI.

S.No	Course Outcomes (CO's)
1	To students analyze the basic concept, conventions and postulates as a important tools for decision making for manager.
2	To students apply various accounting equation by the Manager.
3	To students Develop various accounting statement in organisation by the manager.
4	To students analyze the various accounting statement by the manager.
5	To students apply the knowledge of Indian accounting standards by the managers in corporate.

**MBT 205 HUMAN RESOURCE MANAGEMENT**

**Unit 1**

**Introduction to Human Resource Management**

- (a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

**Unit 2**

**Acquisition of Human Resource Management**

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

**Unit3**

**Developing Human Resources**

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



**Unit 4**

**Performance Appraisal**

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

**Unit5**

**Motivating Human Resources**

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

**Suggested Readings**

1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 16e, 2020, Pearson Education
2. David S . Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 3edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill
4. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.
5. Biswajeet Pattanayak, Human Resource Management, 3rd ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., Managing Human Resources, 8e,2015, Pearson Education
7. Ivancevich, Human Resource Management, Tata McGraw-Hill

S. No	Course Outcomes(CO's)
1	Examine and apply human resource planning in an organization.
2	Understand and develop career planning & development related activities in the organization
3	Apply the basic concepts of HRD, different approaches to HRD, HRD styles, Structure and competencies for the growth of an organization.
4	Examine the impact of HRD in an organization with the help of various data collecting techniques.
5	Develop organization culture by implementing HRD techniques in Organizations

**MBT 206 PRODUCTION AND OPERATIONS MANAGEMENT**

**Unit 1 Introduction**

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Lastudentt Planning and A n a l y s i s .

**Unit 2**

**Production System and Related Concepts**

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process



Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

**Unit3**

**Scheduling and measuring Production Activities**

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

**Unit4**

**Material and Inventory Management**

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

**Unit5**

**Quality in Production and Operations Management**

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

**Suggested Readings**

1. Adamand Ebert, Ronald J, Production and Operation Management- Concepts, Models & Behaviour, PHI New Delhi
2. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005
3. Baff .ES, Modern Production Management; John Willey,NewYork1993
4. Garg, Ajay-Production and Operations Management, TMH, Delhi
5. Chase, B Richard, Shankar, R .,Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi
6. Pannesseluam, R., Production and Operations Management, PHT, Delhi
7. Martinich, J.S. .,Production and Operations Management, TMH, Delhi
8. Aswathappa, K, Production and Operations Management, TMH, Delhi
9. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing2010
10. 10.William J Stvenson, Operation Management, TMH, NewDelhi2009

S.NO	Course Outcomes(CO's)
1	Analyze the basics of production management and the relevant and responsible factors
2	Demonstrate & apply the various types of production processes, the essentialities of a product such as its selection, various procedures and its stocking
3	Create the various activities relating to scheduling and measuring of production take place and how control can be obtained on both product and quality
4	Develop various models that deal with inventory, its control, safety and security management in production process.
5	Create supply and logistics, distribution networks and its management



## MBT 207 BUSINESS RESEARCH METHODS

### Unit 1 Introduction

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

### Unit 2

#### Research Design

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

### Unit 3

#### Questionnaire Design and Schedule

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

### Unit 4

#### Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

### Unit5

#### Data Analysis

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

### Suggested Readings

1. Zikmund: Business Research Methods, Cengage Learning 2011-12
2. Naval Bajpai, Business Research Methods, 2e, 2017, Pearson Education
3. Cooper and Schindler :Business Research Methods, Tata Mc GrawHill,2011
4. Saunders: Research Methods for Business,5e, 2011, Pearson Education
5. Cooper and Schindler (2010).Business Research Methods, 10<sup>th</sup> edition. Tata McGraw Hill, New Delhi.
6. Kothari, C.R. (2004).Research Methodology – Methods, 2<sup>nd</sup> edition. New Age Publications, New Delhi.
7. Mishra, Anil K. (2012).A Hand Book of Research in SPSS, 1<sup>st</sup> edition. Himalayan Publishing House, Mumbai.
8. Field, A. (2013). Discovering Statistics using IBM SPSS. 4<sup>th</sup> edition. Sage Publications London.
9. Naresh Malhotra, Marketing Research, 7e, 2019, Pearson Education

S. No.	Course Outcomes(COs)
1.	To understand the purpose of research.
2.	To identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them.
3.	To identify a business problem/ need, translate it into a research question, and design an appropriate way.
4.	To develop an understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
5.	To have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis and hypothesis testing procedures.





## **MBT 208 State of Art Seminar**

### **Practical/Presentation Sessions for Conducting the Seminar on Various Topics Related To Business Management.**

Note : MBT 208 will be an internal assessment exam for colleges. They are required to make the students aware about seminars and presentations. Form a committee from the faculty members and conduct live seminars for 30 marks which will be followed by viva of 70 marks by external examination including presentation on any topic by individual students.



## III Semester

### MBT 301 STRATEGIC MANAGEMENT

#### Unit1 Introduction

##### Meaning, Scope and Importance of Strategic Management

Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

#### Unit2

##### Strategy Formulation

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

#### Unit3

##### Environmental Appraisal

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

#### Unit4

**Strategic Analysis and Choice** Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, **Directional Policy** Matrix- Organizational Capability Profile -Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, McKinsey's 7s Frame work. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

#### Unit5

##### Strategy Implementation and Evaluation

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

#### Suggested Readings

1. Thomas L. Wheelen Strategic Management and Business Policy, 15e 2018 Pearson Education India
2. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson Management of Strategy-Concepts and Cases,4/e, Cengage Learning,New Delhi.
3. John. A. PearceII, Richard B. Robinson Jr, Amita Mital, StrategicManagement– Formulation, Implementation and Control,1/e, Tata McGraw-Hill, New Delhi.
4. Charles.W.L Hill,Gareth R Jones Strategic Management-An Integrated Approach,6/e, Biztantra, New Delhi.
5. Thompson A Jr, A. J. Strickland,Strategic Management, Tata McGraw-Hill Publishing,New Delhi.
6. Upendra Kachru, Strategic Management-Concepts and Case. Excel Books,New Delhi.
7. Adrian Haberberg, Alison Rieple . Strategic Management–Theory and Application, Oxford University Press, New Delhi.
8. David & David Strategic Management Concepts: A Competitive Advantage Approach, 16e, 2018 Pearson Education India



S.No.	Course Outcomes(COs)
1.	To apply strategies and analyze the role of strategist in business policy of an Organization
2.	To formulate strategic policies, plans to take decisions in business related problems
3.	To analyse the internal and external environment of business for the purpose of effective strategic planning.
4.	To evaluate various strategies to develop effective strategies for an organization.
5.	To devise and implement strategic approaches to manage a business successfully in a global context



## **MBT 302 INTERNATIONAL BUSINESS**

### **Unit 1**

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

### **Unit 2**

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

### **Unit 3**

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

### **Unit 4**

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

### **Unit 5**

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

### **SUGGESTED READINGS**

1. Joshi, R M : International Business, OUP
  2. Ricky W. Griffin and Michael W. Pustay : International Business , 8e, 2017, Pearson Education India
  3. Sumati Verma : International Business Updated 2e, 2021, Pearson Education India
  4. Hill - International Business, McGraw-Hill2.Cherunilam F- International Business: Text and Cases, PHI
- Reference Books1.Aswathappa- International Business, McGraw-Hill
5. Cherunilam, F - International Trade and Export Management, Himalaya
  6. Daniels - International Business, 16e, 2018 Pearson Education India
  7. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
  8. Cavusgil – International Business, 4e, 2017 Pearson Education India

Websites: [www.ibef.org](http://www.ibef.org)[www.cia.gov.in](http://www.cia.gov.in)Course

### **Course Outcome**

S.N	Course Outcome
CO1	To give the student an exposure to the dynamic environment of International Business
CO2	To understand the impact of environment on the International Business Operations of the firm
CO3	To explain the functions and form of the global monetary system
CO4	To explain the role of International organizations and Regional Trade



## **MBT 303 UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS**

### **UNIT-1**

**Course Introduction - Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education, Self- Exploration—what is it? - its content and process; ‘Natural Acceptance’ and Experiential

Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

### **UNIT-2**

Understanding Harmony in the Human Being - Harmony in Myself Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer),

Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

### **UNIT-3**

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

### **UNIT-4**

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

### **UNIT-5**

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

### **Suggested Readings: :**

1. RR Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
4. A N Tripathy, 2003, Human Values, New Age International Publishers.



5. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
6. M Govindrajran, S Natrajan & V. S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
7. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.

<b>S.No</b>	<b>Course Outcomes (CO's)</b>
1	To understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need.
2	To understand the meaning of Harmony in the Self the Co-existence of Self and Body and distinguish between the Self and the Body,
3	Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
4	Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.
5	To understand the universal human values and morals for social harmony and holistic understanding of harmony on Professional Ethics.



## **MBT 304 TOTAL QUALITY MANAGEMENT**

### **Unit 1**

Total Quality Management (TQM) Concept and Fundamentals

Approaches to Quality Management, TQM Framework and Features, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

### **Unit 2**

Human Aspect of Total Quality Management (TQM)

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

### **Unit 3**

Quality Management System

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

### **Unit 4**

Total Quality Management (TQM) Practices

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, CrossFunctional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

### **Unit 5**

Quality Management Standards

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

### **Suggested Readings**

1. Dale H Besterfield, Carol Besterfield, Glen, Mary, Total Quality Management, 5e, 2018 Pearson Education
2. Charantimath Total Quality Management, 4e, 2022 Pearson Education India
3. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
4. H Lal, Total Quality Management: A Practical Approach, New Age International, New Delhi.
5. Hand Book for ISO certification.



## FINANCE SYLLABUS

### MBT305 F1

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### Unit1

##### Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

#### Unit2

##### Capital Market

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

#### Unit3

##### Security Analysis

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

#### Unit4

##### Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

#### Unit5

##### Portfolio Revision and Evaluations

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

#### Suggested Readings

1. Fischer, Donald, E. And Ronald J. Jordan, Security Analysis and Portfolio Management, 7e. 2018 Pearson Education India.
2. Ale Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Sharpe, William Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
4. Avadhani, V. A., *Investment and Security Market in India*, Himalaya Publishing House,
5. Pandey, I. M. *Financial Management, 12e 2021*, Pearson Education India

S.no	Course Outcomes (CO's)
1	To develop the understanding of the concept of investment and security analysis.
2	To demonstrate various securities and the market they trade in and to observe the investment regulations and related ethics and professional conduct.
3	To apply fundamental, technical, economical, industrial and company analysis in the real world and the theories and evidence for and against the efficient market hypothesis.





	To develop the ability to understand the concept of portfolio management, models and risk-return relationship for better investment and for interpreting various portfolio performance measures.
5	To analyze various models of portfolio evaluation.

## **MBT 305 F2 WORKING CAPITAL MANAGEMENT**

### **Unit 1**

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

### **Unit 2**

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

### **Unit 3**

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

### **Unit 4**

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

### **Unit 5**

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

### **SUGGESTED READING MATERIALS:**

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Financial Management by I.M. Pandey, 12e, 2021 Pearson Education India
3. Working Capital Management by R.P. Rustagi, Taxman Publication.
4. Financial Management by Prasanna Chandra, McGraw Publications.

<b>SN</b>	<b>Course Outcome</b>
1	Identify working capital management considerations for permanent components, the impact of sales/production schedules and liquidity versus risk.
2	Solve financial ratios that measure profitability, asset utilization, liquidity, and debt utilization.
3	Prepare a cash budget and explain its various uses by a firm
4	Identify the cash flow cycle of the firm
5	Differentiate the risks and profitability of financing assets in terms of hedging
6	Analyze the major elements of cash management



**MBT 305 M1**  
**MARKETING RESEARCH**

**Unit 1 Introduction**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Unit 2**

**Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Unit 3**

**Data Collection**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

**Unit 4**

**Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

**Unit 5**

**Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

**Suggested Readings**

1. Naresh K Malhotra, Satyabhushan Dash, *Marketing Research-An Applied Orientation*, 7/e, Revised Edition, 2019 Pearson Education, New Delhi.
2. Naval Bajpai, *Business Research Methods*, 2e, 2017, Pearson Education India
3. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research – Measurement & Method*, PHI Private Limited, New Delhi.
4. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Nigel Bradley, (2007). *Marketing research – Tools and Techniques*. Oxford University Press, New Delhi.
7. Burns, *Marketing Research*, 8e, 2017, Pearson Education India

**Course Outcome:**



**MBT 305 M2**  
**Digital Marketing**

**Unit 1**

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

**Unit 2**

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

**Unit 3**

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

**Unit 4**

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies Unit 5

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

**Suggested Readings**

- 1- Mouty Maiti: Internet Marketing, Oxford University Press India
- 2- Puneet Bhatia: Fundamental of Digital Marketing, 2e, 2019, Pearson Education India
- 3- Liana Li Evans; Social Media Marketing, 1/e, 2011, Pearson Education India
- 4- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- 5- Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
- 6- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
- 7- Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

**Course Outcome**

- a. Students will develop an understanding of digital and social media marketing practices.
- b. Students will develop understanding of the social media platforms
3. Students will acquire the skill to acquire and engage consumers online.
4. Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.
5. Students will develop understanding of the latest digital practices for marketing and promotion.



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**HUMAN RESOURCE MANAGEMENT**

**MBT 305 HR-1**  
**INDUSTRIAL RELATION AND LABOUR LAWS**

**UNIT 1**

**Introduction**

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

**UNIT 2**

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

**UNIT 3**

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

**UNIT 4**

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

**SUGGESTED READINGS:**

- 1) P.R.N. Sinha Industrial Relations, Trade Unions and Labour Legislations, 3e, 2017, Pearson Education
- 2) Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)
- 3) C.S. Venkata Ratnam- Industrial Relations (Oxford Pub., 2008)
- 4) Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition) 2000.
- 5) Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
- 6) Bare Acts

**Course Outcome:-**

**MBT 305 HR 2**  
**TRAINING & DEVELOPMENT**

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

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

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



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

**Suggested Readings:**

1. Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications.
2. Raymond, A. N. (2010). Employee Training and Development. New Delhi: Tata McGrawHill Publications.
3. Rao, P.L. (2008). Enriching Human Capital through Training and Development. New Delhi: Excel publications.
4. Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: Excel Books.
5. Sahu, R. K. (2010). Training for Development. New Delhi: Excel Books.

**Course Outcome:**

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



## IV Semester

MBT 401

### **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

#### **Unit 1**

##### **Introduction to Business Ethics**

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

#### **Unit2**

##### **Values, Norms, Beliefs and Standards**

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

#### **Unit3**

##### **Ethical Decision**

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlberg's Model, Carol Gilligan's Model.

#### **Unit4**

##### **Ethical Practices in Business Management**

Application in Marketing, Advertising, Finance-Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HR: Male Alike Compensation, and Work Place Harassment of Employee.

#### **Unit5**

##### **Corporate Governance**

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

#### **Unit6**

##### **Corporate Governance framework**

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

#### **Suggested Readings**

1. Muraleedharan, Fernando's Business Ethics and Corporate Governance, 3e, 2021, Pearson Education
2. CSV Murthy, *Business Ethics (Text and Cases)*, Pub. By HPH
3. Marianne M. Jennings, *Cases in Business Ethics*, Pubby Cenage Learning
3. Prof. (Col) P.S. Bajaj, Dr. Raj Agarwal, *Business Ethics—An Indian perspective*, Pubby Biztantra
4. Fernando, *Business Ethics: An Indian Perspective*, 3e, 2019, Pearson Education
5. John R. Beatright, *Ethics and the conduct of business*, Pub. By Pearson Education
6. Geeta Rani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books



S.no	Course Outcomes (CO's)
1	To Interpret and apply business ethics and morality in performing business activities.
2	To Demonstrate and apply value, norms, ethical codes and various ethical activities in a business.
3	To develop and apply moral philosophies in as manager in an organisation decision making.
4	To assess and apply ethical practices in business management in marketing, finance and HRM
5	To Develop and apply various models of corporate governance and its framework in an organisation.
6	To Assess and illustrate corporate governance and accounting code and standards in a business.



**MBT 402**  
**PROJECT MANAGEMENT**

**Unit1 Introduction**

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

**Project Planning**

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

**Unit2**

**Project Organization**

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

**Unit3**

**Project Financing**

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

**Unit4**

**Project Implementation and Monitoring**

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

**Unit5**

**Project Direction and Control**

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

**Learning Resources**

1. *Project management-for 21<sup>st</sup> century*-Beenet P Lientz, Kathyn- Pearson Academic Press,1995





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2. Project Management – Jeffrey K Pinto, 5e, 2020, Pearson Education
3. *Project Management*-Denislak
4. *Project management*-David I Cleland-McGraw Hill International Ed, 1999.
5. *Project management*-Gopala krishnan-Mc Millian India Ltd.
6. *Project Management*-Harry. Maylor, 5e 2020, Pearson Education
7. *Project Management*-Gray & Larson-Tata McGraw Hill
8. *Project Management*-Prasanna Chandra- Tata McGraw Hill

<b>S. No.</b>	<b>Course Outcomes (CO's)</b>
1	To interpret the tools and techniques of project management & to create a feasibility study of analysing the risk and uncertainty involved in same.
2	To demonstrate the various types of project organization and its hierarchy including the pitfalls in the project team & types of contracts.
3	To examine the project cost estimations and various sources from where the project can be financed.
4	To identify project resources requirement and various methods of allocation and also the techniques required to monitor the project.
5	To predict the evaluation of termination possibilities associated with the project and how it can be controlled. It also focuses on future prospects of Projects.



**ENTREPRENEURSHIP DEVELOPMENT**

**Unit 1**

**Foundation of Entrepreneurship Development**

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

**Units2**

**Theories of Entrepreneurship**

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

**Unit3**

**Business Planning Process**

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

**Unit4**

**Project Planning for Entrepreneurs**

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

**Unit5**

**Entrepreneurship Development and Government**

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

**Suggested Reading**

1. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3/e 2018, Pearson Education India
2. Khanna, S. S. ,*Entrepreneurial Development*, S. Chand, New Delhi.
3. Hisrich D. Robert ,Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill, 6 ed.
4. Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, 8e, 2016, Pearson Education
5. Holt H. David, *Entrepreneurship: New Venture Creation* 1e, 2016, Pearson Education
6. Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson, 7ed.
7. Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
8. Patel, V. G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.
9. Roberts, Edward B.(ed.), *Innovation: Driving Product, Process, and Market Change*, San Francisco: Jossey Bass, 2002.
10. Barringer, *Entrepreneurship: Successfully Launching New Ventures*, 6e, 2020 Pearson Education



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11. SIDBI Report on Small Scale Industries Sector, Latest edition.

<b>S.no</b>	<b>Course Outcomes(CO's)</b>
1	Identify the changing roles, traits of entrepreneurs for the growth of entrepreneurship.
2	Assess internal and external factors affecting entrepreneurship and apply theories to overcome them.
3	Analysis of market and develop business plan process.
4	To develop reports and analyse various funding offered by different financial institutes.
5	To Develop the role and schemes of government to support entrepreneurship



## FINANCE SYALLABUS

### MBT 404 F1 MERGERS AND ACQUISITIONS

#### **Unit1**

##### **Introduction**

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

#### **Unit2**

##### **Corporate Restructuring**

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

#### **Unit3**

##### **Mergers and Acquisition Process**

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

#### **Unit4**

##### **Valuation**

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

#### **Unit5**

##### **Defensive Strategies in Restructuring**

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

#### **Suggested Readings**

1. Weston.F,Chung. K, and Hoag, S. (2008). *Mergers, Restructuring and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd.,New Delhi.
2. Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*,4/eWiley India,NewDelhi.
3. Narayanan, P.and Vikram,Nanda(2003), *Finance For Strategic Decision Making-What non-Financial managers Need to Know*, Jossey-Bass, Wiley India.
4. Reuid Jonathan,(2005). *Mergers and Acquisitions* , Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions* ,John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.



SN	Course Outcomes
1	Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key pitfalls and recommendations for maximizing the chances for long-term success.
2	Develop integrative, adaptive planning frameworks for use before, during and after a negotiation by applying a thorough understanding of negotiation concepts, theories and principles
3	Critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making
4	Apply industry-accepted valuation methods (DCF, relative valuation, and precedent transactions) to analyse international merger, acquisition and related transactions, including those with a cross-border and international context



## MBT 404 F2

### FINANCIAL DERIVATIVES

#### Unit 1

##### Financial Derivatives

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

#### Unit2Future--

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

#### Unit3

##### Financial SWAPS

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

#### Unit4

##### Financial Options

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

##### Option Models

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

#### Unit5

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

#### Suggested Readings

- 1.Hull, Option, futures and other derivatives, 11e, 2022, Pearson Education
- 2.David A. Dufresne and Thomas W. Miller, J. R. Derivatives: *Valuation and Risk Management*, Oxford.
3. Vohra, N.D. and Bagri, B. R., *Future and Options*, TMH 3.Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
6. Bhalla V. K, *Investment Management Security Analysis and Portfolio Management*– S. Chand

S.no	Course Outcomes (CO's)
1	To evaluate financial environment concepts and its evolution
2	Compare and contrast among finance segmentation and consumer behaviour concepts
3	To critically analyze the role and concepts of financial derivatives.
4	To develop the ability of stock pricing decisions, channel of distribution and physical distribution.



## **SYALLABUS MARKETING**

### **MBT 404 M1 RETAIL MANAGEMENT**

#### **Unit 1**

##### **Retailing Environment**

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

#### **Unit 2**

##### **Strategic Retail Planning**

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

#### **Unit 3**

##### **Retail In India**

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

##### **Unit 4 Retail Mix**

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

#### **Unit 5**

##### **Retail Operations**

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

#### **Suggested Readings**

1. SwapnaPradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, 13th Edition, 2017, Pearson Education India
3. C Bajaj, *Retail Management*, Oxford Publication, SecondEdition
4. Dairs& Ward: *Managing Retail Consumption*, John Wiley&Sons
5. Levy & Wertz: *Retailing Management*, Irwin

#### **Course Outcome:**

1. To understand the concept of Retail management
2. To identify the importance of Retail Environment
3. To appreciate the importance of Strategic Retail Planning
4. To understand the nuances of Retail Operations



## **MBT 404 M2 RURAL MARKETING**

### **Unit 1**

#### **Introduction to Rural Markets**

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

### **Unit 2**

#### **Understanding the Rural Consumer**

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

### **Unit 3**

#### **Marketing Mix in Rural Markets**

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

### **Unit 4**

#### **Innovation in Rural Markets**

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

### **Unit 5**

#### **Future of Rural Marketing**

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

### **Suggested Readings**

1. Pradeep Kashyap, Rural Marketing, 3e 2016, Pearson Education India
2. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
3. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
4. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
5. U C Mathur, *Rural marketing, Text and Cases*, 2008, excelbooks
6. CSG Krishnamacharyulu, Lalitha Ramakrishnan, *Cases in Rural marketing, An Integrated Approach*, 2006, Pearson Education





**Course Outcome:**

1. To understand the concept of Rural Market & rural customer
2. To identify the process of Rural Marketing
3. To understand the marketing mix in rural markets
4. To understand the innovations being done for rural markets

**SYALLABUS HUMAN RESOURCE MANAGEMENT**

**MBT 404 HR1  
PERFORMANCE MANAGEMENT**

**Unit 1**

**Introduction**

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

**Unit 2**

**Measuring Performance**

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

**Unit 3**

**Behavioural Issues and Employee Development**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

**Unit4**

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

**Unit 5**

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

Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

**Suggested Readings**



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5. Herman Aguinis (2007). *Performance Management*. Pearson Education.
6. Bhattacharyya, *Performance Management Systems & Strategies*, 1e, 2011, Pearson Education
7. Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-GrawHill 3.Rao  
T.V. (2007). *Appraising and Developing Managerial Performance*. ExcelBooks.

**Course Outcome:**



## MBT 404 HR2 COMPENSATION MANAGEMENT

### Unit-I Introduction

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

### Unit -II

#### Job Evaluation: Processes and Schemes

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ;Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

### Unit-III

#### Wages and Salary Administration

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

### Unit-IV

#### Compensation Strategies

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

### Unit-V

#### Rewarding Performance and Executive Compensation

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

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

### Text Books:

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge-based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002). *People, Performance & Pay:Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
4. Edward E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey – Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.
7. Martocchio, Strategic Compensation, 10e, 2020, Pearson Education

### Course Outcome: