

# SCHEME OF EXAMINATION

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## SYLLABI

of

### MASTER OF BUSINESS ADMINISTRATION

for

First to Four Semester  
(w.e.f. 2020 – 2022 Academic Session)



LINGAYA'S UNIVERSITY

Nachauli, Jasana Road

Faridabad



**LINGAYA'S VIDYAPEETH, Faridabad**  
**Nachuali, Jasana Road, Faridabad**

**Study and Evaluation Scheme**  
MBA Evaluation Scheme for Session 2018-2020

**Semester – I**

S. No	Course Code	Course Title	Periods	Credit	Sessional Examinations				Final Exam	Total
			L- T- P		AB P	MS E1	MS E2	Total		
1	MBA101	Management Concepts and Applications	3-0-0	3	15	10	15	40	60	100
2	MBA103	Economic Analysis and Policies	3-0-0	3	15	10	15	40	60	100
3	MBA105	Legal Aspects of Business	3-0-0	3	15	10	15	40	60	100
4	MEN401	Business Communication	3-0-0	3	15	10	15	40	60	100
5	MMA401	Quantitative Techniques	3-0-0	3	15	10	15	40	60	100
6	MCS401	Computer Applications for Business	3-0-0	3	15	10	15	40	60	100
7	MBA107	Financial Accounting, Reporting & Analysis	3-0-0	3	15	10	15	40	60	100
8	MBA109	Human Resource Management	3-0-0	3	15	10	15	40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce										
1	MCS451	LAB for Computer Applications for Business	0-0-4	2	15	10	15	40	60	100
2	MBA111	Managerial Skills for effectiveness	2-0-0	2	15	10	15	40	60	100
3	SS-01	Social Service	0-0-2	1	15	10	15	40	60	100
Total				29						1100

## Semester – II

S.No	Course Code	Course Title	Periods	Credit	Sessional Examinations				ESE	Total
			L- T- P		ABP	MSE 1	MSE 2	Total		
1	MBA102	Organizational Behavior	3-0-0	3	15	10	15	40	60	100
2	MBA104	Business Environment	3-0-0	3	15	10	15	40	60	100
3	MBA106	TQM (Total Quality Management)	3-0-0	3	15	10	15	40	60	100
4	MBA108	Production and Operations Management	3-0-0	3	15	10	15	40	60	100
5	MCS402	MIS (Management Information System)	3-0-0	3	15	10	15	40	60	100
6	MBA110	Marketing Management	3-0-0	3	15	10	15	40	60	100
7	MBA112	Financial Management	3-0-0	3	15	10	15	40	60	100
8	MBA114	Research Methodology	3-0-0	3	15	10	15	40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce										
1	MBA002	Seminar	0-0-4	2	15	10	15	40	60	100
2	MBA116	Managerial Skills for effectiveness	2-0-0	2	15	10	15	40	60	100
3	SS-02	SOCIAL SERVICES	0-0-2	1	15	10	15	40	60	100
Total				29						1100

**P=Practical /L=Lecture/ T=Tutorial/ ABP=Assignment Based Presentation/ MSE=Mid Semester Examination /ESE=End Semester Examination**

One credit to be earned in Semester-II through Co-Curricular Activities outside contact hours through clubs/ societies. However, a student is to register for this course in all the two Semesters of first year

**Note:-**

Immediately after the completion of the Second Semester, the student shall proceed for their Summer Training (ST) of 6-8 weeks duration. The Summer Training Report prepared after the completion of ST shall be assessed in the Third Semester as a compulsory paper. The ST will be submitted by the candidates in the manner as specified by Dean, School of Management Science.

### Semester – III

S.No	Course Code	Course Title	Periods	Credit	Sessional Examinations				ESE	Total
			L- T- P		ABP	MSE 1	MSE 2	Total		
1	MBA 201	Strategic Management & Analysis	3-0-0	3	15	10	15	40	60	100
2	MBA 203	Financial Markets	3-0-0	3	15	10	15	40	60	100
3	MBA 205	Business Statistics	3-0-0	3	15	10	15	40	60	100
4		Specialization Elective 1 (Major)	3-0-0	3	15	10	15	40	60	100
5		Specialization Elective 2 (Major)	3-0-0	3	15	10	15	40	60	100
6		Specialization Elective 3 (Major)	3-0-0	3	15	10	15	40	60	100
7		Specialization Elective 1 (Major)	3-0-0	3	15	10	15	40	60	100
8		Specialization Elective 2 (Major)	3-0-0	3	15	10	15	40	60	100
9		Specialization Elective 3 (Major)	3-0-0	3	15	10	15	40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce										
1	MBA 003	Summer Internship Project & Viva-Voce	0-0-8	4						100
Total				31						1000

**P=Practical /L=Lecture/ T=Tutorial/ ABP=Assignment Based Presentation/ MSE=Mid Semester Examination /ESE=End Semester Examination**

## Semester – IV

S.No	Course Code	Course Title	Periods	Credit	Sessional Examinations				ESE	Total
			L- T- P		ABP	MSE 1	MSE 2	Total		
1	MBA 209	Managing Diversity	3-0-0	3	15	10	15	40	60	100
2	MBA 204	Corporate Social Responsibility & Governance	3-0-0	3	15	10	15	40	60	100
3	MBA 206	Project Management	3-0-0	3	15	10	15	40	60	100
4		Specialization Elective 1 (Major)	3-0-0	3	15	10	15	40	60	100
5		Specialization Elective 2 (Major)	3-0-0	3	15	10	15	40	60	100
6		Specialization Elective 3 (Major)	3-0-0	3	15	10	15	40	60	100
7		Specialization Elective 1 (Major)	3-0-0	3	15	10	15	40	60	100
8		Specialization Elective 2 (Major)	3-0-0	3	15	10	15	40	60	100
9		Specialization Elective 3 (Major)	3-0-0	3	15	10	15	40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce										
1	MBA 004	Dissertation Submission & Viva-Voice	0-0-8	4						100
Total				31						1000

**P=Practical /L=Lecture/ T=Tutorial/ ABP=Assignment Based Presentation/ MSE=Mid Semester Examination /ESE=End Semester Examination**

### NOTE:

In Dissertation, a student has to prepare a research based project report on the topic provided by the assigned guide on the area of specialization. The report will be submitted on the date of exam. Three copies of the same will be submitted out of which one will be Hard Bound and two will be Spiral Bind.

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS**  
**HUMAN RESOURCE MANGEMENT**

**Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 207	Performance Management	3-0-0	3
MBA 209	Compensation Management	3-0-0	3
MBA 211	Organizational Design	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 208	International Human Resource Management	3-0-0	3
MBA 210	Strategic Human Resource Management	3-0-0	3
MBA 212	Cross Cultural Management	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS**  
**FINANCIAL MANAGEMENT**

**Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 213	Financial Services	3-0-0	3
MBA 215	Security Analysis and Portfolio Management	3-0-0	3
MBA 217	Strategic Cost Management and Control	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 214	International Finance	3-0-0	3
MBA 216	Strategic Financial Management	3-0-0	3
MBA 218	Financial Derivatives	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS**  
**INTERNATIONAL BUSINESS**

**Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 219	International Business Environment	3-0-0	3
MBA 221	International Logistics & Supply Chain Management	3-0-0	3
MBA 223	International Trade (Practices, Procedures & Documentations)	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 220	Mergers and Acquisitions	3-0-0	3
MBA 222	International Project Management	3-0-0	3
MBA 224	FOREX Management & Currency Derivatives	3-0-0	3

**Note: The duration of the end term examination shall be 3 hours.**

**SPECIALISATION OFFERED IN 3<sup>RD</sup> AND 4<sup>TH</sup> SEMESTERS**  
**MARKETING MANAGEMENT**

**Third Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 225	Consumer Behavior	3-0-0	3
MBA 227	Integrated Marketing Communication	3-0-0	3
MBA 229	Product & Brand Management	3-0-0	3

**Fourth Semester**

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 226	International Marketing	3-0-0	3
MBA 228	Strategic Marketing	3-0-0	3
MBA 230	Services Marketing	3-0-0	3

**LINGAYA'S UNIVERSITY**  
**Nachauli, Jasana Road, Faridabad**

**MASTER OF BUSINESS ADMINISTRATION**

Semester - I

(Academic Session- 2018 – 2020)

**Course No: MBA101      Subject: MANAGEMENT CONCEPT AND APPLICATION      Credit: 03**

**Objectives**

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management

**Outcomes:**

At the completion of the course the students will be able to integrate management principles into management practices. It will also help them to evaluate the global context for taking managerial actions of planning, organizing and controlling.

**UNIT-1**

Management – Meaning, Nature, Management practices from past to present, Different levels of management, Managerial Skills, Roles & Functions, Manager and Business environment.

**UNIT-2**

Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objectives, Decision-making- Types, Process & Techniques, Effective decision making.

**UNIT-3**

Organizing & Staffing- Meaning of organization, Types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation, Centralization and Decentralization of authority, Meaning of staffing – Nature & Importance

**UNIT-4**

Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception

**UNIT-5**

International Perspective: Contemporary issues and international perspective of management, Benchmarking, TQM, 5S

**Reference Books:**

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5<sup>th</sup> Edition, 2008)
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential. Concepts and Applications Pearson Education, 6th Edition.
1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7<sup>th</sup> edition, 2007.

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MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA-103**

**Subject: ECONOMIC ANALYSIS AND POLICIES**

**Credits: 03**

**OBJECTIVE**

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

**UNIT I. Introduction:** Nature, scope, and significance of business Economics; Economic Theories applied to business decisions, factors influencing business decisions. Fundamental Principles of Managerial Economics—Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Utility Analysis. Cardinal Utility and ordinal Utility.

**UNIT II. Demand and Supply Analysis:** Theory of Demand. Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shift in demand curve, Elasticity of demand and its measurement. Price Elasticity, income Elasticity, Arc Elasticity, Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods. **COST ANALYSIS:** Production Function—Laws of Production—cost concepts—Least cost combination of inputs—Factor Productivities and returns to scale; Economies and diseconomies of scale; managerial uses of production function.

**UNIT III. Demand Forecasting:** Factors involved in forecasting—Techniques of forecasting—Purpose of Forecasting. Competition and Pricing: Kinds of competitive situations; Non-price competition Cut-throat and destructive competition—Predatory and discriminatory competition—Fair and unfair competition. Price and output determination under perfect competition, Monopolistic, Oligopoly, Monopoly—Price behavior and time element- pricing methods.

**UNIT IV. Profits:** Nature of profits, Theories of profits: Rent Theory, Monopoly as a source of profit. Marginal Productivity Theory—Dynamic Theory—Innovation Theory—Risk and uncertainty Theory—Policies and measure to control evil effects of fluctuations.

**UNIT V. Government and the Macro Economy:** Public finance and the fiscal policy—The meaning and importance of Fiscal Policy—Economics Stabilization—Automatic stabilizers and discretionary fiscal policy—Full employment and budget surplus—Instruments of fiscal policy—Some problems of fiscal policy. National income; Concepts and various method of its measurement, inflation, types and causes, business.

## REFERENCE BOOKS

1. Mankar and Dinakar: Business Economics—Himalaya PublishingHouse.
2. Joel Dean : Managerial Economics—Prentice HallIndia.
3. H.L.Ahuja: Macro Economics for business and Management—Sultan chand andsons.

## Course Outcome

CO1: To remember the concepts of micro-economics and able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.

CO2: To understand the law of demand & supply & implement these concepts to forecast demand for better utilization of resources.

CO3: Analyzing the production concept and its relation to the volatility in the business world.

CO4: Evaluating the different market structure and their different equilibriums for industry.

CO5: To analyze and identify the macroeconomic concepts & their relation to micro economic concept and how they affect the business & economy.

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	1	2	1	1	3	2
CO2	3	1	1	2	1	1	1	1
CO3	3	2	3	1	1	2	3	3
CO4	2	3	3	1	2	1	2	1
CO5	2	3	1	2	1	2	2	2

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MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 105**

**Subject: LEGAL ASPECTS OF BUSINESS**

**Credit: 03**

**Objectives**

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations, Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
4. To appraise the students on the leading practical application-oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

**UNIT- I**

Law of Contract: Definition, essentials, and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. (5+1)  
{ Added from IP University, as sales of goods Act, is necessary for students to learn. }

**UNIT II**

Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

**UNIT III**

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights, and liabilities. modes of winding up of a company.

**UNIT IV**

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

**UNIT V**

The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

**Suggested Readings:**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (ExcelBooks)
3. N D Kapoor – Elements of Mercantile Law – SultanChand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.
6. Relevant Acts

**Course Outcome**

- CO1. Acquire a sound understanding of the legal aspects of the laws affecting businesses.
- CO2. Apply basic legal knowledge to business transactions.
- CO3. Describing the legal concepts and theories in context to companies.
- CO4. Analyze a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.
- CO5. Evaluating current law, rules, and regulations related to settling business and consumer disputes.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	1	1	2	-	-
CO2	3	3	-	-	2	1	-	-
CO3	2	2	2	3	2	3	3	2
CO4	2	3	-	2	1	3	3	3
CO5	1	3	1	1	-	2	3	3

LINGAYA'S VIDYAPEETH  
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MASTER OF BUSINESS ADMINISTRATION

*Course Code MEN 401*

*Subject: BUSINESS COMMUNICATION*

*Credits: 03*

**Objectives:** To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

**Unit I**

Fundamental of Communication: Meaning and significance of communication, Process of Communication, Principles of Effective Business Communication, 7Cs, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers.

\*{added from IP University, as sales of goods Act, is necessary for students to learn.}

**UNIT II:**

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – coherence – electronic writing process.

**UNIT III:**

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

**UNIT IV:**

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing.

**UNIT V:**

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

## REFERENCE BOOKS

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication : Skill, Concepts And Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
7. Asha Kaul, Business Communication, Prentice Hall of India

## Course Outcome

CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

CO2. Analyze ethical, legal, cultural, and global issues affecting business Communication.

CO3. Develop an understanding of appropriate organizational formats and channels used in business communications.

CO4. Gaining an understanding of emerging electronic modes of communication.

CO5. Developing effective verbal and nonverbal communication skills.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	-	2	-	-	3	2	1	3
CO2	3	2	3	3	2	1	2	1
CO3	3	1	1	2	3	2	2	3
CO4	1	-	1	2	2	1	1	-
CO5	1	2	2	2	3	2	1	1

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MASTER OF BUSINESS ADMINISTRATION

**Course Code: MMA 401**

**Subject: Quantitative techniques**

**Credit:03**

**Objective:**

- To understand the importance of the use of OR application in decision Making environment
- To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
- To understand and solve transportation & assignment models. • To know optimal sequence model and understand concepts of queuing theory.
- To identify right time for replacement of equipment and understand project management techniques

**Unit 1-**

*Introduction to Statistics:* Introduction to Statistics, Importance of Statistics in modern business environment. Definition of Statistics, Scope and Applications of Statistics Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistical Software's.

**Unit 2-**

*Statistical Survey:* Introduction, Definition of Statistical Survey, Stages of Statistical Survey - Planning of a Statistical Survey- Execution of Statistical Survey, Basic Terms used in Statistical Survey - Units or Individuals - Population or Universe –Sample -Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data - Pilot survey , Scrutiny and Editing of Data

**Unit 3-**

*Classification, Tabulation and Presentation of Data:* Introduction , Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification ,Tabulation - Basic difference between classification and tabulation -Parts of a table -Types of table , Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution , Presentation of Data – Diagrams, Graphical Presentation - Histogram - Frequency polygon - Frequency curve - Ogives

#### Unit 4-

*Measures of Central Tendency and Dispersion:* Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean ,Median - Merits and demerits of median , Mode - Merits and demerits of mode , Geometric Mean , Harmonic Mean , Appropriate Situations for the Use of Various Averages , Positional Averages , Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation -Properties of standard deviation Coefficient of Variance

#### Unit 5-

*Theory of Probability:* Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability , Rules of Probability - Addition rule - Multiplication rule , Conditional Probability, Steps Involved in Solving Problems on Probability , Bayes' Probability , Random Variables

#### Course Outcome:

- CO1. Understand the basic operations research concepts and terminology involved in optimization techniques
- CO2. Understand how to interpret and solve business-related problems
- CO3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources
- CO4. Apply the most widely used quantitative techniques in decision-making
- CO5. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	3	-	-	1	2	2	3
CO2	3	1	2	-	3	1	1	2
CO3	1	3	2	1	2	1	1	3
CO4	1	3	2	2	3	1	2	2
CO5	2	3	3	2	-	-	1	2

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MASTER OF BUSINESS ADMINISTRATION

**Course Code. MCS-401**

**Subject: Computer Application for Business**

**Credit: 03**

**Objective:**

To achieve hands-on experience with productivity/application software to enhance business activities and accomplish projects utilizing business theories, Internet resources and computer technology.

*Unit-I*

Introduction to Computer Systems Introduction: Evolution of Computers, Characteristics, Classification Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation

*Unit-II*

Computer Software Introduction to Software: Relation Between Hardware and Software; Types of Software: System Software, Application Software; Software Development Life Cycle; Introduction to Algorithm; Flow chart

*Unit-III*

Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems : Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT, Data Processing; File Management System: File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database

**Unit-IV**

Data Communications: Basic Elements of a Communication System: Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission; Multiplexing Techniques

**Unit-V**

Computer Networks Need for Computer Communication Networks; Types of Network; Network Topologies; Network Protocol; OSI and TCP/IP model; The Future of Internet Technology; Internet Protocol; World Wide Web; E-mail; Search Engines.

**Suggested Readings:**

1. Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi
2. Data Communication & Computer Network by White, Publisher: Thomas Learning, Bombay
3. Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay
4. Computer Fundamentals by B. Ram, New Age Int.
5. Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher Kalyani Publishers, 2nd Edition,

### Course Outcome

CO1: To gain depth knowledge of working of an IT enabled organization.

CO2: To learn and implement use of various IT tools for solving Business Problems.

CO3: Develop and implement Information Systems for Business Applications.

CO4: Learn to increase efficiency of various management processes by using IT enabled technology.

CO5: Analyze various security and ethics related issues pertaining to the increasing use of Information Technology

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	1	-	1	1	1	3
CO2	3	2	2	2	1	2	3	2
CO3	2	3	2	2	2	2	3	1
CO4	1	2	1	1	1	2	1	3
CO5	-	1	2	3	-	1	2	2

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION  
Semester - I

**Course Code: MBA 107    Subject: Financial Accounting, Reporting and analysis    Credit: 03**

**Objectives:**

- The course aims at acquainting student with the basic principle of accounting and accounting practices. It aims at providing a basic framework to solve the accounting problems.
- To have a brief knowledge about international accounting standards as to have a global competence.
- To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements?

*Course Content:*

**Unit 1 Financial Accounting:** An Introduction Meaning of financial Accounting, Accounting as an Information System, Importance, scope and limitation of financial Accounting. Accounting concepts and principles, Accounting equation, capital and revenue items, Generally accepted Accounting principles, overview to depreciation (straight line and diminishing method)

**Unit 2 Accounting Standards and IFRS:** International Accounting principles and standards, matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

***Unit 3 Accounting Process:***

Recording of Transactions in Primary Books, Special purpose, subsidiary books, cash book, General Journals, Posting to LEDGER Accounts, Preparation of trial Balance, preparation of financial statements.

***Unit 4 Financial Statement Analysis:***

Analyzing Financial Statement through Ratios: Liquidity analysis ratios: profitability analysis ratios: capital structure: activity analysis ratios: coverage ratios, limitations of Ratio Analysis.

***Unit 5 Cost Volume Profit Analysis:***

Marginal Cost statement/Equation: P/V ratio; Breakeven point (BEP) Break even chart; Margin of safety; Decisions relating to key Factor, price fixation, Export order, make or buy, Deletion or addition to Product/ Services, Sell or process Further, Continue or shut down, etc.

### Suggested Readings:

1. Maheshwari S.N & Maheshwari S K - A text book of accounting for Management (Vikas, 10<sup>th</sup> edition)
2. Shukla M.C Grewal T. S and Gupta S. C Advanced Account – S Chand and Company Ltd. New Delhi.
3. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3<sup>RD</sup> Ed)

### Course Outcome

CO1: To gain familiarly use accounting terminology and understand to some extent accounting regulation

CO2. Understand the economic context of the financial reporting and the interplay between different interested parties in this process;

CO3. Interpret trends and encounter red flags in the four financial statements (balance sheet, income statement, cash flow statement and the statement of shareholder's equity

CO4. Distinguish the interrelation between financial statements and understand their limitations;

CO5. Understand and interpret all types of ratios related to the company's financial position and profitability;

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	-	2	-	3	2
CO2	3	-	3	3	1	2	2	2
CO3	1	3	2	-	-	-	2	3
CO4	2	3	1	3	-	1	3	2
CO5	3	1	2	-	1	2	1	3

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

**Course Code MBA 109**

**Subjects: HUMAN RESOURCE MANAGEMENT**

**Credit: 03**

**OBJECTIVE**

The course aims to provide the insights into effective management of human resources to enable the students to meet the HR challenges in the present scenario.

1. **INTRODUCTION:** Meaning, scope, objective, functions, policies & roles and importance of Human Resource Management; HRM & HRD - a comparative analysis, personal management vs., HRM, evaluation of HRM, emerging challenges of HRM
2. **HUMAN RESOURCE PLANNING:** Definition, objectives; process and importance, factors effecting job analysis; job evaluation, Recruitment; selection; placement and introduction process; employee training & development, career planning & development process, method induction & orientation training career planning vis, HRP succession planning.
3. **PERFORMANCE MANAGEMENT:** concept and process, performance appraisal, Potential appraisal. Job Compensation; concept and significance; Promotions, demotions, transfers, separation, absenteeism, and turnover; Quality of work life (QWL), Quality circle, stress in the workplace.
4. **JOB SATISFACTION AND MORALE:** Health, safety & employee welfare; Employee Participation & Empowerment: Concept, Relevance, Techniques, human resource development: definition, objectives & approaches to human relations; Employee grievances and discipline
5. **HR in KNOWLEDGE OVERVIEW:** Audit, IHRM. (A brief discussion) (global staffing, expatriate staffing) HRM practices in India-emerging trends in IHRM

**TEXT BOOK**

Rao V. S. P., "Human Resource Management", Excel Publications

**REFERENCE BOOKS**

1. C. B. Memoria "Personal Management", Himalaya Publications, New Delhi
2. Edwin B. Flippo, "Personal Management" Tata McGraw-Hill
3. Aswathappa K., "Human Resource Management", Tata McGraw-Hill
4. Dale Yoder, "Personnel Management & Industrial Relations", Tata McGraw-Hill

### Course Outcome

CO1: Understand the role of human resources management including effective development of human capital as an agent for organizational change.

CO2: Demonstrate knowledge of laws that impact behavior in relationships between employers and employees that ultimately impact the goals and strategies of the organization.

CO3: Understand the role of employee benefits and compensation as a critical component of employee performance, productivity, and organizational effectiveness.

CO4: Ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.

CO5: Demonstrate knowledge of practical application of training and employee development.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	2	-	3	1	2	3
CO2	-	3	-	2	2	2	1	3
CO3	-	2	-	3	-	-	1	1
CO4	3	3	2	3	1	3	3	3
CO5	3	3	3	1	3	1	2	2

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

Course Code: MCS 451

Subject: LAB For computer applications & Business

Credit: 03

**Objective:** This course aims to develop, analyze and understand the basics and fundamentals of computers and its features.

**Lab would be based on the following topics:**

**1. All commands specified in unit III using windows**

**2. Introduction to MS – WORD:**

Introduction to Word Processing , its Features , Formatting Documents , Paragraph Formatting, Indents, Page Formatting , Header and Footer , Bullets and Numbering , Tabs , Tables, Formatting the tables, Finding and Replacing Text, Mail Merging etc.

**3. Introduction to MS –EXCEL:**

Introduction to Electronic Spreadsheets , Entering data , Entering series , Editing data , cell referencing , ranges formulae , Functions , Auto sum , Copying formula , Formatting data , Advanced excel , Advanced functions of MS –Excel.

**4. Introduction to MS- POWERPOINT:**

Power Point, features of MS Power Point Clipping, Slide Animation, Slide show , Formatting etc.

**5. Computerized Accounting Software:**

The student must be familiar with preparation of computerized accounts (By using Tally software or any other popular accounting software) including creation of company , vouchers and recording transactions , preparing reports – cash book and bank book , ledger accounts , trial balance , profit and loss account ( income statement ) and balance sheets.

**Course Outcome:**

CO1: Understand the basic structure of computer

CO2: Apply the instructions in central processing unit of a computer.

CO3: To develop good programming skills

CO4: Analyzing input/output mechanisms.

CO5: Demonstrate parallel processing in a computer and applying basic knowledge of computing fundamentals

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	1	-	2	1	3	3
CO2	1	3	2	1	2	-	2	3
CO3	3	1	3	1	2	1	2	3
CO4	-	2	3	2	3	1	1	2
CO5	1	3	3	-	3	2	1	3

# **SEMESTER 2**

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 102**

**Subject: ORGANISATIONAL BEHAVIOUR**

**Credit: 03**

**Objective:** The main objective of this paper is to familiarize the student with the basic concepts of management and factors underlying organizational behaviour.

1. **Introduction:** Meaning of Organization Behavior; Models of organization behaviour; Disciplines Contributing to organization behaviour field ; role of organization behaviour in today's business organizations.  
Understanding self; Perception; Nature and Importance; perceptual selectivity; social perception; personality; meaning ; personality determinants ; personality characteristics; personality development theories.
  2. **Motivation:** Primary and Secondary motives; Theories of motivation ; content and process – theories – Vroom's expectancy theory; Porter–Lawler model; Equity theory of work motivation; Alderfer's ERG theory; McClelland's need theory.
  3. **Learning:** Theories of learning; principles of learning; Group dynamics: Theories of groups; group norms and roles ; cohesiveness the dynamics of information group.
  4. **Leadership:** Leaders versus Managers ; Theories of leadership ; Trait theory ; behavioural theory ; Fiedler's contingency theory ; Hersey and Blanchard's ; Leadership styles ; Managerial Grid ; Likert's systems of leadership; Management of Conflicts; Reasons and types of conflicts; Management of Interpersonal conflicts and organizational Conflicts
  5. **Organisational Change:** Reassess forces of change; Resistance to change; Process of Change; Change Model.  
1. Power; Meaning of power ; source of power.
-

**Suggested Reading:**

1. Management and organisation behaviour by Dr. Rajinder Sharma; year of publication; 2006; editionfirst.
2. Managing Organizational Behaviour people skills for success S.K Bhatia ; year of publication :2008

**Course Outcome**

CO1: Able to relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.

CO2: To apply the frameworks & tools effectively to analyze & approach various Organizational situations.

CO3: Able to modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

CO4: To Analyze the behavior of individuals and groups in organizations.

CO5: To develop conceptual understanding of change and its implementation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	1	1	-	2	1
CO2	2	2	2	2	2	2	2	2
CO3	1	3	2	2	1	2	3	2
CO4	2	2	1	2	1	2	1	2
CO5	3	3	2	1	2	1	2	1

LINGAYA'S VIDYAPEETH  
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MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 104**

**Subject: Business Environment**

**Credit: 03**

**Objectives:**

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment.

**UNIT-I**

**Concept, Significance and nature of Business Environment ; Elements of environment - internal and external ; Different roles of government in relation to business ; Social Responsibilities of Business .**

**UNIT-II**

**Broad profile of Indian Economy , Industrial Policy - its historical perspective (in brief) , Industrial Policy Liberalisation .**

**Economic Planning in India ; Rationale of economic planning , latest five year plan .**

**UNIT-III**

**Public sector -its objectives and working , major problems of public sector enterprises ; Privatisation of public sector enterprises - the issue involved .**

**Role of Private and Joint Sectors.**

**Securities Exchange Board of India - Organization and Role , Regulation of Mergers and Acquisitions.**

**UNIT-IV**

**Globalization Business Environment; Opportunities and challenges for MNCs in India; Competition Act ; Industries Development and Regulation Act ; Consumer Protection Act -its main provisions.**

**UNIT-V**

**Latest Export -Import Policy ; Foreign Exchange Management Act ; Globalisation and Business practices, WTO- objectives and Role in International trade .**

**Suggested books :**

- |    |                    |   |                             |
|----|--------------------|---|-----------------------------|
| 1. | Francis Cherunilam | : | Business Environment        |
| 2. | K. Ashwathapa      | : | Business Environment        |
| 3. | Rudra Dutt         | : | Indian Economy              |
| 4. | Kuchhal S.C.       | : | Industrial Economy of India |
| 5. | Ghose P.K          | : | Government & Industry       |
-

### Course Outcome

CO1: Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.

CO2: To evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.

CO3: To Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.

CO4: To analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.

CO5: To understand the international influences on domestic business and measures to be taken for successful global business operations

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	2	1	1	1	2	1
CO2	2	1	2	2	1	1	1	2
CO3	1	2	1	2	1	2	2	2
CO4	2	1	1	1	1	1	1	1
CO5	1	1	3	1	1	1	2	2

LINGAYA'S VIDYAPEETH  
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MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA-106**

**Subject: Total Quality Management**

**Credit: 03**

**Objective:**

To address the quality aspect in everything – products, services, processes, people, resources and interactions in the management organization.

**UNIT-I**

Evolution of Quality -Historical Perspective, Basic Concepts of Quality, Vision, Mission and Objectives of an Organization, Corporate Structure in an Organization and Role of Quality.

**UNIT-II**

Quality Planning, Quality By Design, Quality Costs and Cost of Failure, Waste Control, How Quality Benefits Business

**UNIT-III**

Quality and Competitiveness in Business, Zero Defects and Continuous Improvement, Role of Leadership and Commitment in Quality Deployment, Team Building, Motivation and Rewards, Total Employee Empowerment, Quality Functions -Measurement, Inspection, Testing, Calibration and Assurance

**UNIT-IV**

Design Control and Conformity, Tolerance and Variability, PDCA Cycle, Juran Trilogy, Crosby's 10 points and Deming's 14 Points Customers Requirements, Customer-Supplier and Chain Links, Establishing Customer Focus-Customer, Satisfaction, Measurement and Customer Retention

**UNIT-V**

Product Liability, Total Quality Concepts and CWQC, Difference in Western And Japanese Approach of TQM, Basic Philosophy and Fundamental Models of TQM, Total Quality and Ethics, Internal Politics and Total Quality Management, Quality Culture, Education and Training Implementing Total Quality Management -An Integrated System Approach Total Preventive Maintenance

Reference Books:

1. Total Quality Management by N.V.R Naidu, G. Rajendra New Age international, First Edition, Jan 2006
2. Total Quality Management by R.S Naagarazan, New Age international, e, 2015

**Course Outcome**

CO1: Tell various perspectives on Quality and various contributors to Quality.

CO2: Analyze an in-depth understanding of the various QC tools.

CO3: Discuss the frameworks of Global Quality Awards

CO4: To develop a thinking towards Quality systems and Thinking.

CO5: To understand Quality in Manufacturing, Service, Health care and Education

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	1	2	1	2	2
CO2	1	2	2	2	1	1	2	2
CO3	2	2	3	2	2	2	2	1
CO4	2	2	2	1	1	2	1	3
CO5	2	3	1	1	1	1	3	2

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

*Course Code: MBA-108*

*Subject: Production and Operation Management*

*credit: 03*

**Objectives:** To develop basic understanding of concepts, theories and techniques of production process and operation management.

*Unit I*

**Introduction to Operation Management:** Basic Concept of Production / Transformation, Types of Transformation Product and Process Design : Product Development; Product Design Tools; Design of Services; Flexible Manufacturing; Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

**Unit II**

**Quality Management & Statistical Quality Control:** TQM, Quality Specification, Design Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka–Yokes, Quality Awards; Statistical Quality Control: Acceptance Sampling, AQL & LTPD, P—Chart, X & R Chart.

*Unit III*

**Facility Location and Layout:** Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Layout Formats, Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

*Unit IV*

Project Scheduling : Project Management; Scheduling Project; Case Study: Scheduling at Bellop; Logic of PERT.

**Waiting Line & Inventory Management:** Economics of Waiting Line, Queuing System, Four Waiting Line Models along with application: Inventory management and Waiting Line Management, Inventory Models, Inventory control techniques ABC, VED, EOQ, SED, FSN analysis.

*Unit V*

Operations Planning and Scheduling Systems Aggregate Planning and its Process; Master Scheduling; Aggregate

Planning or Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study

**Text Books**

1. Muhleman, (2008), *Production and Operations Management*, 6th edition, Pearson Education.
2. B.Mahadevan, (2010), *Operations Management, Theory and Practical*, Pearson Education.

**References Books**

1. Kachru, Upender, (2006), *Production and Operation Management*, Excel Books.
2. Chary, S.N and Paneerselvam R., (2009), *Production and Operations Management*, McGraw Hill Education.
3. Stevenson, W. J, (2007), *Operations Management*, 9th Edition, McGraw Hill Education.
4. Gaither, Norman and Frazier, G., (2004), *Operations Management*, 9th Edition, Cengage Learning.

**Course Outcome**

CO1: Students will be able to develop and evaluate alternate managerial choices and identify optimal solutions.

CO2: To demonstrate effective application capabilities of their conceptual understanding to infrastructure planning, development and management

CO3: Students will be able to work effectively in teams and demonstrate team-working capabilities

CO4: To gain knowledge about managing production processes.

CO5: To apply management skills needed for effective operations management.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	1	2	1	2	2
CO2	2	1	2	1	1	2	2	2
CO3	1	1	1	2	1	1	1	1
CO4	3	2	2	1	1	1	1	3
CO5	2	1	1	1	2	2	3	3

**LINGAYA'S VIDYAPEETH**  
**Nachauli, Jasana Road, Faridabad Masters**  
**OF BUSINESS ADMINISTRATION**

**MCS 402**

**Management Information System**

**Credit: 03**

**Objectives:** The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

**Course Contents**

**Unit I**

**Hours: -10**

**Introduction:** Definition, Purpose, Objectives, and Role of MIS in Business Organization, pre-requisites for effective MIS, MIS Applications in Business.

**Information in Decision Making:** Meaning and importance, Sources and Types of Information, information requirements with particular reference to Management Levels, Relevance of Information in Decision Making, Strategic Business objectives of information system.

**Unit II**

**Hours: -10**

**Cost Benefit Analysis:** Quantitative and Qualitative Aspects, Assessing Information needs of the Organization. **System Development:** Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc., System Approaches - System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation.

**Unit III**

**Hours: -12**

**Types of information system:** Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System.

**Information Technology:** Recent Developments in the Field of Information Technology, Impact of IT on Organization, Multimedia Approach to Information Processing, Centralized and Distributed Processing.

**Unit IV**

**Hours: -12**

**Emerging Concepts and Issues in Information Systems:** ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only).

**Text Books**

1. Laudon and Laudon, Management Information Systems, Pearson Education, 2014.
2. Javadekar, W.S., "Management Information Systems", Tata McGraw Hill Publication, 2014.

**Reference Books**

1. O'Brien, James A., "Management Information System", Tata McGraw Hill, 2014.
2. Davis, B. Gordon, "Management Information System", Tata McGraw Hill Publication, 2012.
3. Goyal D.P., "Management Information Systems", Macmillan Publication, 2014.
4. M Azam, "Management Information System", Tata McGraw Hill, 2012.

**Course Outcome**

CO1: Understand information system with its recent developments.

CO2: Know about role of MIS in consumers.

CO3: Analyze the relationship between information system and organizations.

CO4: Explain relationships between concepts of information systems

**Unit Wise Syllabus**

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	-	-	-	1	-	-	-
CO2	-	3	-	-	-	-	-	1
CO3	-	-	2	-	-	-	1	-
CO4	1	-	-	-	-	2	-	-

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 110**

**Subject: Marketing Management**

**Credit: 03**

**Objective:** This course helps to study marketing concepts and strategies that can be implemented on organizational level.

**Unit 1**

**Introduction:** Nature and scope of marketing, Evolution, Various marketing orientations, Core concepts of marketing, customer value and the value delivery process. Marketing challenges in the globalized economic scenario.

**Understanding Consumer Behavior:** Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions, Business buying and Business buying process.

**Unit 2**

**Market segmentation, Targeting and Positioning:** Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets.

**Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of Branding, Brand Types, Brand equity, Branding Positioning.**

**Unit 3**

**Product Decisions:** Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies and merchandise planning and strategies.

**Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

**Pricing Decisions:** Pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing.

**Unit 4**

**Place Decision:** Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

**Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions,

**Public Relation:** Meaning, Objectives, Types, Functions of Public Relations.

**Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion,**

**Personal selling:** Concept, Features, Functions, Steps/process involved in Personal Selling,

## Unit 5

**Direct Marketing:** Meaning, Features, Functions, Growth and benefits of direct marketing, different forms, online marketing, and policy issues in Direct Marketing

**Global Marketing:** current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing.

### REFERENCE BOOKS

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGraw Hill Education Publishers, 2015.
- 3) Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
- 4) Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.
- 5) Marketing Management - Russ Winer, Ravi Bhar 4/e Pearson Education 2015.
- 6) Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley

### Course Outcome

CO1: To Remember and Comprehend basic marketing concepts.

CO2: Understand marketing Insights on application of basic marketing concepts. CO3: Able to Apply and develop Marketing Strategies and Plans

CO4: Understand and Analyzing Business Consumer Markets

CO5: Develop skills and ability Identify & evaluate Market Segments and Targeting.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	2	1	1	3	2
CO2	2	1	2	2	1	2	2	2
CO3	2	2	2	1	2	2	2	1
CO4	1	1	2	3	1	3	2	1
CO5	2	2	2	1	1	2	2	1

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 112      Subject: FINANCIAL MANAGEMENT**

**Credit:03**

**Objective:**

The objective of course is to acquaint the student regarding financial management tools and techniques in financial making.

1. Introduction: Financial management scope finance functions and its organization; objectives of financial management time value of money.
2. Capital Budgeting: Investment decisions; importance, difficulties, Determining cash flows, methods of capital budgeting, Risk Analysis; sensitivity analysis, risk adjusted discount rate methods and certainty equivalent methods.
3. Cost of Capital: Source of long term finance; cost of different sources of raising capital weighted average cost of capital; Capital structure decisions, Leverage & capital structure financial and operating leverage, capital structure theories-Net income approach. Net operating income approach, Traditional approach, MOSIGLIANI- MILLER
4. Dividend Decisions: Determinants of dividend policy; Dividend models; Walter, models Gordon Growth model and Modigliani-Miller (MM Model)
5. Working capital Management: Working capital meaning, need determinants; of working capital need, management of cash, management of inventory and management of receivable

**Reference Books:**

1. Pandey L.M "Financial Management" Vikas Publishing House, New Delhi.
2. CO1: To understand various concepts related to financial management. CO2: Able to use various tools and techniques in the area of finance
3. CO3: Develop analytical skills this which facilitate the decision making in Business situations.
4. CO4: Developing analytical skills to select the best source of capital, its structure on the basis of cost of capital
5. CO5: Understand the use and application of different models for firm's optimum dividend payout.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	1	1	1	1	1	1
CO2	1	3	1	1	1	2	2	3
CO3	2	3	2	1	1	1	2	2
CO4	3	3	1	1	2	1	2	3
CO5	2	2	1	2	2	1	2	2



LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad  
MASTER OF BUSINESS ADMINISTRATION

MBA 114:

RESEARCH METHODOLOGY

CREDIT: 03

**1. Foundations of Research:** Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem–Management Question–Research Question–Investigation Question. **The process of business research:** Literature review–Concepts and theories–Research questions–Sampling–Data collection–Data analysis–Writing up  
- The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles–Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations–Data management, Copyright. **(6+1)**

**2. Research Design:** Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables–Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing–Logic & Importance. **(7+1)**

**3. Data & Measurement:** Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data–Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research – Validity and Reliability, Levels of measurement – Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales–Ranking Scales–Paired Comparison & Forced Ranking–Concept and Application. **Questionnaire:** Questionnaire Construction–Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

**4. Sampling: Basic Concepts:** Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

**5. Data Analysis & Report Writing: Data Analysis:** Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis–Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar chart, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Crosstabulations, Bivariate Correlation Analysis–meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation. Chi-square test including testing of hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

**Note:**

1. It is desirable to use MS Excel/SPSS/Systat for delivery of unit 5.
2. For unit 5, formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

**Suggested Text Books:**

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

**Suggested Reference Books:**

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S.R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr. V.P. Michael

**Course Outcome:**

CO1. Understand the basic operations research concepts and terminology involved in optimization techniques

CO2. Understand how to interpret and solve business-related problems

CO3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources

CO4. Apply the most widely used quantitative techniques in decision-making

CO5. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	3	-	-	1	2	2	3
CO2	3	1	2	-	3	1	1	2
CO3	1	3	2	1	2	1	1	3
CO4	1	3	2	2	3	1	2	2
CO5	2	3	3	2	-	-	1	2

# **SEMESTER 3**

**OBJECTIVES**

To develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

**UNIT I. INTRODUCTION:** Concept of Strategy & Strategic Management; Strategic Management Model, Benefits; Levels of Strategy, Role of Board of Directors/CEO, **Strategy Formulation-** The Business Mission & Vision, **The External Assessment-** Social, Economic, Political, Governmental, Legal. Technological. Competitive Environment; Competitive Analysis- Porter's Five force Model, The Internal Assessment; Industry Analysis- The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM).

**UNIT II. THE INTERNAL ASSESSMENT:** The Nature of an Internal Audit, The Resource-Based View (RBV), Integrating Strategy and Culture, Functional Assessment- Marketing, Finance/Accounting, Production, Research & Development; Value Chain Analysis, The Internal Factor Evaluation (IFE) Matrix.

**UNIT III. STRATEGIES IN ACTION :** Long-Term Objectives; The Balanced Scorecard; Types of Strategies- Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Michael Porter's Five Generic Strategies; Means for Achieving Strategies.

**UNIT IV. STRATEGY ANALYSIS AND CHOICE:** The Process of Generating and Selecting Strategies, A Comprehensive Strategy-Formulation Framework- The Input Stage, The Matching Stage- The SWOT Matrix, SPACE Matrix, BCG) Matrix, IE Matrix 188 & The Grand Strategy Matrix ; The Decision Stage- The Quantitative Strategic Planning Matrix (QSPM).

**UNIT V. STRATEGY IMPLEMENTATION & EVALUATION:** Implementing Strategies: Management and Operations Issues- Resource Allocation, Structure, Restructuring, Reengineering, and E-Engineering, Managing Change etc.; Functional Issues- Strategies: Marketing, Finance/ Accounting, R&D, and MIS Issues; Strategy Review, Evaluation, and Control- Overview, Global Issues.

**REFERENCE BOOKS**

1. David R. Fred, "Strategic Management- Concept & Cases", 13<sup>th</sup> Ed. Pearson Education, Inc., Prentice Hall.
2. Michael Hitt, R. Duane Ireland, Robert E. Hoskisson, "Strategic Mgt. Competitiveness & Globalisation", South - Western Thomson Learning.
3. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd. New Delhi
4. V.S.P. Rao, "Strategic Management", Excel Books, New Delhi.

**OBJECTIVE**

To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

**UNIT I. INTRODUCTION:** Meaning of financial markets, Types of Markets: Equity, Debt, Derivatives, Commodities; meaning and features of Private Public companies, Types of investment avenues; Government Securities Market: Indian debt market, Primary market; Secondary market-NDS; NDS-OM; CCIL Wholesale debt market (WDM) segment of NSE

**UNIT II. PRIMARY MARKET:** Initial Public Offer (IPO); Book Building through Online IPO; Eligibility to issue securities; Pricing of Issues; Fixed versus Book Building issues; allotment of Shares; Basis of Allotment; Private Placement

**UNIT III. SECONDARY MARKET:** Role and functions of Securities and Exchange Board of India (SEBI); Depositories; Stock exchanges; Intermediaries in the Indian stock market; Listing Membership; Trading Clearing and settlement and risk management; Investor protection fund (IPF); and Do's and Don'ts for investors, Equity and debt investment

**UNIT IV. DERIVATIVES:** Types of derivatives; Products, Participants and functions; Trading mechanism; Membership; Contract specification; Clearing & Settlement; Open interest; Implied interest rate; Implied volatility; Debt derivatives.

**UNIT V. CONSUMER OPINION & LEARNING:** Diffusion Of Innovations; Diffusion Process; Reaching The Consumer; Gaining Consumer's Attention; Shaping Consumer's Opinion; Opinions Change; Product's And Advertising's Role In Shaping Consumer Opinion; Cognitive Learning; Retrieval Of Information; Company's Role In Helping Consumers To Remember.

**REFERENCE BOOKS**

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Solomon, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
4. Loudon, David J. and DellaBitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA 205

Business Statistics

Credits - 03

Objective:

To expose students to Quantitative Techniques in management decision-making.

COURSE CONTENTS:

**UNIT I**

**(14 hours)**

- **Probability** – Meaning, Approaches of Probability Theory
- Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule
- Probability Distributions – Binominal Poisson, Normal Distribution
- Application of Probability Theory in Business Decision Making.

**UNIT II**

**(16 hours)**

- **Linear Programming** – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model,
- Solution of Linear Programming Problem with the help of Graphical and Simplex Method,
- Concept of Duality, Shadow Prices,
- Sensitivity Analysis, Role LP in Economic Decision Making.
- Transportation Problems - Initial Basic Feasible Solution, Test for Optimality.
- Assignment Problems,
- Travelling Salesman Model

**UNIT III**

**(12 hours)**

- **Decision Theory** - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis.
- Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

**UNIT IV**

**(12 hours)**

- **Network Analysis** – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing,
- Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO.
- Simulation Modeling.

## Course Outcome

1. Create effective mathematical solutions to analytical problems.
2. Create effective solutions to computing challenges in analytical projects.
3. Effectively organize and manage datasets for analytical projects.
4. Critically analyze problems and identify analytical solutions.
5. Communicate analytics problems, methods, and findings effectively orally, visually, and in writing.

Pos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	2	2	1	1	3	3
CO2	3	2	-	-	2	3	1	3
CO3	2	2	-	-	3	2	-	1
CO4	1	2	3	1	-	2	2	1
CO5	1	3	2	1	1	-	2	3

# Semester 4

## LINGAYA'S UNIVERSITY, FARIDABAD

**MBA 209C**

**Managing Diversity**

**Credit 03**

### **Objective:**

The objective of the course is to develop an insight into diversity dynamics as it manifests in organization and to develop a holistic understanding of the nature and Challenges of workforce diversity within an organization.

### **Unit 1:**

Introduction to diversity: Meaning, Need for Diversity, Diversity Legislation in Global perspective: Equality and Fairness in Employment, Defining Diversity in Global context, Global Demographic Trends: Impact on workforce diversity, personal dimension, group dimension and Institutional dimension, Business Advantages of Diversity in the Workplace, Consequences of Ignoring Diversity. (12 Hours)

### **Unit 2:**

Cultural Perspectives of Workplace Diversity: Defining diversity in Global context, Theoretical perspective on Diversity and Exclusion in the Workplace Culture and communication in the global workplace. Intercultural and issues of power, Interpersonal Relationship in a global Work Context. (10 Hours)

### **Unit 3:**

Managing a Diverse Workplace: Inclusive workplace, An overview of the Inclusive workplace model, Globally Inclusive workplace. Management process, Developing organizational competency to manage diversity, Resources needed for diversity management, Guiding principles, Social policies and Action programs, Diversity Legislation in Global perspective.

(10 Hours)

### **Unit 4:**

Negotiating Across Cultures: Culture and Conflict Resolution, Intercultural Dissonance: A Theoretical Framework: Negotiating Behaviour in various cultures, Negotiating in north-America-, Negotiating in Japan- Negotiating in Russia, Negotiating in Germany – Negotiating in France. (10 Hours)

### **Text Books**

1. Michalle E. Mor Barak (2010), Managing Diversity: Toward a Globally Inclusive Workplace Paperback, Sage Publications
2. Harvey (2015), Understanding and Managing Diversity: reading , Cases and exercises, Pearson Education

### **Reference Books**

1. Gill Kirton, Anne Marie Greene (2010), The Dynamics of Managing Diversity: A critical approach, 3/e. Butterworth Heinemann, Elsevier Ltd.
  2. Taylor Cox (1994) Cultural Diversity in Organisations: Theory, Research and Practice, i/e, Berrett-Koehler publications.
- Mustafa Ozbilgin, Ahu Tatli (2008), Global Diversity Management: An Evidence Based

**OBJECTIVE**

The objective of the course is to share the concepts and knowledge related to the changes of the economic processes and its implications on the organizations. The expected impact of the course is to improve the awareness of the students for their professional choices.

**UNIT I. INTRODUCTION:** Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; CSR Initiatives in India.

**UNIT II.** CSR-Legislation in India & the world. Section 135 of Companies Act 2013 regarding CSR activities. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's, Implementation Process of CSR in India.

**UNIT III.** The Drivers of CSR in India, Market based pressure and incentives, civil society pressure, the regulatory environment in India, Counter trends of CSR. Performance in major business and programs. Voluntarism Judicial activism.

**UNIT IV. Corporate Governance:** Definition—Historical perspective of corporate governance and Issues in corporate governance—Theoretical basis of corporate governance—mechanism- corporate governance systems—Indian model of governance –What is good corporate governance—obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

**UNIT V.** Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business.

**Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. **HR:** Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

**REFERENCE BOOKS**

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony
6. The Quest for Sustainable Business - Wayne Visser Cochi; *Greenleaf Publishing*; 2011 Corporate Governance, Mallin, Oxford

<b>MBA-206</b>	<b>PROJECT MANAGEMENT</b>
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## **OBJECTIVE**

The objective of the course is to acquaint the students with the overview of business related project management.

**UNIT I. Project Management:** Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles.

**UNIT II. Project Identification and Selection:** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

**UNIT III. Resources Considerations in Projects:** Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

**Project Risk Management:** Introduction of Risk and risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk identification, Risk Analysis, Reducing Risks

**UNIT IV. Project Performance Measurement and Evaluation:** Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

**UNIT V. Project Close-out, Termination and Follow-up:** Project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

## **REFERENCE BOOKS**

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

**Specialisation**  
**Human Resource Management**  
**Semester 3**

**OBJECTIVE**

The primary concern of this course is to develop in depth understanding of the concepts of performance management which is the most critical function and strong determinant of organizational excellence. This course is designed to develop skills essential for designing PMS.

**UNIT I. Performance Management:** Concept and definitions of PM, characteristics, objectives and significance of PM, Performance Management Model, Imperatives of PM, Benefits of PM, and Determinants of Job Performance, Personality and Job Performance: The Five-Factor Model, Elements of effective PM, and Challenges to PM.

**UNIT II. Performance Management System:** Conditions required for successful institutionalization of PMS, PMS- Generic conceptual Model, Responsibilities in PMS, Objectives of PMS, Functions of PMS, Characteristics of Effective PMS, Competency based PMS, Electronic Performance Management.

**UNIT III. Performance Management Implementation:** Bottlenecks in the implementation of PM, Strategies for effective implementation of PM, Factors Affecting Effective use of PM, Operationalizing change through PM, Concept of High-performance Teams, Organizational culture and PM.

**UNIT IV. Performance Management Linked Reward Systems:** Introduction to Reward Management, Reward Management defined, Objectives of Reward Management, Components of Reward system, Linkage of PM to Reward and Compensation Systems, Implications of PM on Organizational Reward System.

**UNIT V. Role of HR Professionals & Ethics in PM:** Role of HR in Improving Organizational Performance, seven sins of HR Professionals, Seven Rules of Excellence for HR Professionals, Ethics in Pm, Ethical Performance Management Defined, Principles of Ethical PM, Objectives and Significance of Ethics in PM, Ethical issues and dilemmas in PM, Developing Code of Ethics in PM, Future Implications of Ethics in PM, Performance Management in MNCs.

**REFERENCE BOOKS**

1. Aguinis, Herman, "Performance Management", Pearson Education
2. Sahu, R.K., "Performance Management System", Excel Books, New Delhi
3. Cardy, Robert L, "Performance Management: Concepts, Skills and Exercises", Prentice Hall of India, New Delhi.
4. Kandula, Srinivas R, "Performance Management", Prentice Hall of India, New Delhi

**OBJECTIVE**

The primary concern of this course is to develop in depth understanding of the concepts and issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

**UNIT I. Compensation:** Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labour market characteristics and pay relatives

**UNIT II. Wage Determination & Wage Differential:** Compensation structure and Differentials; Wage Determination Process, Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Theory of Wages: Minimum, Fair and Living Wage; Basic Kinds of Wage Plans; Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination; Wage Fixation

**UNIT III. Job Evaluation:** Nature and Objectives of Job Evaluation; Principles and Procedure of Job Evaluation Programs; Job Evaluation Methods; Rewards and Incentives – Objective, Role Importance and Classification

**UNIT IV. Profit Sharing & Benefits:** Cafeteria Style of Compensation; Compensation policy; Fringe Benefits; Benefit Programs; Concepts of Compensation Survey & Methodology; Planning Compensation for Executives & knowledge Workers

**UNIT V. Tax Planning:** Introduction to Tax Planning; Comparative International Compensation; Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition

**REFERENCE BOOKS**

1. Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
2. Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
3. Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
4. Bhawdeep singh & Prem Kumar- Current Trends in HRD: Challenges & Strategies in a changing scenario.
5. Milkovich, George T and Newman J.M., “Compensation”, Tata McGraw Hill
6. Martocchio, J.J., “Strategic Compensation”, Pearson Education
7. Armstrong, M and Murlis, H, “Reward Management”, Kogan Page, UK
8. Henderson, R.O., “Compensation Management”, Pearson Education

**OBJECTIVE**

The primary concern of this course is twofold: first, to make the student understand the functioning of business organizations; and, second to introduce the basic concepts needed to design, implement and change the organizational structure of business organizations.

**UNIT I. INTRODUCTION:** Organizations and organizational structure, Business organizations: concept and distinctive features, Organizational structure and the parts of the organization

**UNIT II. THE DESIGN PARAMETERS:** Design of individual positions - unskilled positions, Professional positions, corporate culture and organizational design. Design of the superstructure-Departmental (unit) size, grouping criteria. Design of lateral linkages- Planning and control systems, Liaison (linking) Devices; Decentralization- Five types of decentralization

**UNIT III. ORGANIZATION DESIGN IN PRACTICE:** Contingency Factors-Age and size, Environment, Technology and organization structure

**UNIT IV. STRUCTURAL CONFIGURATIONS:** Bureaucratic structures, Innovation-oriented (organic) structures, organizing the diversified firm

**UNIT V. ORGANIZATIONAL Development & CHANGE:** Types of change, Planned Change, Resistance to change, Organizational Development and Interventions.

**REFERENCE BOOKS**

1. Cummings, Christopher, "Organization Development and Change", Thomson Learning
2. Chandan, Jit.S., "Organizational Behavior ", Vikas publishing House Pvt Ltd
3. French, Wendell, Bell, "Organization Development", New Delhi
4. S .K. Bhatia , " Management of Change and Organization Development , "Deep & Deep Publications
5. Jones, G. (2001): *Organizational Theory. Text and Cases*, 3<sup>a</sup> ed. Prentice Hall.
6. Mintzberg, H. (1983): *Structure in Fives: Designing Effective Organizations*, 1st ed., Prentice-Hall.

**Specialisation**  
**Human Resource Management**  
**Semester 4**

**OBJECTIVE**

The course will enable students to apply the theoretical concepts to the current happenings in the industry, thereby enhancing awareness of the challenges that corporations face while operating in the multinational environment and the HR impact of these challenges.

**UNIT I. Global Perspective & Multiculturalism:** Nature of Globalisation; Drivers of Globalisation; Ripple effects of Globalisation; Culture- nature , effects; Multiculturalism; Managing across cultures.

**UNIT II. IHRM:** IHRM- Features, IHRM compared with Domestic HRM, Strategic IHRM, HRM in Cross-Border Mergers and Acquisitions

**UNIT III. IHRM Functions I:** Recent trends in International Staffing, Emerging trends in Training for Competitive Advantage, Issues in Managing Performance in the Global context

**UNIT IV. IHRM Functions II:** Issues in International Compensation, Repatriation and Inpatriation, International Industrial Relations

**UNIT V. Future of IHRM:** Developing and Retaining ‘A’ Players, Workforce Rationalizing, Gender Diversity, Maintaining Competitiveness, Building service-Oriented Organization, Technology Savvy, Organizational Redesign

**REFERENCE BOOKS**

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House
2. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
3. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
4. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
5. Global Business – Avadhani – Himalaya Publication

**OBJECTIVE**

The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

**UNIT I. INTRODUCTION** – Definition of SHRM and its components, Evolution of SHRM, Objectives of SHRM, Features of SHRM, Difference between Traditional HRM and SHRM, Benefits of a strategic Approach to HRM, Barriers to SHRM. Define -Strategy, Strategic Management and Strategic Management Process.

**UNIT II. MODELS OF SHRM:** Business Oriented Model, Strategic Fit Model, SLAP Model (Strategic labour allocation process). **Levels of Strategy:** Corporate- Level Strategy, Business- Level Strategy and Functional- Level Strategy. **Strategic Management and HRM:** High Involvement Management Model, High Commitment Management model, High Performance Management Model. **Integrating HR with Strategic Management:** Drawing inputs from environment, identifying competitive advantages, formulating strategies, identifying HR strategies, Implementing strategies and Assessment.

**UNIT III. HR DIMENSIONS:** Human Resource Planning and strategic management.

**UNIT IV. IMPLEMENTATION OF SHRM:** Staffing, Training and Development, Performance Management and Feedback.

**UNIT V. GLOBAL PERSPECTIVE:** Global Human Resource Management, Global HRM vs Domestic HRM, Strategic HR Issues in Global Assignments

**REFERENCE BOOKS**

1. Agarwala, Tanuja, “Strategic Human Resource Management”, Oxford University Press, New Delhi
2. Mello, Jeffrey A., “Strategic Human Resource Management”, Thomson Learning Inc.
3. Greer, Charles, “Strategic Human Resource Management”, Pearson Education

**OBJECTIVE**

The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organization. The primary objective is to develop the notions and frameworks in developing and understanding the diverse nature, behavior patterns and issues involved in multivariate values and culture systems.

**UNIT I. INTRODUCTION:** Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

**UNIT II. CULTURE AND GLOBAL MANAGEMENT:** Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

**UNIT III. CROSS CULTURE:** Negotiation ,The Negotiation Process, Decision Making Process, Strategy Formulation & Implementation, Structure & Culture in an Organization Context

**UNIT IV. GLOBAL HUMAN RESOURCE MANAGEMENT:** Staffing and Training for Global Operations– Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

**UNIT V. CORPORATE CULTURE:** Diagnosing Organizational Cultures, Designing the Strategy for a Culture Change, Successful Implementation of Culture Change, Measurement of Ongoing Improvement

**REFERENCE BOOKS**

1. Holt, David H, “International Management–Text and Cases”, Dry Den Press, Thomson Learning, Bombay
2. Peter, J., Dolling, Danice, E. Welch, “International Human Resource Management”, Thomson Learning – Excel Books
3. Cullen, “Multinational Management”, Thomson Learning Bombay
4. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi
5. Deresky Helen, International Management: Managing Across Borders and Cultures, Phi, Delhi
6. Esenn Drlarry, Rchildress John, The Secret Of A Winning Culture: Phi, Delhi

**Specialisation**  
**Financial Management**  
**Semester 3**

**OBJECTIVE**

- To introduce the fund-based financial services provided by financial companies, their salient features and importance, and their present position in the Indian financial sector.
- To introduce the fee-based financial services provided by financial companies, their salient features and importance, and their present position in the Indian financial sector.

**UNIT I. MUTUAL FUNDS :** Meaning and importance of Financial Services; Meaning, Nature and organization of a mutual fund, types of schemes, calculation of NAV, advantages of investing in a mutual fund; Mutual Funds in India – growth, performance, problems, prospects, regulatory framework.

**UNIT II. HIRE PURCHASE FINANCE & HOUSING FINANCE:** Hire Purchase Finance - meaning, concepts of hire purchase finance, installment credit and consumer credit; sources of finance in India, difference between Hire purchase finance and housing finance.

**Housing Finance** – Need, nature of housing finance, fixed and floating rate home loans; sources of housing finance in India, growth of housing finance in India; Role of National Housing Bank; concept of mortgage and reverse mortgage; housing loans and mortgage loans, types of mortgage loans.

**UNIT III.MERCHANT BANKING:** Merchant Banking – Meaning, nature and functions; merchant banking in India, role in issue management; classification and regulations for merchant bankers by SEBI.

**Stock Broking & Depository Services:** Stock Broking – meaning, types of stockbrokers, sub-brokers; stock broking in India, **e-broking** – meaning, Indian experience

**UNIT IV.DEPOSITORY SERVICES:** meaning, role of depositories and their services, Advantages of depository system; Functioning of depository system; Depositories in India – NSDL & CDSL; Depository participants (DPs) and their role Custodial services - meaning; obligations and responsibilities of custodians; code of conduct.

**UNIT V. MARKETING OF FINANCIAL SERVICES:** Marketing of Financial Services: Definition of marketing; four pillars of marketing (customer orientation, profit, total company effort, social responsibility); selling versus marketing. **Segmentation** – Concept, basis, strategies; Target market selection and market positioning strategies; Pricing Strategy - Role of price in marketing of financial services; pricing strategies; pricing decisions.

**Marketing Mix for Financial Services:** 7 Ps - Product, People, Process, Promotion, Price, Place and Physical evidence (Case study discussions on marketing mix for banks, insurance companies, mutual funds, stock broking firms etc)

**REFERENCE BOOKS**

1. Agarwal O. P. (2005): Environment and Management of Financial Services, Mumbai, Himalaya
2. Batra G. S. (1999): Financial Services: New Innovations, New Delhi, Deep & Deep
3. Bhole L. M. & Mahakud J. (2009): Financial Institutions and Markets: Structure, Growth & Innovations, New Delhi, Tata-McGraw Hill, 5e
4. Khan M. Y. (2004): Financial Services, New Delhi, Tata McGraw-Hill
5. Mantravadi P. (2001): Financial Services, Hyderabad, ICAFI
6. Pezzullo M. N. (1998): Marketing of Financial Services, New Delhi, Macmillan.

**OBJECTIVE**

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real world.
- Valuing equity and debt instruments.
- Managing the mutual funds.
- Measuring the portfolio performances.

**UNIT I. Investment** – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management

**Investment Environment:** Features and composition of money market and capital market, money market, capital market instruments and financial derivatives

**Risk and Return:** Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return

**UNIT II. Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis

**Technical Analysis:** Tools of technical analysis, important chart formations or price patterns and technical indicators

**Efficient Market Hypothesis:** Concept of ‘Efficient Market’ and its implications for security analysis and portfolio management.

**UNIT III. Behavioral Finance:** Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions

**Valuation of bonds and shares:** Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds

**Portfolio Management** – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management

**UNIT IV. Markowitz Portfolio Selection Model:** Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier

**Capital Asset Pricing Model (CAPM):** Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model

**Sharpe-The Single Index Model:** Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

**UNIT V. Factor Models and Arbitrage Pricing Theory:** Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.

**International Portfolio Investments:** Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

**Mutual Fund Operations:** Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.

**REFERENCE BOOKS**

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
2. Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
3. Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.
4. Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

**Course Code: MBA 217**

**Subjects: Strategic Cost Management and control**

**Credit: 03**

**OBJECTIVE**

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

1. **INTRODUCTION:** Concept framework of SCM, environmental influences on cost management practices  
role of SCM in strategic positioning, cost management tools– life cycles costing ,target costing ,kaizan costing, JIT and theory of constraints, BPR and benchmarking.
2. **ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume –based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
3. **ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.

***PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting, human aspects of budgeting; responsibility center and financial control – nature and role of responsibility centers  
accounting and evaluation of responsibility centre measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications.*

- 5 **PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced scorecard–  
prospective and limitations; establishing objectives and performance measures in different perspectives of balanced scorecard; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

**REFERENCE BOOKS**

1. Drury, Colin, “Management Accounting and Control”, Thomson Learning
2. Hansen and Mowen, “Cost Management”, Thomson learning
3. Kaplan, Atkinson, “Advanced Management Accounting”, Pearson Learning Horngren, Datar Foster, “Cost Accounting”,

## Course Outcome

CO1: Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.

CO2: Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to deliver the chosen strategy and assess sustainability of firm strategies and competitive positions

CO3: Identify the conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models

CO4: Identify major contemporary issues that have emerged in managerial accounting.

CO5: Discuss a number of issues relating to the design and implementation of cost management models in modern firms

Pos COs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	3	3	-	3	3	1
CO2	3	2	1	1	2	3	3	3
CO3	2	3	2	3	-	1	3	3
CO4	2	3	3	1	1	-	2	1
CO5	2	2	2	3	2	-	1	1

**Specialisation**  
**Financial Management**  
**Semester 4**

**OBJECTIVE**

To make the students understand financial management in global context and to explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.

**UNIT I. INTERNATIONAL MONETARY AND FINANCIAL SYSTEM:** Meaning of International Finance, Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope.

**UNIT II. INTERNATIONAL CAPITAL AND MONEY MARKET INSTRUMENTS:** GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits.

**UNIT III. FOREIGN EXCHANGE MARKETS:** Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Information and Communication; Foreign Exchange Trades..

**UNIT IV. FOREIGN EXCHANGE RISK:** Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Marketing, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques

**UNIT V. BALANCE OF PAYMENTS AND INTERNATIONAL LINKAGES:** Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit. **International Financial Market and Instruments:** International Capital and Money Markets; Money and Capital Market Instruments; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries.

**REFERENCE BOOKS**

1. Eun C.S. & Resnick, B.G. (2007). International Financial Management, USA: McGraw-Hill.
2. Stonehill, A.I., Michael, H. & Moffet (1993). International Financial Management, United Nations: United Nations Library on Transnational Corporations.
3. Madura, J. (2008). International Financial Management. USA: Cengage Learning,
4. Sharan, V. (2008). International Financial Management. New Delhi: PHI Learning Pvt. Ltd.
5. Siddaiah, T. (2009). International Financial Management. Noida: Pearson Education India.
6. Kevin (2009). Fundamentals of International Financial Management. New Delhi: PHI Learning Pvt. Ltd.
7. Srinivasan, S.P. (2005). International Financial Management. Delhi: Dreamtech Press

**OBJECTIVE**

The purpose of the course is to prepare the students to understand the advance topic of financial management in strategic management and get expertise in strategic planning & decision making and to familiarize various Techniques and Models of Strategic Financial Management.

**UNIT I. FINANCIAL POLICY AND STRATEGIC PLANNING:** Strategic Planning Process – Objectives and Goals – Major types of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

**UNIT II. DECISION SUPPORT MODELS:** Modeling for Decision Support, Modeling Process, Marakon Model, Alkan Model, Mckinsey Model.

**Working Capital Management:** Working Capital Leverage, Cash Budget Simulation, Discriminant Analysis, Cash Budget Models.

**Investments Decisions under Risk and Uncertainty:** Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

**UNIT III. CORPORATE RISK MANAGEMENT:** Sources of Risk, Approach to Risk Management, Process of Risk Management, Techniques of Risk Management

**Strategic Cost Management:** Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

**UNIT IV. EXPANSION AND FINANCIAL RESTRUCTURING:** Corporate Restructuring - Mergers and Acquisitions –reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

**UNIT V. FINANCING STRATEGY-INNOVATIVE SOURCES OF FINANCE:** Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

**REFERENCE BOOKS**

1. Bhalla V. K. - Financial Management & Policy
2. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007
3. Rajni Sofat&Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
4. Ravi M. Mohan - Financial Management Taxmann, New Delhi
5. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001

**OBJECTIVE**

To make the students aware about various financial derivatives available and to evaluate how these financial derivatives are used to minimize risk and formulate option trading strategies and its execution.

**UNIT I. Introduction:** Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and other Derivatives; Type of Trader; Trading Future Contracts; Specification of the Future Contracts; Operation of Margins, Settlement and Regulations; Role of Derivatives in Hedging, Speculation & Arbitrage

**UNIT II. Option Contracts:** Option Terminology, Comparison between Futures and Options, Types of Options; Options Trading; Margins; Valuation of Options; Binomial Option; Pricing Model; Black-Scholes Model, Exchange Traded Options, Over – the Counter Options, Quotes Trading, Margins, Clearing, Regulation and Taxations; Warrants and Convertibles.

**UNIT III. Futures:** Hedgers and Speculators; Future Contracts; Future Market – Clearing House Margins, Trading Future Positions and Taxation; Future Prices and Spot Prices; Forwards Prices Vs Future Prices; Future Vs Options. **SWAPS:** Mechanics of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and its Valuation, Credit Risk and Swaps.

**UNIT IV. Managing Market Risk:** Hedging Schemes: Delta Hedging, Theta Gamma Relationship in Delta Theta and Gamma; Vega and Rho; Portfolio Insurance.

**UNIT V. Financial Risk:** Credit Vs Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk; Systematic and Non-systematic Risk.

**REFERENCE BOOKS**

1. Gupta S. L. (2010). Financial Derivatives. New Delhi: Prentice Hall of India Limited.
2. Arditti, F.D. (1996). Derivatives: A Comprehensive Resource for Options, Futures,
3. Interest Rate Swaps and Mortgage Securities, Washington, D.C.: Island Press.
4. Johnson, P.M. (1999). Derivatives: A Manager's Guide to the World's Most Powerful
5. Financial Instruments. USA: McGraw-Hill Professional

**Specialisation**  
**International Business**  
**Semester 3**

**OBJECTIVE**

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

**Unit I: INTRODUCTION TO INTERNATIONAL BUSINESS:** Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

**Unit II: INTERNATIONAL BUSINESS ENVIRONMENT:** Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

**Unit III: GLOBAL TRADING AND INVESTMENT ENVIRONMENT:** World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

**Unit IV: INTERNATIONAL ECONOMIC INSTITUTIONS AND AGREEMENTS:** WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

**Unit V: REGIONAL ECONOMIC GROUPINGS IN PRACTICE:** Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World. Contemporary Issues in International Business: Labour and Environmental Issues.

**REFERENCE BOOKS**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth. Department of Commerce, University of Delhi 22
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.

**OBJECTIVE**

The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

**UNIT I. BASIC FRAMEWORK:** Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations.

Integrated SCM: Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting.; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modeling; Challenges to achieving and maintaining strategic fit

**UNIT II. MANAGING RELATIONSHIP:** Role of Relationship marketing in SCM; managing relationships with suppliers and customers; Role of on-line sales and supply chain. Designing strategic distribution network. Factors influencing distribution network.

Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development. Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions. Section B: Trade Logistics

**UNIT III. LOGISTIC SYSTEM:** Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics. Reverse inventory. Value added role of logistics. Logistics interface with manufacturer and marketing. Packing, Marking, Just in time concept; Third party logistic outsourcing– challenges and future directions.

**UNIT IV. TRANSPORTATION:** Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision. Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices–causes and protection; Role and types of cargo intermediaries.

**UNIT V. WAREHOUSING AND INVENTORY MANAGEMENT:** Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.

**REFERENCE BOOKS**

- 1 Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
2. Bes, J., Chartering Practices.
3. Bes, J., Dictionary of Shipping and chartering Practices.
4. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
5. ICAO Journal, New York., various issues.

**OBJECTIVE**

The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

**UNIT I. THEORETICAL FOUNDATIONS OF INTERNATIONAL TRADE:** Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

**UNIT II. DIRECT INVESTMENT:** FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.

**UNIT III. INSTRUMENTS OF COMMERCIAL POLICY:** Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries. Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

**UNIT IV. FACTOR MOVEMENTS AND INTERNATIONAL TRADE IN SERVICES:** Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

**UNIT V. POLICY FRAMEWORK AND PROMOTIONAL MEASURES:** India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

**REFERENCE BOOKS**

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.

**Specialisation**  
**International Business**  
**Semester 4**

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad  
MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA- 220

Subject: MERGER AND ACQUISITION

Credit: 03

### *Objectives*

To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.

### **Unit I**

#### **Introduction to Merger and Acquisition:**

Meaning of mergers and acquisitions (M &A), Motives behind the M &A, advantages and disadvantages of M &A, Types of mergers and steps for a successful merger. Strategic Evaluation of M&A Opportunities - selection approaches and criteria, Modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, Describes fair value: institutional criteria and special features of acquisition of sick companies.

### *Unit II*

**Strategizing and Structuring M & A Activity-** Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers

- synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

### *Unit III*

**Demergers-** Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers, Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-a-vis anti-trust policy **Unit IV**

**International M & A** —Introduction of interactional M & A activity, the opportunities and threats, role of M & A in

international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M&A

**Takeover defences** – Types of takeovers, techniques of bidding for a takeover, Defenses against takeover bids, Regulations and amendments, and guidelines for takeovers.

### **UNIT V**

**Accounting for Amalgamation** —Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

#### *Legal and Regulatory Framework of M & A –*

Provisions of the Companies Act, 1956 relating to M & A, Buyback of shares,

Provisions of SEBI act, 1992 and 1997, Provisions relevant to M & A activity in the Income Tax. Act, and Foreign Exchange Management Act.

### Suggested Book

1. Lecture notes, assignments, and other useful information will be posted on the course webpage.
2. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
3. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley
4. The Theory of Corporate Finance, Jean Tirole, Princeton University Press • “Corporate Takeovers” by Betton, Eckbo, Thorburn, <http://ssrn.com/abstract=1131033>

### Course Outcome

CO1: To analyze mergers and acquisitions of various types

CO2: To show the ways of capturing the value drivers through mergers and acquisition

CO3: To achieve skills in evaluation of target companies and the deals' value

CO4: To understand sources of funding for mergers and acquisitions

CO5: To demonstrate innovative financial decisions in mergers and acquisition

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	3	2	1	1	2	3
CO2	2	1	2	3	3	3	2	2
CO3	1	3	1	-	2	-	2	3
CO4	2	2	2	2	1	1	3	1
CO5	-	2	1	1	3	3	2	1

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION  
Semester - IV

**Course Code: MBA-222    Subject: INTERNATIONAL PROJECT MANAGEMENT    Credit: 03**

**Objective:** To acquaint the students with the overview of International project management and the issues related to it.

**UNIT-1**

International Project Management: Introduction, The New World of Globalised Business, Definition of International Projects, Parent Vs Host Country, Characteristics of International Projects, Importance of International Projects, Challenges of International Projects, Difference between domestic projects and international projects.

**UNIT-2**

International Project Financing: Sources of International Project Finance, Instruments of International Project Finance, Criteria of International Project Financing, Innovative Financing Solutions for funding International Projects.

**UNIT-3**

International Risk Management: Risks related with International Projects, Mitigation of Risk, Project Derisking: Tax

Incentives & Subsidies, Forms of Derisking, Forms of Tax Incentives Worldwide, Credit Risk Rating of Projects

**UNIT-4**

Resources Considerations in International Projects: Introduction, Resource Allocation, Scheduling, Team Management & Diversity Management, Hofstede 5D Model

**UNIT-5**

International Project Review & Administrative Aspects: Project Close-out, Project Termination, Project Follow up, The Post-audit, Abandonment Analysis

**Reference:**

1. Lath Pradip K. Parashar Sat P., Project Appraisal & Financing, Himalaya PublishingHouse.
2. Thomas W. Grisham, International Project Management: Leadership in ComplexEnvironments.
3. Kathrin Koster, International ProjectManagement
4. Bennet Lientz, Kathryn Rea, International ProjectManagement

**Course Outcome**

CO1: Manages project risk, including identifying, analysing and responding to risk

CO2: To analyse and manages stakeholder expectations and engagement to ensure a successful project outcome

CO3: To apply project management practices in a variety of organizational and international settings

CO4: To demonstrate effective use of written, verbal , and non-verbal skills to communicate about Project Management documents and plans

CO5: To apply the framework and good practices of project management

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	3	2	1	2	2	2
CO2	2	1	2	2	2	2	2	3
CO3	2	-	1	1	1	3	2	2
CO4	1	1	1	-	3	2	1	2
CO5	2	2	2	2	2	-	3	3

LINGAYA'S VIDYAPEETH  
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION  
Semester - IV

Course: MBA-224

Subject: FOREX MANAGEMENT & CURRENCY DERIVATIVES

Credit: 03

### OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts of forex currency & derivatives. This course is designed to develop skills essential for understanding the functions of stock markets

**UNIT I. Introduction of Derivatives:** History & Evolution of derivatives, Derivative Products: features, merits, demerits, Growth drivers of derivatives.

**UNIT II. Financial Institutions:** IMF: objectives, function, merit, demerit, evolution. SEBI: introduction, characteristics, functions, role of sebi in international trade. Hedging.

**UNIT III. Introduction of currency market:** Merits, demerits, functions & features of currency market. History of foreign exchange market, Overview of International currency market, basics of currency market in India, Impact of market economies on currency price.

**UNIT IV. Trading in International Currency:** International reserve: concept of I.R, Characteristics of I.R, International currency crises, International capital budgeting, International tax law.

### REFERENCE BOOKS

1. Websites and weblinks
2. S.S.S Kumar for financial derivatives
3. L.M. Bhole for financial institutions & markets

### Course Outcome

CO1: To understand how the foreign Exchange Market operates

CO2: To understand the principles of Currency valuation

CO3: To explain techniques that can be used to hedge foreign exchange risk

CO4:

To create an understanding on foreign exchange Management in India CO5: To analyze the concept of Derivatives

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	-	2	1	1	1	2	2
CO2	2	1	1	2	1	-	3	2
CO3	2	3	2	1	3	3	3	2
CO4	3	1	3	1	2	2	2	2
CO5	3	2	1	-	2	1	1	2

**Specialisation**  
**Marketing Management**  
**Semester 3**

**OBJECTIVE**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

**UNIT I. INTRODUCTION:** Consumer Behavior And Consumer Research; Importance Of Consumer Behavior, Evolution Of Consumer Behavior; Consumer Decision Process Model; Variables Affecting The Decision Process; Types Of Decision Process; Factors Influencing The Extent Of Problem Solving.

**PURCHASE PROCESS:** Purchase Processes; Need Recognition; Internal And External Search; Pre-Purchase Evaluation; Different Types Of Purchase Situations.

**UNIT II. CONSUMPTION EXPERIENCES:** Consumption Experiences; Importance Of Customer Satisfaction; Factors Affecting Satisfaction Level; Demographics And Consumer Behavior; Economic Resources And Consumer Behaviour.

**MOTIVATING FACTORS:** Personality And Consumer Behaviour; Personal Values; Lifestyle Motivational Conflict And Need Priorities; Motivational Intensity; Motivating Consumer; Attitude Theories Perception.

**UNIT III. CULTURAL EFFECTS:** Culture And Its Effect On Consumer Behaviour; Changing Values And Its Effect On Consumer Behaviour Changing Values And Its Effect On Marketing; Determinates Of Social Class; Social Class And Consumer Behaviour; Role Behaviour; Importance Of Families And Households On Consumer Behavior; Role Behaviour And It Influence On The Decision Process; Family Life Cycles; Changing Roles Of Women; Children And Household Consumer Behaviour.

**UNIT IV. GROUP INFLUENCES:** Group And Personal Influences On Individuals; Reference Group And Its Influence On Individual; Transmission Of Influence Through Dyadic Exchanges; Word Of Mouth And Opinion Leaders In Advertising And Marketing Strategy.

**UNIT V. CONSUMER OPINION & LEARNING:** Diffusion Of Innovations; Diffusion Process; Reaching The Consumer; Gaining Consumer's Attention; Shaping Consumer's Opinion; Opinions Change; Product's And Advertising's Role In Shaping Consumer Opinion; Cognitive Learning; Retrieval Of Information; Company's Role In Helping Consumers To Remember.

**REFERENCE BOOKS**

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Solomon, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
4. Loudon, David J. and DellaBitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

**OBJECTIVE**

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

**UNIT I. INTRODUCTION:** An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, Evolution of IMC, Reasons for growing importance of IMC. Introduction to IMC tools – Advertising, Direct Marketing, Internet Marketing, Sales Promotion, Publicity/ Public Relations and Personal Selling. IMC Planning Process & Model. The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.

**UNIT II. UNDERSTANDING COMMUNICATION PROCESS:** Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

**UNIT III. PLANNING FOR MARKETING COMMUNICATION (MARCOM):** Establishing Objectives and Budgeting for Promotional Programmes-Setting communication objectives, DAGMAR approach for setting ad objectives. Budgeting for MARCOM-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine MARCOM budget.

**UNIT IV. DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME:** Creative strategies in advertising, sales promotion, publicity etc.; Creative strategy in Implementation and Evaluation- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning

**UNIT V. MEASURING EFFECTIVENESS AND CONTROL OF PROMOTIONAL PROGRAMMES** Media Planning and Strategy, Evaluation of Broadcast Media, Evaluation of Print Media, Direct Marketing, The Internet and Interactive Media, Sales Promotion, Public Relations, Publicity, and Corporate Advertising, Personal Selling, Measuring the Effectiveness of the Promotional Program, Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion.

**REFERENCE BOOKS**

1. Belch, George and Belch, Michael, "Advertising and Promotion", Tata McGraw Hill, New Delhi
2. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill, New Delhi
3. Jethwaney, Jaishree and Jain, Shruti, "Advertising Management", Oxford University Press, New Delhi
4. Clow, Kenneth and Baack, Donald, "Integrated Advertising Promotion and Marketing Communication", Pearson Education, New Delhi.

**OBJECTIVES**

The objective of this paper is to understand concepts & processes involved in new product development & on brand building and also to understand how to establish, implement, measure and manage brand.

**UNIT I. INTRODUCTION TO PRODUCT & BRAND:** Levels Of Product; Product Life Cycle, Product Portfolio; Product Management & New Product Development; Branding Concepts; Branding Challenges And Opportunities; Strategic Brand Management Process; Brand Equity Concepts.

**UNIT II. IDENTIFYING & ESTABLISHING BRAND:** Customer Based Brand Equity; Building A Strong Brand And Its Implications; Identifying And Establishing Brand Positioning, Brand Mantra, Internal Branding, Brand Audit.

**UNIT III. PLANNING & IMPLEMENTING BRAND MARKETING PROGRAMS:** Choosing Brand Elements To Build Brand Equity; Designing Marketing Programs To Build Brand Equity; Integrating Marketing Communication To Build Brand Equity, Leveraging Secondary Brand Knowledge To Build Brand Equity.

**UNIT IV. MEASURING & INTERPRETING BRAND PERFORMANCE:** Developing a brand equity measurement and management system; Measuring Sources of Brand Equity: Capturing Customer Mind-Set; Measuring Outcomes of Brand Equity: Capturing Market Performance.

**UNIT V. GROWING & SUSTAINING BRAND EQUITY:** Designing & Implementing Brand Strategies- Brand Architecture, Brand Hierarchy, Designing a Brand Strategy, Cause Marketing tool to build Brand Equity; New Products & Brand Extensions.

**Managing Brand:** Managing Brands over Time: Managing Brands over Geographic Boundaries and Market Segments.

**REFERENCE BOOKS**

1. Strategic Brand Management, 3rd ed. by Keller, Kevin Lane, Prentice Hall. 2008
2. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
3. Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
4. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
5. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications.

**Specialisation**  
**Marketing Management**  
**Semester 4**

**OBJECTIVE**

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

**Unit-I INTRODUCTION:** Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; international marketing environment; screening international marketing opportunities; techniques of foreign market selection.

**Unit-II INTERNATIONAL MARKETING RESEARCH & STRATEGIES:** International marketing research and information system; foreign market entry modes; global marketing operations and strategies;

**Unit-III INTERNATIONAL PRODUCT STRATEGIES:** International product, branding decision, PLC, pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions, consideration (factor) affecting, product strategy, product adoption & standardization, new product development.

**Unit-IV INTERNATIONAL PRICING STRATEGIES:** International direct marketing; international promotion mix; push and pull strategies; aspects of international sales management;

**Unit-V INTERNATIONAL DISTRIBUTION & PROMOTION STRATEGIES :** Global media strategy; (challenges of international advertising; the structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management), operations and control; managing risk in international marketing.

**REFERENCE BOOKS**

1. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning,
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi
5. Rajgopal, International Marketing, Vikas, New Delhi

**OBJECTIVE**

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

**UNIT I. STRATEGY FORMULATION** – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

**UNIT II. STRATEGIC MARKETING MANAGEMENT** – Objectives & concept of Strategic Marketing Management - Strategy Definition

**UNIT III. STRATEGIC MARKETING ANALYSIS** – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.

**UNIT IV. MARKETING STRATEGY IMPLEMENTATION** – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

**UNIT V. SPECIFIC STRATEGY INITIATIVES** – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries. **Marketing Strategy Evaluation** – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s marketing strategy formulation.

**REFERENCE BOOKS**

1. Marketing Management: Analysis, Planning & Control: - Phillip Kotlar
2. Business Policy & Strategic Management – Azar Kazmi
3. Strategic Marketing-David W.Cravens ,Nigel f.Piercy
4. Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech

**OBJECTIVE**

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

**UNIT I. INTRODUCTION:** Introduction to services marketing; Implication to marketers, role of services marketing; consumer behavior in service encounters; customer interaction, purchase process, positioning services in competitive markets.

**UNIT II. SERVICE PRODUCT AND PRICING:** Creating & pricing the service product; identifying and classifying supplementary services, planning and branding service products, new service development; setting pricing objectives and foundations for setting prices, pricing strategies.

**UNIT III. DISTRIBUTING SERVICES AND PROMOTION:** Distributing & promotion services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries, Distribution strategies. Designing and managing service processes: service process redesign, Promotion strategies, challenges in promoting services.

**UNIT IV. DEMAND AND CAPACITY:** Balancing demand and capacity: fluctuations in demand, capacity constrain, service environment, managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base:

**UNIT V. CUSTOMER SERVICING:** Customer feedback and service recovery: customer complaining behavior, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity.

**REFERENCE BOOKS**

1. Lovelock, Christopher, Wirtz, Jocken and Chatterjee Jayanta, "Services Marketing – People Technology, Strategy" Pearson Education, New Delhi
2. Rao, K. Rama Mohana, "Services Marketing", Pearson Education, New Delhi
3. Hoffman and Bateson, "Essentials of Service Marketing", Thomson Asia Ptc. Ltd., New Delhi
4. Rampal, M.K. and Gupta, S.L., "Services Marketing", Galgotia Publication, New Delhi  
Harsh Verma, "Service Marketing", Tata Mcgraw.

