

**Master of Business Administration (MBA) Syllabus  
Paper Code – MB201**

**Course : HUMAN RESOURCE MANAGEMENT**

**Unit – I:**

Definition, Evolution, objectives, scope and functions of HRM. HRM Typology, system, strategy, and matrix of HR – Stakeholders and Integrated Models of HRM – Line vs. Staff - The changing environment and role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR professionals.

**Unit – II:**

Job analysis – Systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation – Towers Perrin Model of Total Reward - Performance appraisal– HR Planning – Gallagher HR Estimator – Cohort Analysis – Recruitment- Yield – ratio Analysis -Process of selection, placement and orientation. Training Methods – Kirkpatrick and Pecuniary Utility Models of Training – MDP.

**Unit – III:**

Introduction to HRD – HR Accounting – Lev and Schwartz, Flamholtz and Hermanson’s Models – Audit, research, Policies, validity generalization of HR – Career planning – Greenhaus career Development Model – Protean career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

**Unit – IV:**

Dunlop’s IR Model – Organogram – QWL – QC - Grievance management – Labour Turnover and stability indices – Worker’s Participation in Management – Bate’s brand wheel for employer brand –employee Engagement Index – Employee Value Proposition – Absence Management – Brad factor.

**Unit – V:**

HR outsourcing - HR issues in mergers and acquisitions – HR six – sigma process – HR Index – HR- ROI – Job Diagnostic Model - Emotional intelligence and competencies at work - Work life integration – Introduction to International HRM, Global HRM, and Strategic HRM – HR Score card –Paradox Theory as a lens of theorizing for Sustainable HRM – Sustainable HRM Model – Paauwe’s –Paradox Framework for Sustainable HRM.

**Suggested Books:**

1. Michael Armstrong, “Human Resource Management”, 2015, Kogan Page.
2. Mathis & Jackson, “Human Resource Management”, 2016, Cengage.
3. David Lepak, Mary Gower, “Human Resource Management”, 2015, Pearson.
4. Paul Banfield, Rebecca Kay, “Human Resource Management”, 2009, Oxford.
5. Decenzo, “Human Resource Management”, 2008, Wiley.
6. MadhurimaLal, S.Qzaidi, “Human Resource Management”, 2009, Excel books.
7. Wayne &Caseia, RanjeetNambudri, “Managing Human Resource”, 2010, TMH.
8. Gomez Mejia et.al, “Managing Human Resource”, 2010, PHI.
9. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
10. V.K. Sharma, “Human Resource Management”, 2010, Viva Books.
11. Sanghi, “Human Resource Management”, 2010, Macmillan.
12. David G. Collings, “Human Resource Management”, 2009, Routledge.
13. W.J. Rothwell, “Planning & Managing HR”, 2010, Jaico.
14. Kenneth M. York, “Applied Human Resource Management”, 2009 Sage.



## Master of Business Administration (MBA) Syllabus

Paper Code – MB 202

### Course : FINANCIAL MANAGEMENT

#### **Unit – I: The Finance function:**

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario – Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

#### **Unit – II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques – Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

#### **Unit – III: The Financing Decision:**

Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

#### **Unit – IV: Current Assets Management and Dividend Decision:**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

#### **Unit – V: Corporate Restructuring and Corporate Governance:**

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; Financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

#### **Suggested Books:**

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10thEd. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. PrasannaChandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.



**Master of Business Administration (MBA) Syllabus**

**Paper Code – MB 203**

**Course: BUSINESS RESEARCH METHODS**

**Master of Business Administration (MBA) Syllabus**

**Paper Code – MB203**

**3.BUSINESS RESEARCH METHODS**

**Unit – I: Introduction:**

- i. Nature of Business Research, criteria in Business Research, Research Designs – Exploratory, Descriptive & Diagnostics studies.
- ii. Measures of Central Tendency- Standard deviation and Mean, median –mode.

**Unit – II: Introduction to Probability**

- i. Probability – Concepts and Definition. Addition and Multiplication Theorems, Marginal Conditional and Joint Probability. Baye’s Theorem and its applications.
- ii. Discrete Probability Distribution: Binomial and Poisson’s Distribution and applications.
- iii. Continuous Probability Distribution Normal Probability Distribution – Properties and applications.

**Unit – III : Data Collection**

- i. Measurement and Scaling Techniques, Nominal , Ordinal , Interval and Ratio Scales.
- ii. Sources and Methods of Data Collection: Primary and Secondary, Purpose and benefits of Sampling, Techniques of Sampling, Questionnaires design.

**Unit – IV: Data Analysis**

- i. Hypothesis Testing: Type - I, Type – II errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval.
- ii. Large Sample Test: Test for one and Two Means, Test for One and two proportions. Small Sample Test: t-distribution, properties and applications, paired t test.
- iii. Analysis of Variance-One way and two way Anova, ChiSuare Distribution, Test for Goodness of fit.

**Unit – V: Correlation, Regression and Report Writing**

- i. Correlation Analysis, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of multiple and partial correlation.
- ii. Regression Analysis-Concepts, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Relationship Between Correlation and regression presentation of Results and Report writing..

**Suggested Books:**

1. Naval Bajpai, “Business Research Method” Pearson 2017
2. Levin R.I., Rubin S. David, “Statistics for Management”, 2000, 7th Ed. Pearson.
3. William G Zikmund, Business Research Method, Cengage Learning..
4. Donald R Cooper, Business Research Method, mc Grawhill
5. J. K Sharma, “Business Statistics”, 2010, 2nd Ed. Pearson.
6. Naresh K Malhotra and Das, Marketing Research, Pearson
7. C.R. Kothari, Research Methodology, New Age International, #rd Editon.



## **Master of Business Administration (MBA) Syllabus**

**Paper Code – MBA 204 - 1 Open Elective -III**

### **1 : ECONOMIC ENVIRONMENT AND POLICY**

#### **Unit – I : Business Environment and Analysis :**

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy , National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business – role of Public Sector in the economy.

#### **Unit – II : Indian Financial System :**

Evolution and current structure. Elements of Financial System – markets, institutions and environment. R.B.I, Banking and Non-banking Institutions – their functions and role in the Money Market. Components of Capital market – Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market - FEMA.

#### **Unit – III : Economic Policies of India :**

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy , Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

#### **Unit – IV : Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy :**

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization– Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

#### **Unit – V : Economic Survey and Union Budget :**

Taxation environment – Direct and Indirect Taxes – MODVAT, CENVAT and Value added Tax Current Economic Survey and budget as instruments of indicative planning.

#### **Suggested Books :**

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, “Business Environment”, McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.
4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin.D.W., 2006, Cases in Environment of Business – International Perspectives, The Ivey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.



## **Master of Business Administration (MBA) Syllabus**

### **Paper Code – MBA 204 - 2 Open Elective –III**

## **2. BUSINESS PROCESS RE-ENGINEERING**

### **Unit – I: Introduction to BPR**

Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

### **Unit – II: Managing Process Flows**

Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

### **Unit – III: Implementation Process**

Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

### **Unit – IV: Making effective BPR**

Virtual ingredient – people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT 'black hole', using process Simulation to minimize the risk Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

### **Unit – V: ERP and BPR**

ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

### **Suggested Books:**

1. Laguna "Business Process Modeling, Simulation and Design", 2016, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1st edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2015, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. Tony Carter, "The Aftermath of Reengineering", 2007, Viva Books.
6. Dey "Business Process Reengineering", 2016, Wiley.
7. K. SridhraBhat, "Business Process Reengineering", 2007, HPH.
8. Saxena K.B.C., "Business Process Outsourcing", 2007, Excel.
9. MahadeoJaiswal, "Enterprise Resource Planning", 2005, Mac Millan.
10. MS.Jayaraman, et.al; "Business Process Reengineering", 1994, TMH.
11. Varun Grover, M. Lynne Markus, "Business Process Transformation", 2010, PHI.
12. Daniel minoli, "Business Process Reengineering", 2010, Routledge.



## Master of Business Administration (MBA) Syllabus

### Paper Code – MBA 204 - 3 Open Elective –III

#### 3. INTERNATIONAL BUSINESS

##### Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

##### Unit - II: Global Business & National Regulation:

Rationale for Government Intervention–Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.

##### Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

##### Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–EBusiness Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business.

##### Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

##### Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”,2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, John R. Rosenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, “International Business”, 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, “International Business Strategies” 1st edition, 2009, Cambridge
4. Rakesh Mohan Josh, “International Business”, 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, “International Management”, 2007, Thomson.
6. Jeanett and Hennessey, “Global Marketing Strategies”, 2005, Jaico, New Delhi.
7. Subba Rao, 2007, “International Business”, 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, “International Business Management”, 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, “International Business”, 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, “International Management Culture, Strategy and Behaviour”, 2006, Tata McGraw-Hills, New Delhi.
11. A nan t. K. Sundaram and J. Stewart Black, “The International Business Environment”, 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, “International, Business Management”, 2008, Excel, New Delhi.



## Master of Business Administration (MBA) Syllabus

### Paper Code – MBA 204 – 4 Open Elective –III

#### 4. Financial Markets and Services

**Unit-I: Financial Markets** – Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market

**Financial Services:** - Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

#### **Unit-II: Merchant Banking:**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

#### **Unit-III: Leasing and Hire-Purchasing :**

(a) Leasing concept and classification . Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

#### **Unit – IV: Insurance:**

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

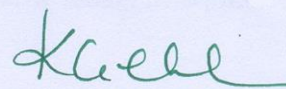
#### **Unit – V: Other financial services:**

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.

(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

#### **Suggested Books:**

1. Meir Kohn, 2015, Financial Institutes and Markets, 2<sup>nd</sup> edition , Oxford University Press, South Asia Edition .
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
- 6.ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
- 7.Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill



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## Master of Business Administration (MBA) Syllabus

### Paper Code – MB205– 1 Open Elective –IV

#### 1. TOTAL QUALITY MANAGEMENT

##### **Unit-I: TQM- History and Evolution:**

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

##### **Unit – II: Tools of TQM:**

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

##### **Unit – III: Techniques of TQM:**

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

##### **Unit – IV: Six Sigma:**

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

##### **Unit –V: TQM in the Service Sectors:**

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

##### **Suggested Books:**

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-scare, "Total Quality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
4. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books. 2016
5. Kanishka Bedi, "Quality Management", Oxford University Press.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal & Asher Mike, "100 methods for TQM", Response.



## Master of Business Administration (MBA) Syllabus

Paper Code – MB205–2 Open Elective –IV

### 2. STRATEGIC MANAGEMENT ACCOUNTING

#### **Unit – I: Introduction to Management Control:**

Strategic Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Control system. Cost behaviour and decision making–Fixed and variable costs–C.V.P analysis–Marginal Costing–Concept of break even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis.

#### **Unit – II: Strategic Planning and Control & Accounting for Control:**

Strategic Planning, Management Control and Operational Control–Meaning and Concept and purpose. Standard costing–Concept and purpose of standards–types of standards–Standard setting–Variance analysis–Interpretation–Budgetary control–Meaning & purpose–Component of effective budgeting program–Performance budgeting–Zero based budgeting–Concept–Importance and relevance.

#### **Unit – III: Responsibility Accounting:**

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioural aspects–Segmented Performance evaluation–Transfer Pricing.

#### **Unit – IV: Activity based Costing and Customer account profitability analysis:**

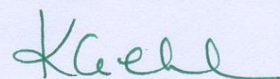
Activity based costing systems–Meaning–tracing costs from activities to products and services–Activity based Management–Activity Cost drivers–Activity based Costing vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability Managing Relationships–Customer Costs in Service Companies.

#### **Unit – V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:**

Product life cycle costing–PLC assessment–Cost assessment–Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting–Concept and Importance–Sources of Competitor information–Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

#### **Suggested Books:**

1. Hansen&Mowen, “Management Accounting”, 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun &Harrison, “Managerial Accounting”, 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh&M.Jayadev, “Managerial Accounting”, 2008, Tata McGraw-Hill.
4. “Management Control System”, Anthony &Deardon,
5. Asish K. Bhattacharya, “Cost Accounting for Business Managers, Elsevier”, 2009, New Delhi.
6. Garrison, Noreen and Brewer, “Managerial Accounting”, 2009, Tata McGraw Hill.
7. S.C. Vaidya, Suveera Gill, “Cost Management–A Strategic Approach”, 2009, Macmillan India.
8. SudhindraBhat, “Management Accounting”, 2009, Excel Books, New Delhi.
9. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, “Management Accounting”, 2009, IVedition, Pearson/ Prentice Hall of India.
- 10.Khan M.Y. and Jain. P.K., “Management Accounting – Text, Problems and cases”, 2007, 4th edition, TataMcGraw Hill, New Delhi.



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## Master of Business Administration (MBA) Syllabus

### Paper Code – MB205–3 Open Elective –IV

#### 3. STARTUP MANAGEMENT

##### Unit – I: Entrepreneur and Entrepreneurship:

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Types of entrepreneurs, Concept of Entrepreneurship - Functions, Problems, Entrepreneurial process, Growth of Entrepreneurship in India–Recent Trends of Women Entrepreneurship–Meaning of and Need for Rural Entrepreneurship– Problems and Development of Rural Entrepreneurship.

##### Unit – II: Factors Affecting Entrepreneurial Growth:

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; Role of Entrepreneurship in Economic Development – Entry strategies for startups – New product, franchising, Partial momentum, sponsorship and acquisition. Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

##### Unit – III: Small Enterprises:

Definition–Characteristics–Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career–Role of Small Enterprises in Economic Development–Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–ownership Structures, MSME act, Intellectual Property: Creation and Protection.

##### Unit – IV: Institutional Finance to Entrepreneurs:

Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

##### Unit – V: Venture Capital:

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

##### Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,Millenium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, “Entrepreneurship”, 2006, Thomson.
12. Raj Agrawal, “Business Environment”, 2005, Excel Books.
13. Cases in entrepreneurship by Morse and Mitchell, Sage South Asia Edition



## Master of Business Administration (MBA) Syllabus

### Paper Code – MB205– 4 Open Elective –IV

#### 4. Retail Management

**UNIT I:** Retailing : Role, Relevance and Trends – Introduction to Retailing what is retailing and economy , Types of Retailing , Characteristics of Retailing, Functions and activities of Retailing .

**UNIT II :** Retail in India – Emergence of organized retailing traditional retail forms – co operatives and Government Modern retail forms in India. Retailing rural India, Geographical spread of Indian Market – Retail in food, Health , Clothing and Home Furniture

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

**UNIT III:** Retail Marketing: Segmentation - Retail market segmentation & franchising- Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Social Marketing in Retail management.

Retail Pricing - Strategies- Retail Promotion strategies -Advertising & sales promotion

**UNIT IV:** Merchandise Management : Sources of merchandise, Logistic Management , Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services.

**UNIT V:** CRM Process in Retailing Legal & compliances for Store : Customer Data, Analyzing . Retailing, Developing CRM Program – Implementing CRM Program.

Legal and compliances License Contract and recovery Legal process Law- Shops establishment – IPR patent copy right trade marks - Customer Rights in Consumer protection acts

#### Suggested Books:

1. Bajaj Tuli Srinivastava, Retail Management 3<sup>rd</sup> edition, oxford Publication, 2016.
2. Retailing Management -Levy &Weitz- The McGraw Hill Companies 2015
3. Bary Berman & Evans, Retail Management a Strategic Approach , Pearson Education. 2015
4. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
5. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.