

Rani Durgavati Vishwavidyalaya

Jabalpur

Faculty of Management



Course – Curriculum

MBA

**SYLLABUS AND SCHEME OF
EXAMINATION FOR MBA 2 YEARS
FULL TIME PROGRAMME
MBA I & II SEMESTER
YEAR 2018-2020**

SYLLABUS AND SCHEME OF EXAMINATION FOR MBA 2 YEARS

FULL TIME PROGRAMME

There will be in all 31 theory papers distributed among the four semesters along with On-site Training Report & Viva-Voce in III Semester and Evaluation of Managerial Skills through Presentations in IV Semester.

The minimum passing marks for the theory paper shall be 40% and for the On-site Training Report and Viva-Voce and Evaluation of Managerial Skills through Presentation shall be 50% of the Maximum marks.

The candidate need to score minimum 50% marks in aggregate including the marks of Internal Assessment where prescribed to pass the semester

Scheme for FIRST Semester

There will be 8-theory papers in this semester.

The Internal marks will be calculated based on the following:

Internal Assessment

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Paper Code	Papers	INTERNAL ASSESSMENT		SEMESTER-END EXAMINATION	
		Max. Marks	Min. Marks	Max. Marks	Min. Marks
MS-101	Organizational Behavior	30	12	70	28
MS-102	Principles & Practices Of Management	30	12	70	28
MS-103	Accounting For Manager	30	12	70	28
MS-104	Managerial Economics	30	12	70	28
MS-105	Computer Application In Management	30	12	70	28
MS-106	Quantitative Techniques For Managers	30	12	70	28
MS-107	Legal Aspects Of Business	30	12	70	28
MS-108	Economic Environment Of Business	30	12	70	28

MBA – I
SEMESTER

MS-101 ORGANISATIONAL BEHAVIOUR

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective - To develop an understanding of the individuals and groups behavior inside organizations should further enhance your skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.

Unit – I Focus and Purpose

- Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behavior models, Organization and the environmental factors.
- Organizational Theory, Organizational behavior modification. Misbehavior –Types

Unit – II Individual Behavior

- Personality – Types – Factors influencing personality – Theories.
- Learning – Types of learners – The learning process – Learning theories. .
- Attitudes – Characteristics – Components – Formation – Measurement- Values.
- Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Emotions and Moods in workplace

Unit – III Group Behavior

- Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Interpersonal Communication
- Team building - Interpersonal relations – Group decision making techniques.
- Meaning of conflict and its types, Conflict Redressal process

Unit – IV Leadership and Power

- Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers.
- Sources of power – Power centers – Power and Politics.
- Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories : Maslow's, Herzberg, etc.

Unit – V Dynamics of Organizational Behavior

- Organizational culture and climate – Factors affecting organizational climate – Importance.
- Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.
- Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational Development – Characteristics & objectives.
- Organizational effectiveness. Benchmarking- TQM and Six Sigma (Overview)

Internal Assessment:**Total Marks30****Attendance****10 Marks****Test****10 Marks****Seminars/Cases analysis/Presentations:****10 Marks**

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Human Behavior at work

Keith Devis

Organizational Behavior; Concepts, Skills and Practices

Kinicki Kreitner

Dimension of Organizational Behavior

T. Herbert

Organization & Management

R. D. Agrawal

Organizational Behavior and Performance

Aszilagyl & Wallace

Organizational Behavior

K. Aswathapa

Organizational Behavior

Jit Chandan

Organizational Behavior

V. Ghosh

Organizational Behavior

Gregory Morehead

Organizational Behavior

Fred Luthans

Organizational Behavior

Rosy Joshi

Organizational Behavior

Stephen Robbins

MS-102 – PRINCIPLES & PRACTICES OF MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

UNIT – I

- Management concept, Importance, and Scope, Fields of management, Role of managers.
- Evolution of Management thought – Trends and Challenges of Management in Global Scenario.
- Fayol and Taylor Principles of Management, Classical and Neo classical Theory

UNIT – II

Nature and purpose of planning - Planning process - Types of plans – Objectives. Six P'S of Planning. Strategies - Types of strategies TOWS Matrix, Porter's Generic Competency Model -, BCG Matrix and GE Matrix, Policies.

- Decision Making - Types of decision - Decision Making Process - Rational Decision Making.

UNIT-III

- Nature and purpose of organizing - Organization structure Organizational Restructuring.
- Departmentalization - Span of control - Centralization and Decentralization - Delegation of authority
- Staffing - Selection and Recruitment - Orientation - Career Development - Career stages
- Training - Performance Appraisal (overview).
- Corporate social Responsibility plans.
- Concept and benefits of Managing By Objective (MBO)

UNIT-IV

- Organization Culture - Elements and types of culture - Managing cultural diversity.
- Motivation & leadership – concept, style and theories. Its role in business effectiveness.
- Creativity -Introduction, Concept of Creativity, Importance of Creative Thinking, Process of Creative Thinking, Techniques for Creative Thinking - Brainstorming
- Innovation – meaning, sources, elements and stages of innovation.
- Co-ordination & co-operation - Concept, Need and techniques

UNIT V

- Process of controlling - Types of control - Budgetary and non-budgetary control, Q techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control, Quality Control - Planning operations.

Internal Assessment:

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Principles of Management -

Tata Mc GRAW- Hill

Current Readings in Management-

Tata Mc GRAW- Hill

Essentials of Management-

Koontz and Weihrich

The Process of Mgt, Concept, Behaviour & Practice

Newman Summer Warren

Organizational Behaviour, 9th Ed.

Stephen Robbins

Human Behaviour at Work

Davis and Newstorm

Organisation Behaviour

Fred Luthans

MS – 103 ACCOUNTING FOR MANAGERS

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The basic objective of this course is to equip the students with the knowledge of accounting principles, conventions and concepts. It will make students aware of financial reporting system and techniques of financial analysis. The course is also intended to provide insight into the accounting techniques that may enable students in managerial decision-making and control.

UNIT-I

- Accounting – Meaning, scope, uses & types. Financial Accounting Concepts, conventions and principles - their implications on accounting system.
- Accounting Cycle. Classification of capital and revenue expenses.

UNIT-II

- Concept & Methods of depreciation SLM and DBM. Impact of depreciation on measurement of business Accounting.
- Trial Balance, Profit and Loss Account and Balance Sheet Preparation.
- Incorporation of Company, Purchase of Business

UNIT-III

- Concept and Need for analysis of Financial Statements – Types and Tools of analysis: Trend analysis, Common size statements and Comparative statements. Final Accounts of Company - Understanding.
- Financial Ratio Analysis: Meaning, Uses, Importance, need and limitations of Ratio analysis. Types - Turnover, Liquidity, Solvency, Proprietary, Leverage and Profitability Ratios.

UNIT-IV

- Cost Accounting-Nature, role, elements & classification of cost. Cost sheet.
- Marginal Costing- Concept, Importance and Contribution in Decision Making. Limitations of Cost Accounting
- Cost Volume Profit Analysis- Break Even Analysis, Margin of Safety, PV Ratio. Concept of Variances (Materials and labor).

UNIT-V

- Understanding of Inflation Accounting, Responsibility Accounting & Human Resource Accounting.
- Concept of Budget and Budgetary control- Flexible vs. Fixed budget. Revenue Budget, Preparation of Cash, Sales and Production Budgets.
- Introduction to Tally - Accounting application.

Internal Assessment:**Total Marks30****Attendance****10 Marks****Test****10 Marks****Seminars/Cases analysis/Presentations:****10 Marks**

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Management Accountig	Robert Anthony
Management Accounting	I.M.Pandey
Accounting for Management Control	Horngren
Introduction to accountancy	Grewal T.S.
Cost Accounting and Costing Methods	Wheldon
Cost Accounting	R.L. Gupta & V.K.Gupta,
Introduction to Accounting	S.N. Maheshwari,
Cost Accounting, Theory and Problems	S N Maheshwari, Vikas Publications, New Delhi: III Edition 2000
Financial Management	Khan & Jain
Managerial Accounting	Hingorani R. and Grewal
Cost Accounting	Biggs
Marginal Costing	Lawrence and Humphrey
Management Accounting	D.C. Sharma and K.G.Gupta
Management Accounting	S.P. Gupta
Double Entry Book Keeping	T.S.Grewal
Cost Accounting	Dr.P.K.Jain
Cost Accounting	Khan & Jain
Management Accounting 3rd Ed.	Khan & Jain
Theory & Problems in Management & Cost Accounting	Khan & Jain

MS-104 MANAGERIAL ECONOMICS

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

UNIT I:-

- Introduction to Managerial Economic: meaning, scope and methods of Managerial Economics, Importance and application of Managerial Economics to decision making.
- Decisions- Concepts of Opportunity cost, Time Value of Money, Scarcity, choice & production possibility curve.

UNIT II

- Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand.
- Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand.
- Demand forecasting- meaning, significance and methods.

UNIT III

- Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.
- Production concepts & analysis; Production function, single variable-law of variable proportion, two variable- Law of returns to scale.
- Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT IV

- Market Equilibrium and Average Revenue Concept.
- Market Structure: Perfect Competition, features, determination of price under perfect competition.
- Monopoly: Feature, pricing under monopoly, Price Discrimination.
- Monopolistic: Features, pricing under monopolistic competition, product differentiation.
- Oligopoly: Features, kinked demand curve, cartels, price leadership.
- Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT V

- National Income; Concepts and various methods of its measurement, Employment, Index Numbers, Inflation and Deflation - types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory, Innovation theory and Theory of Rent.
- Fiscal and Monetary Policy (Overview)

Internal Assessment:

Total Marks30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

- Managerial Economics
 - Managerial Economics : Concepts & Cases
 - Managerial Economics
 - Managerial Economics and Business Strategy
 - Managerial Economics
 - Managerial Economics
 - Introduction to Managerial Economics
 - Managerial Economics
 - Economics decision models
 - Theory of the Firm
 - A Study of Managerial Economics
 - Managerial Economics
 - Managerial Economics
- Varshney & Maheshwari
Mote, Paul & Gupta
D.N. Dwivedi
Michel Baye (Mc Graw- Hill)
Thomas R Christopher (McGraw-Hill)
D.C. Hogue
C.I. Savage & J.R. Small
C.J. Stocks
I.L. Riggs
K.L. Cohen & R.M. Cyert
D.Gopal Krishna
Gupta G.S.
M.L. Jhingan J.K. Stephen

MS-105 COMPUTER APPLICATION IN MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective - Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

UNIT–I Introduction to Computer & Operating System:

- Introduction to computers, Advantages, Disadvantages and of computer Applications, Block diagram and working model of computer. Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN.
- Classification and generation of computer. Configuration of PC. Study of various add-on devices to PC like modem, printer, scanner, and Input / Output Devices.
- Operating System – Basic Introduction to MS-DOS, Unix and Windows as Operating System. Functions & types of OS. Concept of GUI.

UNIT–II Office Automation & Management

- Word Processing – Creating, Opening, editing, formatting, composing, printing, saving etc. preparing & merging documents.
- Excel -working with spreadsheets, presenting data using graph, tables, formulas and functions. Editing and formatting of charts. WHAT – IF Analysis.
- PowerPoint – creation of presentation, data representation through graphics, animating your presentation.
- Outlook – E-mailing and getting connection to Internet, configuring of outlook express, using outlook for your mail checking, sending and updating.
- Tally – Introduction to computational accounting.

UNIT–III Internet

- Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, Web browsing, searching, downloading & uploading from Internet.
- E-Mail Etiquette - Working process of E-mail, chatting. Applications of Information Technology.

UNIT–IV Introduction to E-Commerce

- Meaning, nature, scope and channels, E-Market, Models of e-commerce, Global trading environment and adoption of e-commerce, application of ecommerce to Supply chain management.
- EDI and paperless trading, characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards, E-Commerce in India

UNIT–V Electronic Transaction

- Concept of E-transaction, purchase order processing and payments.
- Electronic Payment Systems, types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards. Master Card / Visa Secure E-Transaction. Mobile commerce.
- Security risks of e-commerce-Types and sources of threats. Cyber Crime.

Internal Assessment:**Total Marks30****Attendance****10 Marks****Test****10 Marks****Seminars/Cases analysis/Presentations:****10 Marks**

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REFERENCE BOOKS

Electronic Commerce: Framework & Technologies and Applications	Bhasker
Web Commerce Technology Hand book	Minol
Computer Fundamental	V Rajaraman
LINUX	Tech Media Publication
Web page programming	BPB Publicaton
E-Commerce	Daniel Minoli and Emma Minoli
Web-Commerce	Bajaj & Nag
MS-Office XP	BPB Publication

MS-106 QUANTITATIVE TECHNIQUES FOR MANAGERS

[Max. Marks: 70]

[Min. Marks: 28]

Course Objectives – The basic aim of this course is to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process and management.

UNIT – I:

- Introduction to Statistics-origin, scope, development and branches of statistics, limitations of statistics, statistics & computers, Applications of Statistics in Business.
- Measures of Central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT – II:

- Dispersion- Range Quartile deviation, Mean Deviation, Standard Deviation and co-efficient of variation.
- Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness, Kelley's co-efficient of skewness - Theory and problems. Concept of Kurtosis.

UNIT – III:

- Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.
- Regression Analysis: Concept, Method of least square fit of a linear regression, lines of regression, Properties of regression coefficients.

UNIT – IV:

- Probability Theory: Concepts, additive, multiplicative, conditional probability rules, Bayes's Theorem and introduction to probability distribution (Binomial & Poisson distribution)
- Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models.
- Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics, types and uses of index numbers, weighted & un-weighted price indexes, Tests of adequacy and consumer price indexes.

UNIT – V:

- Hypothesis testing and statistical inference (Introduction to methodology and Types of errors) introduction to sample tests for Univariate and Bivariate analysis using normal distribution, f-test, and t-test, z-test and chi square test.
- Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction)
- Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

Internal Assessment:

Total Marks30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Statistic for Management	Levin RI
Quantitative Techniques in Management	N.D.Vohra (The McGraw-Hill)
Statistics for Modern Business Decision	Lapin &Lawrance
Business Statistics	Gupta SP
Modern Elementary Statistics	Friend John I
Fundamentals of Statistics	Gupta G & Dasgupta
Quantitative Techniques	Chandan JS
Statistics for Business & Economics	Chandan JS
Introduction to Statistical Methods	Gupta V
Quantitative Techniques	CR Kothari
Mathematics for Management and Computer Applications	J.K. Sharma, New Delhi, Galgotia Publication
Business mathematics and statistics New Central BookAgency 9 th Ed.	R. K. Ghosh and S. Saha,
Business Mathematics and Quantitative Techniques	Saha, Calcutta, Central Book Agency
Statistics for Management Prentice Hall of India, 2000	Richard I. Levin and D.S. Rubin

MS – 107 LEGAL ASPECTS OF BUSINESS

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The basic objective of this course is to expose the students towards the mercantile law and equip the students with broad based knowledge of company law.

UNIT I

- **Indian Contract Act, 1872** Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency, Creation & termination of Agency Rights, Duties and Liabilities of Agent.

UNIT II

- **Sales of Goods Act, 1930:** Meaning - Contract for Sale of Goods, Essentials of a Contract of Sale - Formalities of a Contract of sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

UNIT III

- **The Companies Act, 1956:** Company - Definition, Meaning, Features and Types of companies. Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus. Share Capital. Companies ACT 2013 and subsequent amendments.
- **The Indian Partnership Act, 1932:** Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms, Partnership Act 2013 (amendments). Limited liability Partnership

UNIT IV

- **The Negotiable Instruments Act, 1881:** Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument.
- **The Consumer Protection Act, 1986-** Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes, Redressal Agencies.

UNIT V

- **The Information Technology Act, 2000** Digital Signature Definition, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication, Cyber Law (only Preamble).
- **Intellectual Property Right (IPR) Act** Conceptual understanding of patents, copyrights, trademarks and designs.
- **Right to Information Act 2005:** Right to know, Salient features of the Act, Request procedure for obtaining information, Exemption from disclosure of information.

Internal Assessment:

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Business Law	M.C. Shukla
Business Law	Mulchandani, K.R.
Business Law	Mahaeshwari, R.P. & S.N.
Principles of Business Law	K. Ashwathappa
Business Law	Sen & Mitra
Business Law	M.C. Kuchhal
Govt. & Business	N.K Sengupta
Bare Acts –	
Indian Contract Act	
Sale of Goods Act	
Partnership Act	
Business Law	Balachandani
Business Law	SD Geet and MS Patil
BusinessLaws	Gulshan Kapoor
Business and Commercial Laws	Sen and Mitra
An Introduction to Mercantile Laws	N. D. Kapoor
Business laws	N.M. Wechelkar
Business Laws	M.D. Mulla
Company Law	Avtar Singh
Bare Text of the relevant Act	

MS-108 ECONOMIC ENVIRONMENT OF BUSINESS

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations. So that they should understand the dogma of business in which they are seeking their future.

UNIT I

- **Business Environment:** Definition, Nature, Scope, principles, elements of Business, Dynamic factors, significance and nature of business environment.
- **Environmental scanning** – Meaning, importance and its process. Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment.
- **Globalization:** New dimensions of Business.

UNIT II

- **Politico-legal Environment:** Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA & FERA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business.

UNIT III-

- **Economic Environment:** Philosophy and strategy of planning in India; Phase of Economic Development and its impact, Concept of mixed economy: the public sector and the private sector, their changing roles; Inflation – FDI and collaboration; Industrial policy in India in recent years; Policy with regard to small scale industries and labour.
- **Financial Environment:** The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC); Introduction to Stock Exchange of India.

UNIT IV

- **Technological and socio-cultural Environment:** Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures
- **Impact of culture and values:** Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

UNIT V

- **Economic Reforms in India:** Liberalization, Privatization and Globalization. Liberalization in India: The New Economic Policy; Policy changes for liberalization & its impact, Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features and role of WTO, IMF and World Bank in global economic development.

Internal Assessment:

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students' performance. (Cases or Seminars can be given on individual basis or on group basis)

REFERENCE BOOKS

Principles of Business Management

Arun Kumar/Archana Sharma

Business Environment

F. Cherunilum

Market Management in India

Manas Pandey

Business & Economic Law

Bansal

Privatization of PSU in India

C.N.P. Nair

Export/Int. Management

Balgopal

Economic environment of Business

Biswnath Ghosh

MBA – II
SEMESTER

SYLLABUS AND SCHEME OF EXAMINATION FOR MBA 2 YEARS
FULL TIME PROGRAMME

Scheme for SECOND Semester

There will be 8-theory papers in this semester.

The Internal marks will be calculated based on the following:

Internal Assessment

Attendance

Test

Seminars/Cases analysis/Presentations:

Total Marks 30

10 Marks

10 Marks

10 Marks

Paper Code	Papers	INTERNAL ASSESSMENT		SEMESTER END EXAMINATION	
		Max. Marks	Min. Marks	Max. Marks	Min. Marks
MS-201	Human Resource Management	30	12	70	28
MS-202	Corporate Finance	30	12	70	28
MS-203	Marketing Management	30	12	70	28
MS-204	Production And Operations Management	30	12	70	28
MS-205	Business Research Methodology	30	12	70	28
MS-206	Managerial Communication	30	12	70	28
MS-207	Management Science	30	12	70	28
MS-208	Retail Management	30	12	70	28

MS-201 HUMAN RESOURCE MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization. The effectiveness of human resource management in organization depends largely on individual perception, assumption and belief about people. The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

UNIT I

- Introduction to Human Resource Management – Definition – Objectives and functions – Role and structure of Human Resource Function in organizations, Present day Challenges of HRM, Strategic HRM, Global HRM, Role of HR Manager.
- Objectives and functions of Personnel management. Characteristics and qualities of Personnel Manager. Difference between Personnel Management, HRM and HRD.

UNIT II

- Human Resource Policies: importance, essentials and formulation. HR procedures & practices.
- Human Resources Planning– Concept, Need, Objectives, Importance, Process and limiting factors.
- Manpower Estimation-Job analysis, Job Description, Job Specification.

UNIT III

- The systematic approach to Recruitment & Selection: Recruitment & Selection Policy, Recruitment & Selection Procedures, Recruitment & Selection Methods and Evaluation process.
- Training and Development –Objectives, Needs, Process, challenges and Methods. Evaluation of Training Programs. Introduction to Career and Succession Planning.

UNIT IV

- Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.
- Compensation Administration: Nature and Objectives of compensation, components of pay structure, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Health & safety
- Incentive Schemes: Meaning and Definition, Prerequisites, Types and Scope. Fringe Benefits.

UNIT V

- Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.
- Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure, Conflict Management. Industrial Relations: Nature, importance and approaches of Industrial Relations
- Concepts of JIT, TQM, Kaizen, Quality Circles.

Internal Assessment

Attendance

Test

Seminars/Cases analysis/Presentations:

Total Marks 30

10 Marks

10 Marks

10 Marks

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Personnel Management CB Mamoria
- Personnel Management RS Davar
- Economics of Labour and IR TN Bhagoliwal
- Management of Human Resources Prasad & Banerjee
- Cases in Human Resources Management MN Rudrabasavaraj
- Personnel Management EB Flippo
- Human Relation Work K. Davis
- Personnel Management & Human Resources V. Ratham, CS Venkata, V.K. Shrivastava
- Human Resource Development & Mgt. Ghosh , Biswanath
- A Handbook of Human Resource Practice Michael Armstrong
London, Kogan Page, 8th Edn., 2001.
- Personnel/Human Resource Management David S. Decenzo and Stephen Robbins
New Delhi, Prentice Hall, 3rd Edn. 1988.
- Human Resource Management Robert L. Mathis and John H. Jackson
9th Edn. South Western College Publishing, 1995.

MS - 202 CORPORATE FINANCE

[Max. Marks 70]

[Min. Marks: 28]

Course Objective: - The objective of this course is to develop a conceptual framework of Finance function and to acquaint the participants with the tools, techniques and process of financial management for making financial decisions.

UNIT I

- Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Indian Financial system. Financial Management function and Decision of Finance Manager in Modern Age. Financial Planning & forecasting.
- Accounting Standards. Introduction to International Accounting Standards. Role of Accounting Standard board.

UNIT II

- Fund Flow: Concept, Preparation of schedule of changes in working capital and the fund flow statement, Managerial uses and limitation of fund flow statement.
- Cash Flow Concept, Preparation of cash flow statement, managerial uses of cash flow statement.
- Concepts of Working Capital, Determinants of Working, Capital Operating and Cash Conversion Cycle, Permanent and Variable Working Capital. Symptoms of poor Working Capital management, Working Capital Management Strategies.

UNIT III

- Long term financing sources and instruments – Shares and Debentures – Convertible securities & Term Loans – Foreign equity and debt securities. Valuation of shares, valuation of goodwill, methods of valuation of goodwill.
- Dividend policies - Factors affecting dividend decision - Dividend theories - Graham, Gordon, Walter and MM Theories - Plough back of earnings for expansion, diversification and modernization.
- Investment Accounting: Concept & methods.

UNIT IV

- Cost of capital: Equity, Debt, Retained earnings - Weighted Average Cost of Capital.
- Capital structure theories –MM, Trading on Equity, Net income, Net operating income, Agency, Trade-off and Pecking Order Theories.
- Leverage Analysis- Types and significance.

UNIT V

- Capital Budgeting: Nature, Features, Significance and Methods of Appraisal: Payback period, ARR, NPV and IRR. Capital Rationing.
- Concept of Risk and Return, Techniques of decision making under risk and uncertainty. Decision trees for sequential investment decisions.

Internal Assessment

Attendance

Test

Seminars/Cases analysis/Presentations:

Total Marks 30

10 Marks

10 Marks

10 Marks

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Financial Management Theory and Practice
 - Fundamentals of Financial Management
 - Financial Management and Policy
 - Financial Management
 - Financial Management
 - Financial Decision Management
 - Financial Management
 - Financial Management
 - Corporation Finance
 - Marketing Management
- Brigham
Horne, Wachowicz Jr.
Van-Horne
S.C. Kuchhal
I.M. Pandey
P. Chandra
Khan and Jain
S.N. Maheshwari
P.V. Kulkarni
Michael.R.Czinkota

MS-203 MARKETING MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective - The course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

UNIT – I

- Concept, meaning, definition, evolution, nature, scope, importance and tools of marketing. Role of Marketing in business organization.
- Consumer Buying Behavior: Concept, meaning, importance, determinants, process.
- Marketing Environment: External & Internal factor.

UNIT – II

- Marketing Research: Meaning, Objectives, Process. Measuring Market Demand - Demand Forecasting. Marketing Information System
- Concept of Marketing Segmentation: Selection of Target Market and Positioning.
- Marketing Strategies- Marketing strategies of Leaders, Challengers, Followers and Nichers.

UNIT – III

- Concept of Marketing Mix, Four Ps of Marketing.
- Product: Concept of a product; Classification of products; Four Ps of Product, Major product decisions.
- Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

UNIT – IV

- Concept and Meaning of Pricing- Significance of Pricing Decision, Pricing policies and strategies, Factors affecting price determination; Discounts and rebates.
- Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions and design, Marketing channel system - Functions and flows.

UNIT-V

- Promotion: Promotion mix, Sales promotion – tools and techniques, Selection of Promotional channel. Personal selling, Advertising & its effectiveness;
- Marketing Communication –Electronic Marketing, Digital Marketing, Green Marketing, Social Marketing and Event Marketing (Introduction and Concept).
- Rural Marketing – Meaning, Scope and Importance.

Internal Assessment**Total Marks 30****Attendance****10 Marks****Test****10 Marks****Seminars/Cases analysis/Presentations:****10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Marketing Management Kotler
- Marketing Management Kotler & Armstrong
- Marketing Management Stanton
- Basic Marketing E Jerome McCarthy
- Marketing Management Ramaswamy
- Marketing Management Rajagopal
- Marketing applications Rajagopal
- Marketing Management Sarlekar
- Marketing Management R.S. Dawar

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective - The objective of the subject is to explore the interlinking between operations management and supply chain management. The course seeks to provide the key concepts and solution in the design, operation, control and management of supply chain as integrated systems.

UNIT – I

- An overview, Definition, Systems Concept of production, Production Cycle, Classification of operations, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project.
- Production Management Nature and Scope of Production and Operations Management. Types of Industries.
- Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models

UNIT – II

- Production Planning and Control Functions. Production and manufacturing organizations. Methods and procedures in Production departments. Factory/plan location and plant layout. Production scheduling techniques. Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.
- Layout: Importance, Function, Objectives, Flow patterns, Layout types – Product, Process, Group Technology / Cellular Layout, Factors for Good Layout, Layout Design Procedure.

UNIT – III

- Introduction to Study Methods – Work-study, Time – Study and Method-Study, Work Measurement, Evolution of Normal/Standard Time, Job Design and Rating.
- Materials Management Concept and Principles, Inventory Control and Inventory models. Selective Inventory control, ABC, VED, FNS Analysis. Standardization, Simplification, Variety reduction and Codification.

UNIT – IV

- Quality Control and Value Engineering Total Quality Management, Quality circle and quality control methods ISO-9000. Value Engineering and Value analysis and cost reduction.
- Introduction to Supply Chain Management, The Basics of Supply Chain Management-Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM. Logistics as part of SCM.

UNIT-V

- Purchase and Stores Management-Principles of Purchasing and Purchase Management.
- Stores layout and stores location system. Stores handling equipments and storage methods. Stock verification. Waste and Scrap control and disposal surplus management.

Internal Assessment

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and should be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Production Management Myers
- Modern Production Management Buffa, E.S.
- Operations Management Buffa, E.S.
- Production and Operation Management Adam, E.Sr. & Concepts Model and Behaviour Ebert, R.
- Materials Management Dutta, A.K.
- Japanese Management Srinivasan, A.V.
- Production Management Hedge
- Production Management Goel and Gupta
- Contemporary Operations Management Cook and Russel
- Production and Operation Management Nair, TMH
- Supply Chain Management B. S. Sahay

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective – The objective of this paper is to equip the student with the Philosophy of research along with the practical aspect of research. This paper will provide the insight about the various concepts of research to better equip for dealing various business decision situations.

UNIT I

- Introduction: Concept, Definition, Utility, Characteristics, Variable of Research and Its Application in Various Functions of Management. Concept of theory, empiricism, deductive and inductive theory
- Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II

- Research Design : Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Types of Variables.
- Process of Research: Steps Involved in Research Process. Research process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement.

UNIT III

- Hypothesis – Concept, meaning & importance. Qualities of a good Hypothesis, Types –Null Hypothesis & Alternative Hypothesis. Hypothesis Selecting - Logic & Importance.
- Types of Data: Secondary and Primary - Definition, Advantages and disadvantages. Various Methods of Collection of Data - Observation, Questionnaire, Personal Interviews, Telephonic Interview, Mail Survey, Email / Internet survey.
- Preparation of Questionnaire and Schedule- Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data & editing.

UNIT IV:

- Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques - Probability Sample & Non-Probability Sample. Determining size of the sample – Practical considerations in sampling and sample size.
- Concept of Scale –Paired Comparison &Non paired comparison.

UNIT V

- Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Parametric tests: Testing for Means – One and Two Populations – One Way and Two Way ANOVA – Testing of Proportions: One and Two Populations – Chi-square Test, Non-parametric tests: Sign test and Mann Whitney test.
- Introduction of Statistical Software's- Like MS-Excel, SPSS, Stata, etc.
- Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Internal Assessment

Total Marks 30

Attendance

10 Marks

Test

10 Marks

Seminars/Cases analysis/Presentations:

10 Marks

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REFERENCE BOOKS

- Research Methodology and
 - Quantitative Techniques
 - Scientific Social Surveys and Research
 - Research Methodology in Social Sciences
 - Statistical Methods
 - Statistics for Modern Business Decisions
 - Statistics for Management
 - Quantitative Technique
 - Fundamental Concepts of Research Methodology
 - Research Methods in Social Sciences.
- C.R. Kothari
P.V. Young
B.C. Tendon
S.P. Gupta
Lupine Lawrence
Levin R.I
U.K. Shrivastava
Dr. V. K. Maheshwari
Sharma R.D.

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective - The primary objective of the course will be personality development of the students by making their effective communication. To acquaint the student with fundamentals of communication, help them honing oral, written and non-verbal communication skills in order to transform their communication abilities.

UNIT I

- Introduction to Managerial Communication:- Meaning, Importance, objectives, principles of Communication, Elements of Communication Process, Essentials of effective communication. Forms & Channels of communication, 7C's of Communication.
- Feedback – Need, importance and types. Factors to be considered while selecting Medium.
- Communication Models: Aristotle, Lasswell, Shannon - Weaver's, Berlo's SCMR.

UNIT II

- Communication Barriers: Physical, Organizational, Socio-Psychological, Linguistic. Remedies to remove barrier. The Cross-Cultural Dimensions of Business Communication.
- Verbal Communication: Oral communication - meaning, principles, advantages and disadvantages of effective oral communication.
- Nonverbal Communication: Kinesics, Proxemics, Para Language.

UNIT III

- Listening: process, need and types of listening.
- Speeches & Presentation: Stages and Principles of Effective Speech. How to make the speech effective. Speech of introduction - speech of thanks - occasional speech - theme speech. Presentations - elements of presentation, designing a presentation, use of audio-visual aids.
- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference.

UNIT IV

- Interview Techniques: Mastering the art of conducting and staging interviews, Interviewers preparation, candidate's preparation, and types of interview - Selection interviews – grievance interviews - appraisal interviews – exit interviews.
- Group Discussions: Do's and Don'ts; Conference & Seminar, Roles & responsibility of participants and Chairperson.
- Business and social etiquettes. E-mail: format, language and courtesy, common errors.

UNIT V

- Business letters: style, layout and types of letters - Inquiries, Circulars, Quotations, Sales, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Banking correspondence, Agency correspondence, Bad news and persuading letters, Job application letters, Covering Letter, Interview Letters.
- Reports: Definition & purpose, Types of Business Reports – Format Organization reports by individual, Report by committee.

Internal Assessment

Total Marks 30

Attendance	10 Marks
Test	10 Marks
Seminars/Cases analysis/Presentations	10 Marks

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and maybe asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- | | |
|---|-------------------------------------|
| • Organizational Communication
(McGraw Hills) | JC Woffered, A. Gerloff & RC Cumins |
| • Effective Speaking in Business
(Prentice Hall) | Hston, Sandberg & Mills |
| • Business Communication, Theory
And Practice | Raymandlesikar |
| • Information in Enterprises | G Danta |
| • Business Communication | Rai & Rai |
| ▪ Business Communication | Korlahalli |
| • Business Communication | Hill &Bovee |
| • Business Communication & Customer
Relations | Madhukar |

[Max. Marks: 70]

[Min. Marks: 28]

Course Objectives – The course focuses on effective application of mathematical and research tools and techniques for managerial decision making.

UNIT– I

- Operations Research Nature and significance of operation research, Scope and phases of operations research. Basic operations research models, Role of Computers in operations research.
- Linear Programming (LP) Generalized Linear Programming Models. Solutions to LP Models by Graphical methods and Simplex methods. Big M method. Duality in LP Models.

UNIT – II

- Special Types of Linear Programming. Transportation models and their solutions (Basic & Optimal).
- Assignment models and solutions (and its special cases).

UNIT– III

- Special Operation Research Techniques Decision Theory and Decision tree.
- Theory of games, Replacement Theory
- Queuing problems and models.

UNIT IV

- Job Sequencing Models and solutions
- Network scheduling by PERT & CPM (Introduction and application)
- Network analysis
- Time estimation
- Probabilistic estimation

UNIT V

- Inventory Control Model
- Deterministic & probabilistic Models

Internal Assessment

Attendance

Test

Seminars/Cases analysis/Presentations:

Total Marks 30

10 Marks

10 Marks

10 Marks

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.

REFERENCE BOOKS

- Operations Research Taha
- Quantitative Technique UK Shrivastava.
- Introduction to Management Science William D Stevenson (McGraw-Hill)
- Operations Research Natrajan (Pearson)
- Operations Management Russel (Pearson)
- Quantitative Approaches to Management Levin, Kirpatrick & Rubin
- Principles of Operation Research Wagner
- Quantitative Techniques GK Kothari
- Operations Research Kanti Swaroop
- Quantitative Analysis for Business Division Bierman & Others
- Fundamental of Operations Research Ack off & Saisini
- Decision making through Operations Research Thieranf & Gross
- Quantitative Techniques in Management Vohra ND
- Operations Research Kalavathy

MS – 208 RETAIL MANAGEMENT

[Max. Marks: 70]

[Min. Marks: 28]

Course Objective- The objective of the paper is to acquaint the students with the fundamentals of retail business. The paper provides exposure to multiple dimensions of the field and provides the insight of the emerging Retail World.

UNIT I

- Concept, Functions, Channels of retailing, Retail formats and types, Modern retail formats, E-tailing, Importance of retailing, Retail Marketing Mix, Retail Communication Mix, Challenges in retailing.
- Changing trends in retailing, Socio economic and technological Influences on retail management, Retail Industry in India, Government initiatives towards retailing.

UNIT II

- Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer, Customer service and retention.
- Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.

UNIT III

- Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.
- Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing- Merchandise performance, Visual Merchandising.

UNIT IV

- Store administration, Premises management, Inventory Management, Store Management, Receipt Management.
- Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs.

UNIT V

- Definition of Space Management, Store layout and Design, POP Displays, Logistics Management, Relationship Marketing Strategies, Credit Management, Crisis Management.
- Customer Relationship Management: Concept, history, purpose, phases, process, benefits and disadvantages.

Internal Assessment

- **Attendance**

Total Marks30

10 Marks

- **Test** **10 Marks**
- **Seminars/Cases analysis/Presentations:** **10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

Retailing Management	Levy (McGraw-Hill)
Retailing Management: Text and Cases (McGraw-Hill)	Pradhan and Swapna
Retail Management A Strategic Approach	Berman and Evans
Retail Marketing Management	Gilbert