Syllabus for Master of BusinessAdministration

(MBA)

Semester: I - IV

Syllabus for the Batch Examination: 2026-28

Directorate of Online Studies

Guru Nanak Dev University

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)
Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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Note:

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MASTER OF BUSINESS ADMINISTRATION (SEMESTER SYSTEM) under Directorate of **Online Studies, Guru Nanak Dev University, Amritsar**

Eligibility:

Bachelor/Master Degree in any discipline or equivalent examination with 50% marks inaggregate.

SEMESTER I:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA150T	Managerial Economics	30	70	100	4
OLMBA151T	Business Environment	30	70	100	4
OLMBA152T	Quantitative Methods for Management	30	70	100	4
OLMBA153T	Accounting for Management	30	70	100	4
OLMBA154 T	Marketing Management	30	70	100	4
OLMBA155T	Management Principles and Organizational Behaviour	30	70	100	4
	Total Marks and Credits	**180**	**420**	**600**	**24**

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End Term	Total	
OLMBA250T	Business Research Methodology	30	70	100	4
OLMBA251T	Financial Management	30	70	100	4
OLMBA252T	Human Resource Management	30	70	100	4
OLMBA253T	Entrepreneurial Development and MSMEs	30	70	100	4
OLMBA254T	Business Communication and Personality Development	30	70	100	4
OLMBA255S	Seminar-I	-	100	100	4
	Total Marks and Credits	**150**	**450**	**600**	**24**

Note: Syllabus of 1st and 2nd Semester for all MBA, MBA(FM), MBA(MM) & MBA(HRM) running in online mode are same.

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA353T	Business Analytics	30	70	100	4
OLMBA354T	Strategic Management	30	70	100	4
OLMBA361S	Seminar-II	-	100	100	4
Student can opt for any two of the following groups, each having two papers:					
Group A:	**Finance**				
OLMBA355T	Management Control Systems	30	70	100	4
OLMBA356T	Capital Markets and Investment Management	30	70	100	4
Group B:	**Marketing**				
OLMBA357T	Consumer Behavior	30	70	100	4
OLMBA358T	Marketing Research	30	70	100	4
Group C:	**Human Resource**				
OLMBA359T	Organizational Change and Development	30	70	100	4
OLMBA360T	Labour Legislations and Social Security	30	70	100	4
	Total Marks and Credits	**180**	**520**	**700**	**28**

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
	Discipline Specific Courses				
OLMBA462P	Research Project	-	300	300	12
Student need to select any one specialization (FM, HRM,MM) out of the two selected in the third semester					
Group A:	**Finance**				
OLMBA453T	International Financial Management	30	70	100	4
OLMBA454T	Financial Markets and Financial Services	30	70	100	4
OLMBA455T	Corporate Tax Law and Planning	30	70	100	4
Group B:	**Marketing**				
OLMBA456T	Advertising and Sales Management	30	70	100	4
OLMBA457T	Brand and Retail Management	30	70	100	4
OLMBA458T	Services Marketing	30	70	100	4
Group C:	**Human Resource**				
OLMBA459T	International Human Resource Management	30	70	100	4
OLMBA460T	Strategic Human Resource Management	30	70	100	4
OLMBA461T	Emotional Intelligence and Managerial Competencies	30	70	100	4
	Total Marks and Credits	**90**	**510**	**600**	**24**

Semester I

OLMBA150T: MANAGERIAL ECONOMICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Section B

- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Section C

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Section D

- National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.

Course Outcomes: This course is designed to equip the students with better understanding of the economic relationship with business factors and its application in real life complex business situations. Students may develop the analytical ability to apply the economic theories and laws in the decision making process. It bridges the gap between economics in theory and in practice.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

OLMBA151T: BUSINESS ENVIRONMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four).Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy.

SECTION B

Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of PUFLic Enterprises; Globalisation and its Implications for India.

Meaning and Rationale of Economic Planning in India; Objectives & features of NITI Aayog

Deficit financing and its implications for Indian Economy; Analysis of current year Annual Budget.

SECTION C

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments

Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR;The Environment Protection Act, 1986 with Latest Amendments.

SECTION D

Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India.

Salient Features of FEMA and GST (Goods and Services Tax)

Concepts of Balance-of-Payments; Balance-of-Trade; Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Course Outcomes:

This course will provide knowledge of the environment in which businesses operate and helps the students to understand the different environment like, political, technological and economic environment of the business that impact the decision of any organization.

Suggested Readings

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Note: **It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.**

Semester I

OLMBA152T: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Correlation and Regression Analysis:** Simple correlation (Karl's Pearson – Actual Mean, Assumed Mean and Actual Value method), Partial and Multiple correlation coefficients. Regression-Definition, types, simple and multiple regressions (three variables only).
- **Basic Concepts of Probability:** Elementary probability theory: Definitions, Concepts, Combination in Theory of Probability, Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

Section B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties, applications and fitting of curve.
- **Basic Concepts of Hypothesis:** Null and Alternative Hypotheses, Type I and Type II errors, Steps of hypothesis testing

Section C

- **Hypothesis testing** : **Parametric tests**: Z- Test(Population mean, two population mean and standard deviation and proportion) T- Test (Population mean, two means of independent and dependent samples(paired t-test)), F- Test (Variance-Ratio test), ANOVA (1-way and 2-way);
- **Non-Parametric tests**: Chi Square test.
- Practical through SPSS/MS Excel

Section D

- **Linear programming**: definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems**: For initial basic feasible solution- North West Corner, Least Cost, and Vogel Approximation Method and For Optimality – Stepping Stone and Modified Distribution Method.
- Practicals through SPSS/MS Excel

Course Outcomes: This course emphasizes on achieving an understanding of quantitative methods with associated statistical techniques and their usefulness in managerial decision making. Students develop relevant computational skills through hands on experience with statistical package namely SPSS resulting in nurturing of problem solving and analytical aptitude.

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Semester I

OLMBA 153T: ACCOUNTING FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Introduction to Accounting**: Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements**: Types, Nature, Uses and Limitations**;** Preparation of Financial Statements.

SECTION B

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis**: Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

SECTION C

- **Cost Accounting**: Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control**: Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique**: Setting of Standards; Advantages and Limitations.

SECTION D

- **Variance Analysis**: Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis**: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost - Volume-

Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Course Outcomes: This course helps create awareness and understanding of the accounting process and fundamental accounting principles and to generate the ability of reading, interpreting and analyzing financial statements. The course provides decision making skills to students in financial analysis and application of quantitative knowledge to help analyze and solve business problems. Students will learn how to make financial decisions, including decisions around budgeting, financial statements, and cost and profit analysis.

Suggested Readings:

1. Bhattachrya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, “Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting”, Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

MBA (ODL)

(Under Credit Based Evaluation and Grading System*) SYLLABUS*

FOR THE BATCH FROM YEAR 2026 TO YEAR 2028

Semester I

OLMBA 154T: MARKETING MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Introduction to Marketing**: Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.
- **Market analysis:** analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.
- **Analyzing Consumer Markets**: Consumer behavior influencers, The buying decision process, Bases of market segmentation.

Section B

- **Product characteristics and Product Classifications**, product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.

Section C

- **Pricing Decisions:** Pricing by companies, changing pricing environment, setting the price.
- **Distribution Decisions:** Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.
- **Retailing**: Types of retailers, Functions of Wholesalers.
- **Communication Decisions:** Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.

Section D

- **Managing mass communications:** advertising, sales promotions, events, and experiences, and public relations.
- **Managing services:** categories of service mix, Distinctive characteristics of services.
- **Managing Digital Communications:** online social media, mobile, word of mouth buzz.
- **Managing personnel communications:** Direct and database marketing and personal selling. Relationship marketing.
- **Ethics and socially responsible marketing:** Cause related marketing, social marketing, rural marketing, marketing implementation and control.
- **Marketing implementation and Control.**

Semester I

Course Outcomes: Keeping in view the current environment, this course will help students to understand the current market and what are the market mix strategies to be adopted to capture the market. It also helps them to understand various pricing and communication techniques.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane , Marketing Management: 15th Edition. Pearson Education, New Delhi, 2016.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 5th edition, Mc Graw Hill Education (India), 2015.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw- Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Semester I
OLMBA 155T: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A- D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Management: Concept, Functions, Roles and Skills, Manager's job and Management principles. **Schools/Historical background of Management**: Early Classical Approach: (Fayol's approach, Scientific Management); Neo Classical/Behavioral Approach (Human Relations Approach, Early Advocates of Organizational Behavior and the Hawthorne Studies), Modern Management Approach- Quantitative, Systems and Contingency approaches.

SECTION B

Organizational Behavior (OB) : Meaning, Challenges and Opportunities for OB.
Perception and Attribution: Concept, Factors Influencing Perception, Perceptual Process; Attribution Theory; Common Shortcuts in Judging Others.
Personality: Meaning, Determinants, Big Five Model, Other personality traits relevant to OB.

SECTION C

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory.
Leadership: Concept, Trait Theories, Behavioral Theories, and Contingency Theories: Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Participation Model; Contemporary Theories: Leader-Member Exchange Theory, Charismatic Leadership, Transactional and Transformational Leadership, and Servant Leadership.
Decision Making: Rational Model, Bounded Rationality and Intuition; Common Biases and Errors in Decision Making.

Semester-I

SECTION D

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group/Team Development, Types of teams.
Analysis of Interpersonal Relationship: Transactional Analysis.
Power and Politics: Meaning, Bases of Power, Role of Dependence in Power Relationships, Power Tactics, Causes and Consequences of Political Behavior.

SUGGESTED READINGS:

1. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
2. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, Tata McGraw-Hill, New Delhi.
3. Robbins Stephen P: Organisational Behaviour, Pearson.
4. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
5. Kavita Singh: OrganisationalBehaviour, Vikas PUHLication.
6. Luthans Fred: OrganisationalBehaviour, Tata McGraw Hill.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - OrganisationalBehaviour; Tata McGraw Hill.
8. Newstrom John W.: OrganisationalBehaviour, Tata McGraw Hill.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcomes: This course will help students to understand how individual differences such as personalities, perceptions, attitudes, and ethics- affect employee performance in the organization and describe how managers can capitalize on employee diversity. Students will be able to apply different motivational theories and methods to increase the productivity and job satisfaction of employees in the organization.

Semester II

OLMBA 250T:BUSINESS RESEARCH METHODOLOGY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.

Section B

Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. **Classification of data**: Primary and Secondary, Research applications, Sources
Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

Section C

Sampling Design: Steps in Sampling Design, Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors Tabulation and Cross Tabulation of Data

Section D

Questionnaire and Questionnaire Design: Criteria for questionnaire designing: Types of questionnaires, steps involved in designing a questionnaire
Referencing: Need, styles and formatting
Report Writing: Importance of report writing, Types of research reports, and Report Structure.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to develop critical core competencies and skills required to carry out scientific research enquiry. The course provides a strong grounding in understanding the research process thereby enabling students to engage themselves as either the independent sole researcher or as part of an organizational research team.

OLMBA 255S: SEMINAR I

Credits: 0-0-4

Total Marks: 100

Course Outcomes: The course trains students to develop presentation skills that will be essential during their entire professional careers. Ultimately, a firm foundation for students to further evolve as insightful authors and confident orators is established**.**

OLMBA 251T: FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Financial Management**: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.
- **Time Value of Money** -Rationale; Techniques; Present value, future value and annuity; Concepts of compounding and discounting. (Practical Through Excel)
- **Instruments of finance**: Long Term and Short Term.

SECTION B

- **Cost of Capital**: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted). (Practical Through Excel)
- **Capital Structure Theories**: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage. (Practical Through Excel)

SECTION C

- **Operating and Financial Leverage**: Measurement of Leverages; Financial and Operating Leverage, Combined Leverage. (Practical Through Excel)
- **Capital Budgeting**: Nature of Investment Decisions; Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel).
- **Dividend Policies**: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends. (Practical Through Excel)

SECTION D

- **Management of Working Capital**: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

- **Management of Cash**: Motives for Holding Cash, Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.

**All concepts to be practically done through use of excel.*

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
3. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
6. Pandey, I,M: Financial Management, Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice- Hall, Delhi.
8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York,
10. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
11. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
12. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Jrwin, Homewood lllinois
13. http://swayam.gov.in/
14. http://edx.org formerly http://mooc.org/
15. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to equip students with the knowledge and skills to perform various financial functions of financing, investing, and profit planning in the most effective and efficient manner. It would facilitate both personal and institutional financial planning in the most prudent manner considering returns as well as inherent risks.

Semester II

OLMBA252T:HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Section B

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Section C

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal**: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

Job Evaluation: Meaning, Process and Methods of Job Evaluation.

Section D

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Suggested Readings:

1) Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2) Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4) Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi,Thomson.
5) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11.http://epgp.inflibnet.ac.in/

Latest Editions to be followed

Course Outcomes: The course will provide a comprehensive understanding about human resource management in the organizations. Particularly, students will gain knowledge about the core functions of HR department including procurement, payroll, training and retention of employees.

Semester II

OLMBA 253T: ENTREPRENEURIAL DEVELOPMENT AND MSMEs

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. Developing Corporate Entrepreneurship.
- Understanding Entrepreneurship Perspective: Entrepreneurship Motivation.
- Developing Creativity and Understanding Innovation.

Section B

- Ethics and Social Responsibility of an Entrepreneur.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.
- Micro, Small and Medium Enterprises

Section C

- Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO,NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC's, NIMSME.
- Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.

Section D

- Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods. Feasibility Study. Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan

Semester-II

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India,2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill
5. MohantyKeshari: Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
6. Kuratko.D.F.,Rao T.V.: Entrepreneurship-A South-Asian Perspective, Cencage Learning India Pvt. Ltd.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is a combination of theoretical and empirical perspectives for the application of knowledge to real-life organisational issues. The students will learn developing idea generation, how to start an enterprise and design business plans and know the parameters to assess opportunities and constraints for new business ideas.

Semester II

OLMBA254T: BUSINESS COMMUNICATION AND PERSONALITY DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Introduction to Business Communication:- Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.
Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture.

Section B

International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace- Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.
Relational Development:- The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

Section C

Analysing Transactions*: The Units of Communication*:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed

Semester II

Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

Business Meetings:Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

Section D

***Preparing and Delivering Presentations*:-** Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

***Employment Communication*:-** Introduction, Networking, Correspondence Related to Recruitment- The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes. ***Group Discussions*-** Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

***The Job Interview Process*-** Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Course Outcome: This course has been designed to provide a comprehensive view of scope and importance of communication in business and equip students to display competence in oral, writing and visual communication, apply communication theories, effective internal communication and skills required for presentation and interaction within an organisation. Students are also prepared to face job interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications",Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, NewDelhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Semester III

OLMBA353T:BUSINESS ANALYTICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Concept and evolution of Business Analytics, Types/ Scope of Business Analytics, Application of Business Analytics in different fields-Finance, Marketing, Production and Human resources, Software Support.
- Relationship of Data, Metrics and Key performance Indicators (KPIs), Understanding Data types, Data Sets, Big Data.

Section B

- Introduction to Excel and Excel Add-ins: Understanding the components of Excel screen, Getting started, Formatting and summarizing data.
- Identifying the difference between a function and formula, Getting familiar with important Text, Statistical and Mathematical functions-(SUM, MIN, MAX, PERCENTILE, QUARTILE, IF…THEN, STDEV, AND AVERAGE, etc.), Lookup functions (VLOOKUP, HLOOKUP) for database queries.
- Data visualization: Creating Charts, editing & formatting of charts, Different types of Charts. Business Practical problems through EXCEL

Section C

- Data validation, Sorting &Filtering of Data, advanced filtering.
- Using pivot tables: Creating and formatting pivot tables, Rearranging and adding fields, transforming, calculations in pivot tables, Slicing and Dicing data with pivot tables.
- Protecting worksheet & cells. Business Practical problems through EXCEL

Section D

- Introduction to R Programming Language: Introduction to R, R Studio, Importing files,Descriptive statistics.
- Statistical Inferences- Hypothesis Testing, Errors in Hypothesis Testing.
- Selecting the Test Statistic-T Test (one sample, independent sample and paired), ANOVA, Correlation and Linear regression. Business Practical problems through open source software R

Suggested Readings:

1. Albright and Winston, Business Analytics, Cengage Publication.
2. James Evans-Business Analytics, Pearson Publication.
3. RN Prasad and Seema Acharya-Fundamentals of Business Analytics, Wiley India Publication.
4. Kumar Dinesh, Business Analytics: The Science of Data-Driven Decision Making. Wiley India Publication.
5. Motwani Bharti, R for data science, Wiley India Publication.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Latest Editions to be followed

Course Outcome: Through this course students will learn how to use data for value driven business decision making. The syllabus covers the basic and advanced usage of Excel and R language as the tools of Business analytics.

OLMBA354T: STRATEGIC MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- Understanding Strategic Management: Definition, Dimensions, Benefits, Risks, Strategic Management Process. Levels of Strategy. Benefits of Strategic Management: The Secret of Success of Successful Companies (Mckinsey's 7 S model).
- Defining Strategic Intent: Vision, Mission,Goals and Objectives. Formulating a Mission Statement.
- ExternalEnvironment: Remote Environment. Industry Environment: Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, Power Curves. Operating Environment: Competitive Position, Customer Profile, Suppliers, Creditors, Human Resources.

SECTION B

- Internal Environment Analysis–SWOT Analysis; Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.
- Business Level Strategies–Porter's Framework of Competitive Strategies; Generic Strategies: Cost Leadership, Differentiation and Focused Strategies

SECTION C

- Grand Strategies– Concentrated Growth, Market Development, Product Development, Innovation, Horizontal Acquisition, Vertical Acquisition, Concentric Diversification, Conglomerate Diversification, Turnaround, Divestiture, Liquidation, Bankruptcy, Joint Ventures, Strategic Alliances, Consortia, Keiretsus and Chaebols; Selection of Long term Objectives and Grand Strategy Sets.
- Multi Business Strategies: Portfolio Strategies–BCG Model, G E Business Planning Matrix, Corporate Parenting.

SECTION D

- Strategy Implementation–Strategy-Structure Fit: Developing and Modifying Organizational Structure; Traditional and Contemporary Organizational Structure, Creating Agile, Virtual Organizations.

- Leadership and Organization Culture
- Strategy Evaluation and Control–Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.
- Innovation, Types and risks
- Social Responsibilities of Business: Stakeholder Approach, Types of Social Responsibility. Corporate Governance, Management Ethics, Agency Theory.

Suggested Readings:

1. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A "Strategic Management: Planning for Domestic and Global Competition. Tata McGraw Hill (14th edition).
2. Wheelen, Thomas L., Hungerdavid J. and RangarajanKrish, "Concepts in Strategic Management and Business Policy", Pearson Education, India.
3. David, R Fred, "Strategic Management-Concepts and Cases", Pearson Education, India. Hill, Charles W L and Jones Gareth R, " An Integrated Approach to Strategic Management" Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. " Craftingand
5. Executing Strategy. The Quest for Competitive Advantage.-Concepts and Cases",TMH, New Delhi.
6. Pitts, Robert A and Lei, David. "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to evaluate business goals, the organisation's vision and objectives as well as the future plans in the context of corporate strategies for the effective and efficient management of business activities. It focuses on the identification of future opportunities, effects of adverse business conditions, effective allocation and utilisation of physical and financial resources, analyzing the micro and macro environmental forces, competitive advantage and effectively develop and implement corporate strategies.

Semester III

Group A: Finance
OLMBA355T:MANAGEMENT CONTROL SYSTEM

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Understanding Strategy:** Concept of Strategy and its Need, Corporate & Business Level Strategies
- **Management Control System:** Nature, Scope & Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship & Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)
- **Behavioural Aspects Of Management Control:** Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case

Section B

- **Management Control Structure:** Types of Organization Structures & its Implications to MCS, Matching structure to strategy, Controller's organization- Functions & Role of controller, Rendell Company case
- **Responsibility Accounting:** Meaning, Responsibility Centre-Types, Advantages and Implementation.
- **Transfer Pricing:** Objectives, Types & Methods of Transfer Pricing, Arm's Length Principle, Issues in Fixing Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing. General Appliances corporation case

Semester III

Section C

- **Activity Based Costing:** Need Over Existing Traditional Costing Systems, Meaning & Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management & Profitability.
- **Budgeting and Budgetary control:** Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.
- **Performance Measurement:** Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added & Market Value Added, Performance Measurement Issues in Case of MNCs.

Section D

- **Balanced Score Card:** Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.
- **Management Compensation & Rewards:** Principles of Managerial Compensation**,** Linking Rewards to Performance, Types of Rewards & Compensation.
- **Management Control Systems in Services organizations and Multinational Corporations**

Suggested Readings:

1. Management Control System, Robert Anthony and Govindrajan, Tata McGrawHill Pub.
2. Management Control Systems – P. Saravnaval, Himalaya Publications.
3. Management Control Systems – Using Adaptive Systems to Attain Control – Joseph A. Maciariello & Calvin J Kirby, Second Edition, Prentice Hall of India.
4. Cost Accounting – A Management Emphasis, Charles Horngren, Srikan Datar, George Foster, Pearson Publications.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/
7. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to educate students regarding broader perspectives of strategic control having behavioral and financial implications. It will make students competent to understand, design and implement control system for organizations to execute strategies and gain competitive advantage

Semester III
Group A: Finance

OLMBA 356T:CAPITAL MARKETS AND INVESTMENT MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Introduction: Evolution, Structure and Functions of Capital Market in India
- New Issue Market: Meaning, Functions and Mechanics of Floating New Issues-Public Issues, E-IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market

Section B

- Secondary Market: Organisation, Management, Membership Rules of Stock Exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading;

Recent Reforms in the Stock Exchanges

- Clearing and Settlement: Clearing and Settlement-Process, Account Period Settlement, Rolling Settlement,
- Forex Markets: Structure, Relevance, Participants.

Section C

- Investment Management: Investment – A Conceptual Framework: Investment process, objectives and risks of investment considerations in investment management
- Security Analysis: Concept and Types of Risk and Return, Measurement and relationship of risk and return, Valuation of Bonds, and Equity Shares, Preference Shares, and Debentures
- Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis.

Section D

- Technical Analysis: Advantages and challenges, various types of charts, support and resistance, trends, Tools of technical analysis, Difference from fundamental analysis
- Efficient Market Hypothesis: Concept of 'Efficient Market', various forms and its implications for investment decisions,

Semester-III

 Capital Asset Pricing Model: CAPM, Efficient frontier with a combination of risky and risk-free assets. Characteristic line, Capital Market Line, Security market Line. Arbitrage Pricing Theory

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India)
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw-Hill.
6. Dimson, E. (ed.): Stock Market Anomalies (Cambridge: Cambridge University Press)
7. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi
8. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi
9. Avadhani, V A, Investment Management, Himalaya Publishing House, New Delhi
10. Annual Reports of RBI
11. Annual Reports of SEBI
12. http://swayam.gov.in/
13. http://edx.org formerly http://mooc.org/
14. http://epgp.inflibnet.ac.in/

Journals:

1. SEBI Bulletin
2. Capital Market
3. NSE Newsletter
4. The Stock Exchange Review (Bombay Stock Exchange)
5. SEBI and Corporate Laws (Laxmann)

Websites: www.sebi.gov.in
www.bseindia.com
www.nseindia.com
www.iseindia.com
www.stockholding.com
www.capitalideasonline.com
www.indiainfoline.com
www.rbi.org.in
www.goidirectory.nic.in
www.otcei.net
www.capitalmarket.com

Course Outcome: The course will provide a comprehensive understanding about Capital Market and finer details of making a sound investment. It is ideal for those who want to begin their careers in Capital Markets. Knowledge of the core issues of Banking and Finance, provide a thorough grounding in the full range of capital market instruments.

Semester-III

Group B: Marketing

OLMBA 357T :CONSUMER BEHAVIOUR

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Introduction to Consumer Behaviour: Nature, Scope and Importance.
- Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.
- Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.

Section B

- Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.
- Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.
- Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude .

Section C

- Reference Group and Family Influences: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle.
- Social Class: Definition; Measurement of Social Class; Social Class Dynamics.
- Cultural and Sub cultural Influences on Consumer Behaviour: Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.

Section D

- Diffusion of Innovation; Diffusion Process; Adoption Process.
- Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership
- Consumer Decision Making: Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

Semester-III

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour,Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: This course helps to make the student understand the psychology of a consumer. It gives them a deep understanding about the behavior of a consumer in the market and what are the influencing factors that motivate them to make a buying decision.

Semester-III

Group B: Marketing

OLMBA 358T :MARKETING RESEARCH

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Marketing Research: Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.

Marketing Research Process: Steps in conducting marketing research

Organization for Marketing Research: organizing the marketing research department**;** Understanding the marketing research industry

Section B

Defining Marketing Research Problem: Importance of defining the problem and developing an approach**,** process of defining the problem, components of the approach

Secondary Data in Marketing: Criteria for evaluating secondary data, Internal secondary data, syndicated and non-syndicated Sources.

Scaling design: Comparative and Non- Comparative Scaling Techniques.

Multi Item Scale development: Scale evaluation: Measurement Accuracy, Reliability and Validity, generalizability

Section C

Statistical Designs: Completely Randomized Design with ANOVA, Randomized Block Design with ANOVA, Latin Square Design with ANOVA

Data Analysis Techniques: Factor Analysis, Cluster Analysis

Section D

Applications of Marketing Research in Marketing: Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research.

Contemporary Applications: Brand Equity and Customer Satisfaction

Emerging Applications: E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.

Semester-III

Suggested Readings:

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation,6th Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. Aaker, Kumar, Day & Leone, 2011, Marketing Research 10th Edition, Wiley India.
5. Harper, W.Boyd, (Jr.), Ralph Westfall and Tandoy, F- Starsch Marketing Research, All India Travellers Bookseller, Delhi, 2002.
6. Paul, E. Green and Donald, S.Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course imparts knowledge about the marketing research industry and equips them with requisite skills to conduct marketing research.

Semester-III

Group C: HUMAN RESOURCE MANAGEMENT
OLMBA 359T: ORGANISATIONAL CHANGE AND DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Organisational Change: Concept, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change; Life Cycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory.
Perspective on Organisational Change: Contingency Perspective, Resource Dependence Perspective, Population- Ecology Perspective, Institutional Perspective, Evolutionary Perspective, Process Oriented Perspective, Spiritual Perspective.

Section B

Model of Change: Lewin'sModels of change, Galpin's change, Scheins Model of Change. Nadler-Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model.
Resistance to Change: Concept, Nature, Factors Contributing to resistance,Mechanism Underlying Resistance: Behavioural Elements, Cognitive and Affective Processes; Recognizing Resistance, Managing Resistance to Change.

Section C

Implementing Organizational Change: Change Management Techniques, Change Management Skills, Organisational Change Strategy**.**
Introduction to Organization Development: Concept and Nature.
Process Of Organization Development: Entering And Contracting, Diagnosing Organization, Diagnosing Groups And Jobs & Collecting and analysing Information, Feedback of Diagnostic Information, Designing Interventions.

Section D

OD Interventions: Individual, Interpersonal, Group Process Approaches
Organization Development In Global Settings: Organization Development Across Different Countries, Worldwide Organization Development, Global Social Change. Future Directions In Organization Development.

Semester-III

Suggested Readings:

1. Sharma Radha R., *Change Management, Concept and Applications*, Tata McGraw Hill,New Delhi, 2007.
2. Beer, Michael and Nohria, Nitin, *Breaking the Code of Change*, Harvard BusinessSchoolPress, 2000.
3. Cummings & Worley, "Organization Development & Change", Cengage Learning, New Delhi,2009
4. French & Bell, "Organization Development", Prentice Hall Of India, New Delhi-2007.
5. Brown & Harvey, "An Experiential Approach To Organization Development", Pearson Education, New Delhi-2010.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: Change has become crucial for organisations' survival, growth and competitiveness. This course focuses on understanding different organizational development techniques and interventions that facilitate change process in the organizations. The course also equip students with skills required for the role of a change agent and leadership, help them to evolve policies for handling resistance to change and institutionalizing change in the organization.

Semester-III

Group C: HUMAN RESOURCE MANAGEMENT

OLMBA360T: LABOUR LEGISLATIONS AND SOCIAL SECURITY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions,selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Labour Legislations: Introduction; Principles and Types of Labour Legislation, Forces Influencing Labour Legislation in India.
Wages and Bonus Laws: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Paymentof Bonus Act, 1965

Section B

Laws Relating to Working Conditions: Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; Child and Adolescent Labour (Prohibition and Regulation) Act,1986.

Section C

Industrial Relations Laws: Trade Unions Act, 1926; Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act), 1946.

Social Security: Introduction, Need for Social Security, Main elements of Social Securities : Social Assistance, Social Insurance; Major Trends and Emerging Issues in Social Security.

Section D

Social Security Laws : Employees' Compensation Act, 1923; Employee's State Insurance Act, 1948; Employee's Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act1972; Unorganised Workers' Social Security Act, 2008.

Suggested Readings:

1. Parul Gupta Industrial Relations and Labour Laws for Managers, Latest Edition,Sage Publications.
2. S.N. Misra, Labour and Industrial Laws, Latest Edition, Central Law Publications, Allahabad.
3. N.D. Kapoor, Handbook of Industrial Law, Latest Edition, Sultan Chand & Sons, New Delhi.
4. R. Sivarethinamohan, Industrial Relations and Labour Welfare, Latest Edition, PHILearning, NewDelhi.

5. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini, IndustrialRelations,Trade Unions and Labour Legislation, Latest Edition, Pearson Education, NewDelhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8.http://epgp.inflibnet.ac.in/

Course Outcomes: The course introduces the students to various labour legislations applicable on the industrial workers. Knowledge of these legislations including social security legislations is essential for the smooth work operations.

OLMBA 361S: Seminar

Credits 0-0-4
Total Marks: 100

Semester IV

OLMBA462P: Research Project

Credits 0-0-12
Total Marks: 300

Group A: Finance

OLMBA 453T: INTERNATIONAL FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European
  Monetary System.
- Foreign Exchange Rate Determination: Introduction To Spot Market and Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach;

Section B

- Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance; Purchasing Power Parity.
- Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation.

Section C

- Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study of Economic and Political Factors Posing Risk, Country Risk Analysis In International Banking
- Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure.

Section D

- Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.
- Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.

Course Outcomes: In the wake of Global competition, this course intends to educate students about the intricacies of international financial management and the FOREX market. It also aims to develop skills in students to manage specific risks like FOREX risk and political risks pertaining to international operations with the use of derivatives and other tools.

Suggested Readings:

1. Shapiro Allan C (2003), "Multinational Financial Management", 7th edition, John Wiley and Sons, Singapore.
2. Apte P.G. (2009), "International Financial Management", 5th edition,Tata McGraw Hill, India.
3. Bhalla, V.K. (2008), "International Financial Management", 7th edition, Anmol Publications, India.
4. Eitman, Stonehill, Moffett (2004), "Multinational Business Finance", 10th edition, Pearson Education, India.
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/
7. http://epgp.inflibnet.ac.in/

Group A: Finance

OLMBA 454T: FINANCIAL MARKETS AND FINANCIAL SERVICES

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Financial System**–Nature and role of financial system, financial system and economic development, Indian Financial system- structure, strengths and deficiencies, regulators, Reforms in Indian financial system
- **Financial Markets**: Functions, Types, **Money market**: Role, functions, instruments, Role of RBI in money market, Latest developments and reforms in Indian money market

Section B

- **Capital Market**: Functions, types, products, History of capital market in India;
- **Primary market**: intermediaries to an issue, book building process; Types of primary issues.
- **Secondary market:** Functions, Development of stock market in India, Regulation of stock exchanges, Listing, Trading rules and regulations, Stock exchanges operating in India, Reforms in secondary markets.
- **Derivatives Market**: Products, Participants and Functions, Derivatives Market in India

Section C

- **Financial Services:** Concept, Nature and Scope of Financial Services; Growth of Financial Services in India
- **Merchant Banking:** Nature and scope of Merchant Banking – Regulation of Merchant Banking Activity
- **Credit Rating:** Concept of Credit Rating. Types of Credit Rating, Credit Rating Agencies
- **Housing Finance:** Housing Finance Companies, Refinance Schemes for HFCs, Regulatory framework
- **Leasing**: types of Leases – Evaluation of Leasing Option Vs. Borrowing

Section D

- **Venture Capital**: Growth of Venture Capital in India; Financing Pattern under Venture Capital; Legal Aspects and Growth of Venture Capital Financing in India
- **Factoring:** Concept of Factoring; Forms of Factoring–Factoring, Forfaiting and Bills Discounting; Factoring in the Indian Context
- **Securitisation:** Securitization in India: concept, nature, scope and their implications
- **Mutual Funds**: Concept and Objectives, Organization; Types, Status.

Suggested Readings:

1. Bhole, L.M and Mahakud, J. Financial Institutions and Markets- Structure, Growth and Innovations, 6e, 2017 McGraw Hill Education (India) Private Limited
2. Pathak, B.V. Indian Financial System, 5e, 2018, Pearson India Education Services Pvt. Ltd
3. Bhalla V.K. Management of Financial Services, Anmol Publications Pvt. Ltd., New Delhi,2002
4. SEBI Guidelines, Nabhi Publications
5. The Financial Services Revolution, Clifford E Kirsch-McGraw Hill.
6. Kohn Meir, Financial Institutions and Markets, -Tata McGraw Hill.
7. Srivastava R M, Management of IndianFinancia1Institutions, Himalaya Publishing.
8. Gursamy S., Financial Markets and Institutions, Thomson. (2004)
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcome: The objective of this course is to familiarize the students with the nature and scope of various types of financial services and the regulatory environment in which they operate. The program prepares students for many career avenues in financial industries as the curriculum makes them perfectly prepared for the financial services sector. They also generate the ability to work independently and contribute their ideas towards financial services projects

Semester-IV

Group A: Finance

OLMBA455T: CORPORATE TAX LAW AND PLANNING

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Introduction to Income Tax Act, 1961: definitions of Person, Assesses, Assessment Year, Previous Year, capital and revenue incomes...Residential Status: determination of residential status of a Company, scope of total income on the basis of residential status. Tax Planning, Tax Avoidance and Tax Evasion: concept and distinction, use of colourable devices by companies, measures to check tax avoidance and tax evasion. Minimum Alternate Tax.

SECTION B

Income under the Head Business and Profession: deductions expressly allowed and expenses disallowed, tax audit, maintenance of books of accounts, exemptions available to company assesses, depreciation - concept and computation, assets eligible for depreciation, block of assets, indexation, tax on slump sale, corporatisation of an existing non-corporate business. Special Economic Zones – concept, tax incentives to newly established units.

SECTION C

Tax planning with reference to setting up of a new business**:** location of business, nature of business, form of organisation. Tax planning and financial management decisions - capital structure, dividend distribution and bonus shares. Deduction of Tax at Source: Concept of TCS & TDS, rates applicable, penalties, concept of advance payment & self assessment of tax.

SECTION D

Income Under the Head Capital Gains: definition, types of capital assets, transactions not regarded as transfer, computation & tax planning of capital gains, exemptions in respect of capital gains. Double Taxation – Concept, avoidance of double taxation, Double taxation relief provisions in India.

Semester-IV

Course Outcomes: The course strives to provide students with a comprehensive understanding on the areas of corporate tax law framework and acquaints them with various tools and techniques for making prudent tax planning decisions. It attempts to lead them to become tax advisors & tax managers providing specialized compliance assistance to corporate houses

Suggested Readings:

1. Ahuja Girish, "Systematic Approach to Income Tax", Bharat Law House, New Delhi.
2. Mehrotra H.C., "Income Tax Law & Practice", Sahitya Bhawan Publications, Agra.
3. Singhania K. Vinod, "Direct Tax Theory & Practice", Taxman Publications (P) Ltd.
4. Website: www.incometaxindia.gov.in
5. http://swayam.gov.in/
6. http://edx.org formerly http://mooc.org/
7. http://epgp.inflibnet.ac.in/

Semester-IV

Group B:Marketing

OLMBA 456T:ADVERTISING AND SALES MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Nature and Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;
- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;

Section B

- Advertising Budget –Factors influencing budget setting, Methods for determination advertising budget.
- Advertising Agencies – Types, Role and Functions;
- Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising .
- Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising Economic Effects Advertising.

Section C

- Sales Promotion: Definition, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.
- Online and Mobile Media- The Internet as a Communication Medium , Traditional Tools of Online Communication, Social Media, Mobile Marketing.
- Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process
- Sales Force Organization – Nature and Types;

Section D

- Managing Sales Training Programs – Need, Objectives, Methods.
- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;
- Designing Sales Territories and Sales Quotas – Objectives and Types;
- Developing and Managing Sales Evaluation Program.

Semester-IV

Course Outcomes: Advertising offers great potential to students trying to build a career based on creativity. Sales management course enables a student to learn about team management, talent management and sales force management for a firm.

Suggested Readings:

1. Belch, George E. and Belch, Michael A. "Advertising and Promotion", Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. "Advertising & Integrated Brand Promotion", Thomson – South Western, 4th Edition.
3. Shah, Kruti,"Advertising and Inegrated Marketing Communications", Mc Gram Hill Education (India) Pvt. Ltd., New Delhi.
4. Batra, Rajeev, Mayers, John G., and Aaker, David A. "Advertising Management", Pearson Education, 5th Edition
5. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill; 11th Edition
6. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management: Decision Strategy and Cases", Pearson Education; 5th Edition
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Semester-IV

Group B:Marketing

OLMBA457T:BRAND AND RETAIL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity.
- Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
- Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.

Section B

- Brand Positioning: Identifying and Establishing Brand Positioning;
- Concept of brand personality
- Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement.
- Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

Section C

- Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.
- Brand Valuation Methods.

Retail Management

- Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.
- Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.

Semester-IV

Section D

- Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments.
- Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;
- Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.
- Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

Course Outcomes: This course presents students with an overview of brand development; brand research; and brand management structures for sales, marketing, advertising, and promotional purposes. The course aims to impart knowledge on retail scenario, formats and skills required to manage retail stores.

Suggested Readings:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Sinha, P.K and Uniyal, D.P.: Managing Retailing (Oxford University Press), Second Edition, New Delhi.
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, 2009
6. Berman, Barry and Joel R. Evans 2006, Retail Management- A Strategic Approach, Pearson Education, 9th Edition.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Semester-IV

Group B:Marketing

OLMBA 458T:SERVICES MARKETING

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Marketing in Services Economy: Importance of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services:- a process perspective. Different features of services and their implications. The 7 Ps, the marketing & its integration with other management functions, The service profit chain.
Consumer Behavior in a Service Context: Three stage model of service consumption, repurchase stage, service encounter stage, post encounter stage.

Section B

Positioning Services in Competitive Markets: Segmenting service markets, principles of positioning services: positioning maps for competitive strategy, developing an effective positioning strategy.
Service products: Components of service product; the flower of services, facilitating supplementary services, enhancing supplementary services.
Service Process: Flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer participation in service processes, The customer as co-producer; self-service technologies.
Service Environment: Purpose of service environments, The theory of consumer response to service environments, The service scape model, dimensions of the service environment.

Section C

Managing People for Service Advantage: Importance of service employees, frontline work: Difficult and stressful, cycles of failure, mediocrity, and success; human resource management; Service leadership and culture.
Managing Relationships and Building Loyalty: Importance of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategies for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management (CRM).

Semester IV

Section D

Complaint Handling and Service Recovery: Customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.

Improving Service Quality and Productivity: Integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, GAPS model, measuring service quality, learning from customer feedback, hard measures of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.

World class service organizations: Losers to leaders: four levels of service performance

Course Outcomes: Advertising offers great potential to students trying to build a career based on creativity. Sales management course enables a student to learn about team management, talent management and sales force management for a firm.

Suggested Readings:

1. Lovelock, Christopher., Wirtz, Jochen. and Chatterjee, Jayanta. "*Services Marketing: People, Technology, Strategy*", 8th edition, Pearson Education, New Delhi. (2018)
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, "*Services Marketing*", Tata McGraw Hill, New Delhi.
3. Payne, Adrian, "*The Essence of Services Marketing*", Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, "*Services Marketing*", Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., "*Services Marketing–A Strategic Approach*", Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, "*Services–Marketing, Operations Management*", Oxford University Press, New Delhi.
7. Srinivasan, R., "*Services Marketing–The Indian Context*", Prentice Hall of India, New Delhi.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Semester-IV

Group C: Human Resource Management

OLMBA459T: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.
- Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates, Role of the Corporate HR function.
- Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples.

Section B

- Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.
- International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments
- International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

Section C

- Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees.
- Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.

Semester-IV

Section D

- International Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Issue of Social Dumping.
- National Context of HRM: HRM Practices in Japan, United States, India and China.

Course Outcomes: The course enhances knowledge of students about human resource management at a global level. This provides awareness regarding international selection, training & development, compensation and performance management.

Suggested Readings:

1. P. Suba Rao (2009) International Human Resource Management, Himalaya Publishing House, Mumbai.
2. Peter J. Dowling, Marion Festing and Allen D. Engle (2008), International Human Resource Management, Cengage Learning, New Delhi.
3. S.C.Gupta (2006) Text Book of International HRM, MacMillan, New Delhi.
4. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
5. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
6. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Semester-IV

Group C: Human Resource Management

OLMBA 460T:STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Introduction to Strategic Human Resource Management: Evolution of SHRM; Difference between Traditional HRM and SHRM; VRIO Framework; An Investment Perspective of Human Resource Management; Understanding of organizational strategy; Integration of organizational strategy and HRM (Strategic Fit Approaches); Characteristics of SHRM; Evolving Strategic Role of HR Manager (The strategic partner model); and Barriers to Strategic HRM.

HR Strategies: Introduction, Overall and Specific HR Strategies, Criteria for an Effective HR Strategy, Developing and Implementing HR Strategies.

SECTION B

Strategic Workflow Analysis and Strategic Job Analysis: Design and Redesign of Work systems, Strategic Work Redesign in Action- Outsourcing and Offshoring, Dejobbing, strategic job modeling, and competency mapping; Impact of Technology, HR Issues and Challenges related to Technology.

Strategic Workforce Planning: Objectives of Strategic Workforce Planning; Managerial Issues in Planning; Demand and supply forecasting; Types of Planning-Career Planning, Succession Planning.

SECTION C

Strategic Staffing and Recruitment: Internal and external influences of recruitment; sources of recruitment; Selection Process; Evaluation of Selection; Socialization of New Joinees; Advances in Recruitment, Selection and Onboarding

High Performance Work Systems Strategy: Characteristics of High-Performance Work System; Development of High-Performance Strategy; Performance Appraisal Process; Appraisal Feedback and Counselling; Pitfalls during Performance management system.

Semester-IV

Strategic Learning and Development Strategy: Planning and Strategizing Training-Training Process; Evaluation of Training; Strategic Human Resource Development (SHRD), Strategies for Creating a Learning Culture.

SECTION D

Strategic Reward Strategy: Introduction, Structure of Reward Strategy, Content of Reward Strategy, Guiding Principles, Developing Reward Strategy, and Effective Reward Strategies.

Strategic Employee Relations strategy: Introduction, Background to Employee Relations Strategies, HRM Approach to Employee Relations, Policy options, Formulating Employee Relations Strategy through Partnership Agreements, Employee Voice Strategies.

Strategic Employee Engagement and Separation Strategy: Introduction, Significance of Engagement, Factors influencing Engagement, Strategies for Enhancing Engagement; managing employees Separation.

Suggested Readings:

1. Armstrong, M., Strategic Human Resource Management: A Guide to Action, Kogan Page Limited, UK, Latest Edition
2. Mello, J. A., Strategic Management of Human Resources, Cengage Learning, India, Latest Edition
3. Azmi, F.T., Strategic Human Resource Management- Text and Cases, Cambridge University Press, Latest Edition.
4. Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management: A Guide to Action, 6th Edition, Kogan Page Limited, UK.
5. Bailey, C., Mankin, D., Kelliher, C., & Garavan, T., (2018), Strategic Human Resource Management, Oxford, Great Britain, Latest Edition
6. K. Ashwathappa, HRM:Text and Cases, McGraw Hill.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Latest editions o be followed.

Course Outcomes: The course helps the students to understand how HR activities add value and support the achievement of business strategies in the long run. Also, the course will prepare students for different HR roles, including Talent Acquisition Specialist, Corporate Trainer, Learning & Development Specialist, Employee Engagement Professional, Employee Potential Evaluator, and Compensation& Benefits Manager.

Semester-IV

Group C: Human Resource Management

OLMBA 461T :EMOTIONAL INTELLIGENCE AND MANAGERIAL COMPETENCIES

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section-A

Emotions: Nature, Characteristics, Components and Types of Emotions, Affect of emotions on thinking and actions, Emotions and Moods: Their sources, Development of emotions and emotional maturity.

Emotional Intelligence: Concept of Emotional Intelligence, Emotional Quotient, Difference of EIfrom Cognitive Intelligence, Relationship between EQ and IQ, Consequences of Low and High EQ.

Section- B

Working With Emotional Intelligence: EI can be enhanced or developed, development of EI, Models of EI: Ability Models, Trait models, and Mixed models.

Success and Emotional Intelligence: Concept, Emotional Intelligence and success, Success in terms of professional excellence, Success as a leader or manager of an organization; emotional skills that managers should learn- learn to recognise emotions, learn to empathise with others, develop high self-esteem, manage emotional upsets, Be an emotional winner, manage your anger.

Section- C

Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models. Formation of a Competency Framework: Sources of Competency Information, Position Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview.

Section- D

Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations.

Work–Life Integration: Changing notions of work-family relationship; Work – Life Issues; Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work–Life Balance; Work–Life Integration; Work–Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.

Suggested Readings:

1. 1: S.K. Mangal & Shubhra Mangal, Emotional Intelligence- Managing Emotions to Win in Life, PHI Learning Pvt. Ltd., New Delhi.
2. Dalip Singh, Emotional Intelligence at Work, Latest Edition, Response Books (Sage Publications), New Delhi.
3. Rajagopalan Purushothaman, Emotional Intelligence, Sage Publications, New Delhi.
4. Daniel Goleman, Emotional Intelligence, Bantam Books, New York.
5. Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012), Emotional Intelligence Coaching. Kogan Page, India Private Limited.
6. Travis Bradberry, Jean Greaves (2009), Emotional Intelligence 2.0, Talent Smart
7. Seema Sanghi (2007), The Handbook of Competency Mapping– Understanding, Designing and Implementing Competencies Models in Organizations, 2nd Edition, Response Book, New Delhi.
8. Jonathan Winterton and Ruth Winterton(2002), Developing Managerial Competence, Routledge, London
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcomes: The course provides an understanding of emotions, emotional quotient and emotional intelligence. It also establishes a link between success and emotional intelligence of individuals. Also, the course provides insights regarding managerial competencies and competency mapping. Study of these aspects shall help in the improvement of the overall performance and well-being of employees