

**MAHAMAYA TECHNICAL UNIVERSITY,**

**NOIDA**



**Syllabus**

**for**

**SECOND YEAR**

**of**

**MASTER OF BUSINESS ADMINISTRATION**

**(Effective from the Session: 2013-14)**

**Scheme of Evaluation**  
**MBA Second Year, Semester- III**

S. N.	Sub.Code	Sub.Name	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Sessional				End Sem			
						CT	AT+ TA	TOT	P	Th	P		
1	MB-301	Corporate Finance	3	1	0	30	20	50	-	100	-	150	4
2	MB-302	International Trade	3	1	0	30	20	50	-	100	-	150	4
3	*	Specialization Group-1 (opted) (Subject-1)	3	1	0	30	20	50	-	100	-	150	4
4	*	Specialization Group-1 (opted) (Subject-1)	3	1	0	30	20	50	-	100	-	150	4
5	*	Specialization Group-2 (opted) (Subject-1)	3	1	0	30	20	50	-	100	-	150	4
6	*	Specialization Group-2 (opted) (Subject-2)	3	1	0	30	20	50	-	100	-	150	4
7	MB-307	Summer Training Project	-	-	4	-	-	-	-	-	100	100	2
8	AU-301/ AU-401	Human Values and Professional Ethics	2	1	0	10	10	-	-	80	-	100	Com. Audit Course
<b>Total</b>			20/18	7/6	4							1000	26

\* *List of specializations are given on the next page/s.*

*Details of narrations used in the above table:*

1. L/T/P: Lecture/Tutorial/Practical
2. CT: Class Test
3. TA: Teacher Assessment: 10 Marks
4. AT: Attendance: 10 Marks

**Note:1**

*Please read related sections of “Ordinances for Master of Business Administration (MBA) Programme uploaded on University website for any type of clarification regarding examination scheme/attendance requirement/ specialization options, etc.”*

**Note: 2**

- *Choose any two (2) Specialization Groups out of five (5) Specialization Groups (I, II, III, IV and V) . In each Specialization Group, a student shall opt only two subjects during III and IV Semesters respectively.*
- *Specialization Groups once opted in III Semester shall not be changed in IV semester in any case.*
- *As per the Ordinances of the University for MBA course, any specialization can be offered, if minimum 12 students are opting for that Specialization.*

**Scheme of Evaluation**  
**MBA Second Year, Semester- IV**

S.N.	Sub.Code	Sub.Name	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Sessional				End Sem			
						CT	AT+TA	TOT	P	Th	P		
1	MB-401	Strategic Management	3	1	0	30	20	50	-	100	-	150	4
2	MB-402	Corporate Governance and Business Law	3	1	0	30	20	50	-	100	-	150	4
3	*	Specialization Group-1 (opted) (Subject-3)	3	1	0	30	20	50	-	100	-	150	4
4	*	Specialization Group-1 (opted) (Subject-4)	3	1	0	30	20	50	-	100	-	150	4
5	*	Specialization Group-2 (opted) (Subject-3)	3	1	0	30	20	50	-	100	-	150	4
6	*	Specialization Group-2 (opted) (Subject-4)	3	1	0	30	20	50	-	100	-	150	4
7	MB-407	Dissertation	-	-	4	-	-	-	-	-	100	100	2
Total			18	6	4							1000	26

\* *List of specializations are given on the next page/s.*

*Details of narrations used in the above table:*

1. L/T/P: Lecture/Tutorial/Practical
2. CT: Class Test
3. TA: Teacher Assessment: 10 Marks
4. AT: Attendance: 10 Marks

**Note:1**

*Please read related sections of “Ordinances for Master of Business Administration (MBA) Programme uploaded on University website for any type of clarification regarding examination scheme/attendance requirement/ specialization options, etc.”*

**Note: 2**

- *Choose any two (2) Specialization Groups out of five (5) Specialization Groups (I, II, III, IV and V). In each Specialization Group, a student shall opt only two subjects during III and IV Semesters respectively.*
- *Specialization Groups once opted in III Semester shall not be changed in IV semester in any case.*
- *As per the Ordinances of the University for MBA course, any specialization can be offered, if minimum 12 students are opting for that Specialization.*

## SPECIALIZATION GROUPS FOR ELECTIVE SUBJECTS

<b>Specialization Group-1: Human Resource Management</b>			
S.No.	SUBJECT CODE	SUBJECT	SEMESTER
1.	MB HR- 01	Training & Development	(III) Semester
2.	MB HR-02	Industrial Relations & Labour Laws	(III) Semester
3.	MB HR-03	Team Building & Leadership	(IV) Semester
4.	MB HR-04	Negotiation & Counselling	(IV) Semester

<b>Specialization Group – 2 : MARKETING</b>			
S.No.	SUBJECT CODE	SUBJECT	SEMESTER
1.	MB MK-01	Consumer Behaviour	(III) Semester
2.	MB MK-02	Marketing Research	(III) Semester
3.	MB MK-03	Sales & Distribution Management	(IV) Semester
4.	MB MK-04	Marketing of services	(IV) Semester

<b>Specialization Group – 3 : INFORMATION TECHNOLOGY MANAGEMENT</b>			
S.No.	SUBJECT CODE	SUBJECT	SEMESTER
1.	MB IT-01	Information and Communication Technology	(III) Semester
2.	MB IT-02	Knowledge Management and Business Intelligence	(III) Semester
3.	MB IT-03	Enterprise Resource Planning and Data Base Management System	(IV) Semester
4.	MB IT-04	Electronic Commerce	(IV) Semester

<b>Specialization Group – 4 : FINANCIAL MANAGMENT</b>			
S.No.	SUBJECT CODE	SUBJECT	SEMESTER
1.	MB FM-01	Management of Working Capital	(III) Semester
2.	MB FM-02	Security Analysis and Investment Management	(III) Semester
3.	MB FM-03	Tax Panning & Financial Reporting	(IV) Semester
4.	MB FM-04	Management of Financial Institutions & Services	(IV) Semester

<b>Specialization Group-5: INTERNATIONAL BUSINESS MANAGEMENT</b>			
S.No.	SUBJECT CODE	SUBJECT	SEMESTER
1.	MB IB-01	International Business Environment	(III) Semester)
2.	MB IB-02	International Marketing	(III) Semester)
3.	MB IB-03	International Logistics & Supply Chain Management	(IV) Semester)
4.	MB IB-04	International Joint Ventures, Mergers and Acquisitions	(IV) Semester)

**Note:**

- *Choose any two (2) Specialization Groups out of five (5). Specialization Groups (1, II, III, IV and V). In each Specialization Group, a student can opt only two subjects during III and IV Semester in any case)*
- *Specialization Groups once opted in III Semester shall not be changed in IV semester in any case.*
- *As per the Ordinances of University for MBA course, any specialization can be offered, if minimum 12 students are opting for the specialization.*

## **INTRODUCTION AND SCHEME OF MBA COURSE**

### **MASTER OF BUSINESS ADMINISTRATION (M.B.A.) DEGREE (Full Time, 2 Years Duration)**

The M.B.A. program aims at providing various elements of system of education related to MBA degree program and addresses issues relevant to the various format of organizations i.e. Corporate, Government and any organisation performing internal business process to achieve various objectives of their stake by providing solutions to challenges arising there from. Apart from developing knowledge and skills in different areas of management, this course also provides relevant inputs as per the organization's business/ economic environments.

This program place high emphasis to the overall development of the personality of the students as manager. The structure of the program is designed so that students must study the core courses from different functional areas of management subject that are made mandatory and in the next stage various specializations are offered in functional domain areas of management subject areas where a students can opt for two specializations out of the five offered: Human Resource Management Marketing Management, Information Technology Management, Finance Management and International Business Management.

This course is of two years divided into four semesters, each semester having compulsory papers composed of 5 units of 40 sessions each of one-hour duration and for MB 107, 14 Session of practicals and for MB 108, 28 sessions of lecture. The University has a system of dual specialization. The students shall have to opt for two functional areas for their specialization, having four papers each from Specialization Group: 1 to 5 (Details of choice is give below the evaluation scheme). The electives can be offered by the department if minimum of 12 students of the total class strength is opting for the same elective.

Summer Training for 8 (eight) weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester during summer vacation break.

### **SUMMER TRAINING PROJECT REPORT:**

1. At the end of second semester examination, every student of MBA shall undergo on-the-job practical training in organization approved by Departmental Academic Student Committee (DASC) . The training shall be of 8 weeks duration. The College/Institute shall facilitate this compulsory process (within the means of an Institution) for training for students in approved organisations by DASC and Training and Placement Department of Institute/ College.
2. The student who has gone under this training is expected to learn about the organization and analyze from both deep and wide perspective, find a live problem in the organisation and suggest solutions of a live problem. The core objective of this training is to prepare the student with the awareness of actual functioning of the organization and explore problems faced by them in a typical socio-economic-political business environment for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) in consultation with supervising faculty shall assign a real-life problem/project to the student.
4. Every student, after the completion of training shall submit a report to the College/Institute and the

organization where they have gone their training, which shall form part of third semester examination along with their training/project log book containing the details of time schedule and the learning content on the stated date in the their training schedule log-book. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.

5. The report (based on training and the problem/project studied) prepared by the student shall be known as Summer Training Project Report (STPR). The report should ordinarily be based on primary data and relevant secondary data from authentic database available in public domain and related to training domain. The Summer Training Project Report (STPR) should reflect holistic study of problems faced by organization where training was pursued by the student. The Summer Training Project Report (STPR) should supported by relevant tables and bibliography.

**The Summer Training Project Report (STPR) should contain:**

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its organizational structure/Organographs, performance products/services and problems faced.

The physical format of “The Summer Training Project Report (STPR) should follow the following guidelines:

The average size of Report ordinarily shall be Minimum 75 and maximum to 125 typed pages in standard font size (12) and double spacing typed in A-4 size paper (back to back). Three neatly typed and soft bound (paper-back) copies of the report along with 3 copies of CD of this report shall be submitted to the College/Institute.

(i) The Report shall have two certificates. One by the Head of the Institute/College and the second by the Reporting Officer of the organization where the student has undergone. These two certificates should be attached in the beginning of the report.

(ii) The report shall be evaluated by one external examiners, the university shall appoint only one external examiner. It shall carry total of 100 marks divided into written report of 75 marks and for presentation of 25 marks. Only such persons shall evaluate the project report who has minimum 3 years of experience of teaching MBA or related subject classes in a College/University or minimum 3 years of experience in industry. Experience of teaching MBA classes as guest faculty shall be also allowed as approved examiner by the University.

(iii) The defence of his/her “The Summer Training Project Report (STPR)” is open house and in camera and all the members of SAC should be present. In the absence of internal supervisor due to any exigencies, the HOD of the concern department shall nominate one faculty from the department. It is mandatory that the student shall make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in this examination.

## **DISSERTATION:**

In fourth semester, students have to submit a '*DISSERTATION*' on a topic (from the specialization areas) to be assigned by the Department MBA under the supervision of a core faculty member of the department.

The '*DISSERTATION*' report shall carry 100 marks (External). The evaluation of the project report shall be done by one external examiner and shall consist of f o l l o w i n g :

The *DISSERTATION* shall contain the following contents along with the prescribed certificates for this project:

- i. Introduction
- ii. Objectives
- iii. Scope of the Study
- iv. Literature Review
- v. Importance of the study
- vi. Research methodology used
- vii. Analysis of data collected
- viii. Recommendations
- ix. Conclusions
- x. Annexure/s (It shall contain relevant charts, diagrams, data and bibliography).

A certificate of the supervisor certifying the authenticity of the 'Dissertation' must be attached. The student shall submit three copies of the 'Dissertation' to the Office of the Head of the Department by their respective supervisor. The number of pages in the 'Dissertation' shall not be more than 150 pages and minimum 125 pages excluding annexure pages. The 'Dissertation' report should be typed in A-4 size paper, with font size 12 typed, back to back of each paper along with written CD of this 'Dissertation'.

## MB 301: CORPORATE FINANCE

### Unit - I: (8 sessions)

**Introduction to Corporate Finance:** Corporation- The Role of Financial Manager – Agency Problem. **NPV as Investment Decision Criteria:** Comparing NPV with other methods of investment Decisions: The problems of multiple rates of Return, Mutually Exclusive Projects, Capital Rationing. **The Investment Decision:** The Cash Flow, Equivalent annual Costs, Project Interactions.

### Unit – II: (8 sessions)

**Capital Budgeting and Risk:** Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees. **Alignment of Managers and Owners Goal:** Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA.

### Unit - III: (9 sessions)

**Market Efficiency and Corporate Financing:** Basics of EMH, The Anomalies, The lessons for the Corporate Manager. **The Financing Decision:** The Financing Process, The financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices

### Unit - IV: (7 sessions)

**The Dividend Decision:** Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestures.

### Unit - V: (8 sessions)

**Valuation:** Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers

### SUGGESTED READINGS (In Alphabetical order )

1. Brearly – Principles of Corporate Finance, McGraw-Hill
2. Copeland Weston Shastri: Financial theory & Corporate Policies,4e, Pearson
3. Damodaran: Corporate Finance, Wiley
4. Ehrhardt - Corporate Finance- a Focused approach,1e, Cengage
5. Megginson - Principles of Corporate Finance,2e,Cengage
6. Ross – Fundamentals of Corporate Finance,McGraw-Hill
7. Marney – Corporate Finance for Business, Oxford University Press.



## MB 302: International Trade

### Unit - I (10 sessions)

**International Trade Theories:** Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory. Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**International Institutions:** UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. **Regional Economic Integration:** Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

### Unit – II (6 sessions)

**Foreign Exchange Determination Systems:** Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. **Financial Risk Management:** Derivatives. **Export Finance and Pricing:** Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

### Unit – III (8 sessions)

**Formalities of Registration and Export Documentation:** Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

### Unit - IV(8 sessions)

#### **Structure of Shipping Industry and World Seaborne Trade:**

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering. **Freight Structure and Role of Intermediaries:** Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

### Unit - V(8 sessions)

**Indian Shipping and Containerization:** Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's. **International Air transport:** Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

### SUGGESTED READINGS (In Alphabetical order )

1. Aswathappa- International Business, McGrawHill
2. Cherunilam, F - International Trade and Export Management ,Himalaya
3. Hill - International Business, McGrawHill
4. Muthiah- Logistics Management and World Seaborne Trade,Himalaya
5. Sharan- International Business , Pearson
6. Murphy- Contemporary Logistics, PHI

## **MB 401: STRATEGIC MANAGEMENT**

### **Unit - I (8 sessions )**

Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance .

### **Unit - II (12 sessions)**

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

### **Unit - III (8 sessions)**

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

### **Unit - IV (6 sessions)**

Strategy Implementation : Structural Considerations and Organizational Design; Leadership and Corporate Culture;

### **Unit - V (6 sessions)**

Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Dess - Strategic Management – Text and Cases. McGraw Hill
2. Johnson – Exploring Corporate Strategy, 7e, Pearson
3. Kazmi - Business Policy and Strategic Management, 3e, McGraw Hill
4. N. Chandrashekharan – Strategic Management, Oxford University Press
5. Wheelen & Hunger - Strategic Management and Business Policy, 13e, Pearson

## **MB 402: Corporate Governance and Business Law**

### **Unit - I (8 sessions)**

Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India. The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi –Contracts

### **Unit - II (8 sessions)**

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

### **Unit - III (8 sessions)**

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder –in due course, dishonour and discharge of a negotiable instrument, arbitration

### **Unit - IV (8 sessions)**

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

### **Unit - V (8 sessions)**

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law; RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

### **SUGGESTED READINGS (In Alphabetical order )**

1. A C Fernando – Corporate Governance, 2e, Pearson
2. Albuquerque – Legal Aspects of Business, Oxford university Press
3. Ghosh –Business ethics and corporate governance, McGrawhill
4. Kumar- Corporate Governance, Oxford University Press
5. Mandal – Ethics in business and corporate governance, 2e, McGrawHill
6. Pathak-Legal aspects of business, 5e, McGrawhill
7. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur
8. Sheth-Business Law, Pearson
9. Tulsian – Business law, 2e, McGrawhill

## **Specialization Group-1: Human Resource Management**

### **MB HR 01 : TRAINING AND DEVELOPMENT**

#### **Unit - I (6 sessions )**

The Training Context: Nature and Scope of Training, component of training , difference between training and development, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process ( Stimulus response theory, social learning theory, experimental learning theory,

#### **Unit - II (6 sessions )**

Transactional Analysis, Learning Organisations, Kolb's Experimental learning style, training models – system model of training, ISD ( Instructional system development), transitional model Strategic Training: Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

#### **Unit - III (8 sessions )**

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA

#### **Unit - IV (10 sessions )**

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting ). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods: On the job, off the job Implementation and Evaluation of Training Programme, Training Aids.

#### **Unit - V (10 sessions )**

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management Future Aspects of T& D, Steps in evaluation of **training** and development

#### **SUGGESTED READINGS (In Alphabetical order )**

1. Blanchard - Effective Training, Systems, Strategies, and Practices, 4e, Pearson
2. Goldstein - Training in Organizations: Needs Assessment, Development and Evaluation, 4/e, Cengage Learning
3. Noe - Employees Training and Development, 5e, McGraw Hill
4. Hurlock – Personality Development, McGraw Hill
5. Pareek – Understanding Organizational Behaviour, 3e, Oxford University Press

## **MB HR 02: INDUSTRIAL RELATIONS & LABOUR LAWS**

### **Unit - I (6 sessions )**

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations

### **Unit - II (6 sessions )**

Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

### **Unit - III (10 sessions )**

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

### **Unit - IV (10 sessions )**

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

### **Unit - V (8 sessions )**

Industrial Relations & The Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Monappa - Industrial Relations and labour laws, McGraw Hill
2. Singh - Employee Relations Management , Pearson
3. Sinha - Industrial Relations, Trade Unions and Labour Legislations, 2e, Pearson
4. Srivastava – Industrial Relations and Labour laws, 6e, Vikas publishing
5. Venkata Ratnam – Industrial relations, 1e, Oxford University Press

## **MB HR 03: TEAM BUILDING AND LEADERSHIP**

### **Unit - I (8 sessions )**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers

and situation. Assessing Leadership & Measuring Its effects. Focus on the Leader – Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

### **Unit - II (8 sessions )**

Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

### **Unit - III (10 sessions )**

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving. Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Measuring Team Effectiveness.

### **Unit - IV (8 sessions )**

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

### **Unit - V (6 sessions )**

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

## **SUGGESTED READINGS (In Alphabetical order )**

1. Haldar – Leadership and Team Building, 1/e, Oxford University Press
2. Hughes - LEADERSHIP: Enhancing the Lessons of Experience (SIE), McGrawHill
3. Mittal - Leadership and Team Building, 1/e, Pearson
4. Yukl - Leadership In Organizations, 7e , Pearson

## **MB HR 04: NEGOTIATION AND COUNSELLING**

### **Unit - I ( 8 sessions )**

Nature of International Business Negotiations : Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

### **Unit - II ( 8 sessions )**

Cultural aspects of International Business negotiation- Hofstede's dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in Business negotiation – The role of atmosphere in negotiations.

### **Unit - III ( 8 sessions )**

Negotiating sales, export transaction and agency agreements – negotiating licensing agreements – Negotiating international joint venture – project negotiations – Cooperative negotiation for mergers and acquisitions. Investment negotiations – Negotiating with Europe, China and other East Asian countries - Business Negotiations between Japanese and Americans – General Guidelines for negotiating international business.

### **Unit - IV ( 6 sessions )**

Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

### **Unit - V ( 10 sessions )**

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory , Counselling Process : Steps in Counselling Process. Changing Behaviour through Counselling, Role of a Counsellor Organizational Application of Counselling, Dealing with Problem Employees, Ethics in Counselling. Modern Trends in Counselling Goals, Process, Procedures, Counselling Skills.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Carell – Negotiating Essentials – Theory , Skills and Practices, Pearson
2. Cleary - The Negotiation Handbook - PHI India
3. Lewicki – Negotiation, McGrawhill
4. Rao - Counselling and Guidance, McGrawhill

## **Specialization Group – 2 : MARKETING**

### **MB MK 01: CONSUMER BEHAVIOUR**

#### **Unit - I (10 sessions)**

Consumer behaviour and consumer research; importance of consumer behaviour; evolution of consumer behaviour; methods of studying consumer behaviour; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global marketing strategy; global advertising effectiveness; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving; pre purchase processes; need recognition; internal and external search; pre -purchase evaluation.

#### **Unit- II (6 sessions)**

Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point -of-purchase materials; consumer logistics; location based retailing; direct marketing consumption behaviours; consumption experiences.

#### **Unit - III (6 sessions)**

importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behaviour; economic resources and consumer behaviour; personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer

#### **Unit-IV (10 sessions)**

Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour; changing values and its effect on marketing; determinants of social class; social class and consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour

#### **Unit -V (8 sessions)**

Group and personal influences on individuals; reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; 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

#### **Suggested Readings:(In Alphabetical Order)**

1. Banerjee - Consumer Behaviour; 10 e, Pearson
2. Loudon - Consumer Behaviour; Tata McGraw Hill
3. Nair - Consumer Behaviour in Indian Perspective ; Himalaya
4. Hawkins –consumer Behaviour, 11e, McGrawHill



## **MB MK 02: MARKETING RESEARCH**

### **Unit - I (8 sessions )**

Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services.

### **Unit - II (10 sessions )**

Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Adtracking, viral marketing research.

### **Unit - III (6 sessions )**

Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis .Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis. Qualitative research techniques – i) Based on questioning: Focus groups, Depth interviews, Projective techniques. ii) Based on observations: ethnography, grounded theory, participant observation. Causal research – Basic experimental designs – internal and external validity of experiments.

### **Unit - IV (6 sessions )**

Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy , time and efficiency. Sampling – sampling methods – sampling and non sampling errors – sample size calculation – population and sample size - large and small samples - practical considerations in determining sample size.

### **Unit - V (10 sessions )**

Data analysis – Univariate – Bivariate– Multivariate. Simple and cross tabulation, simple and multiple regression, Factor analysis. Hypothesis testing – Types of tests and test selection, One sample test, Two- Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples.

### **Suggested Readings:(In Alphabetical Order)**

1. Das / Malhotra - Marketing Research: An Applied Orientation, 6e, Pearson
2. G C Beri - Marketing Research, McGrawhill
3. Easwaran - Marketing Research: Concepts, Practices and Cases, 1/e, Oxford University Press
4. Cooper – Marketing Research , McGrawhill
5. Nargundkar – Marketing Research

## 6. MB MK 03: SALES & DISTRIBUTION MANAGEMENT

### **Unit - I(8 sessions)**

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

### **Unit - II (8 sessions)**

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Use of Information and Communication Technology (ICT) in Sales Management.

### **Unit - III (8 sessions)**

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement -Structural Separation and Postponement.

### **Unit - IV (8 sessions)**

Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

### **Unit - V (8 sessions)**

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy

### **Suggested Readings:(In Alphabetical Order)**

1. Coughlan - Marketing Channels, 7e, Pearson
2. Havaladar - Sales and Distribution Management, McGraw Hill
3. Jobber - Selling and Sales Management, 7e, Pearson
4. Panda - Sales and Distribution Management, Oxford University Press,
5. Tanner - Sales Management , Pearson

## **MB MK 04: MARKETING OF SERVICES**

### **Unit - I ( 6 sessions )**

Introduction to Services: Nature of Services; Characteristics of Services– Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Service as key differentiator for manufacturing industries.

### **Unit - II( 6 sessions )**

Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle.

### **Unit - III( 10 sessions )**

Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing. People: The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment.

### **Unit - IV( 8 sessions )**

Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Service scopes. Process: Service as a process and as a system - Different process aspects and managerial challenges - Strategies for managing inconsistency – Customer role in services - Customers as ‘co-producers’; Self Service Technologies, – Customer Service in Service Marketing

### **Unit - V( 10 sessions )**

Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfilment ; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF Gronroos model Technology & Service Strategy: Applying technology to service settings, e-services.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Christopher Lovelock - Services Marketing, 7e, Pearson
2. Harsh Verma - Services Marketing, 2e, Pearson
3. Hoffman – Service Marketing, 4/e, Cengage
4. Nargundkar – Services marketing, McGrawhill
5. Srinivasan –Service Marketing: Indian Context, PHI
6. Zeitham - Services Marketing, McGrawhill

## **Specialization Group – 3 : INFORMATION TECHNOLOGY MANAGEMENT**

### **MB IT 01: Information and Communication Technology**

#### **Unit - I (8 sessions)**

Information and Communication Technology (ICT) Evolution : Recent Developments in ICT, Regulation & Liberalization policy. Techno-managerial aspects of ICT and role of managers in a dynamic environment using ICT tools and techniques.

#### **Unit - II (8 sessions)**

Data Communication Concepts and Applications: Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and

#### **Unit - III (8 sessions)**

ICT as a facilitating infrastructure for economic development of the country. Use of ICT in marketing, building brand for competitive advantage, Customer care, total service quality management, managing change and people development.

#### **Unit - IV (8 sessions)**

Issues of the monopolization and deregulation of elements of ICT i.e. telecommunication. National telecom policy, various regulators like telecom regulatory authority (TRAI).

#### **Unit - V (8 sessions)**

Current emerging issues in ICT and their implications for the industry. Indian and global markets , policy issues, capacity building, problems, challenges of growth.

#### **SUGGESTED READINGS (In Alphabetical order )**

1. Behl – Information Technology for Management, 2e, McGrawHill
2. Carr- The Management of Telecommunications: Business Solutions to Business Problems, McGrawHill
3. Gautam – Understanding Telecom Management, Concept Publishing
4. Lucas – Information Technology for Management, 7e, McGrawHill
5. Muthukumar - Information technology for Management, Oxford University Press

<http://www.trai.gov.in/>

<http://www.technologystudent.com/prddes1/ict1.html>

<http://www.un.org/esa/documents/draft44ict.pdf>

[http://sarua.org/files/Events/HE%20Finance%20ICT%20Event/Presentation\\_AlexT\\_6-8-10.pdf](http://sarua.org/files/Events/HE%20Finance%20ICT%20Event/Presentation_AlexT_6-8-10.pdf)

[http://www.itu.int/ITU-D/ict/publications/wtdr\\_10/index.html](http://www.itu.int/ITU-D/ict/publications/wtdr_10/index.html)

[http://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2012/MIS2012\\_without\\_Annex\\_4.pdf](http://www.itu.int/en/ITU-D/Statistics/Documents/publications/mis2012/MIS2012_without_Annex_4.pdf)

<http://www.itu.int/ITU-D/cyb/estrat/estrat2010.html>

<http://www.itu.int/wsis/docs/pc2/roundtables/rt5/zeitoun.pdf>

<https://www.usenix.org/system/files/conference/lisa12/lisa12-final-2.pdf>

<http://www.eldis.org/go/display&type=Document&id=64487#.UbqhyucwqNA>

<http://dkc.engo.in/files/2012/02/ICT-Policy-in-India-in-era-of-Liberalisation.pdf>

<http://ercim-news.ercim.eu/en83/jea/ict-policy-alignment-between-europe-and-india>

## **MB IT 02: KNOWLEDGE MANAGEMENT and BUSINESS INTELLIGENCE**

### **Unit - I (10 sessions)**

Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy

### **Unit - II (10 sessions)**

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations

### **Unit - III (6 sessions)**

Business Intelligence and Business Decisions: Decision Support Systems; Group Decision Support and Groupware Technologies, Expert Systems.

### **Unit - IV (8 sessions)**

SQL Server and Data Warehousing: - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture.

### **Unit - V (6 sessions)**

Data Mining and Knowledge Discovery: Data Mining Techniques; Applications of Data Mining. Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies.

### **SUGGESTED READINGS (In Alphabetical order)**

1. Anahory, Data Warehousing in the Real World, Pearson
2. Awad - Knowledge Management, Pearson.
3. Fernandez-Knowledge Management-an evolutionary view, PHI
4. Jawadekar – Knowledge Management, McGrawhill
5. Paulraj Ponniah - Data Warehousing fundamentals, Wiley.
6. Turban - Decision Support Systems and Business Intelligence Systems, 9e, Pearson

## **MB IT 03: Enterprise Resource Planning and Database Management System**

### **Unit - I ( 8 sessions)**

ERP: Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India. ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modelling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.

### **Unit - II (10 sessions)**

ERP: Resource Management Perspective: Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring. ERP: Key Issues: ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP.

### **Unit - III (10 sessions)**

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object Oriented and Object Relational. ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an ER Database Schema, Reduction of E-R Schema to Tables. SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested SubQueries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity.

### **Unit - IV (6 sessions)**

Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's).

### **Unit - V ( 6 sessions )**

Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form. Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two- Phase Locking Protocol.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Bansal - Enterprise Resource Planning: Managerial Perspective, 1/e, Pearson
2. El Masri - Fundamentals of Database Systems: Models, Languages, Design and Application Programming 6/e, Pearson
3. Goyal – Enterprise Resource Planning, McGrawHill
4. Introduction to Database Systems – ITL-ESL, Pearson
5. Ray - Enterprise Resource Planning, McGrawHill
6. Sumner - Enterprise Resource Planning, Pearson

## **MB IT 04 : Electronic Commerce**

### **Unit - I ( 8 sessions)**

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce

### **Unit - II ( 8 sessions)**

Ecommerce in India., Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

### **Unit - III (8 sessions)**

Security Issues in e-business Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

### **Unit - IV (8 sessions)**

Electronic Payment System Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

### **Unit - V(8 sessions)**

e-Business Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Bhasker- Electronic commerce and Applications, 3e, McGrawHill
2. Chaffey - E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5/e, Pearson
3. E.Turban - Electronic Commerce 2010, 6/e, Pearson
4. Fernando - E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5/e, Pearson
5. Joseph – E commerce and Indian Perspective, PHI
6. Kulkarni – E-Business, oxford University Press

## **Specialization Group – 4 : FINANCIAL MANAGEMENT**

### **MB: FM 01 : MANAGEMENT OF WORKING CAPITAL**

#### **Unit- I : Introduction to Working Capital (10 Sessions)**

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

#### **Unit - II : Management of Cash and Marketable Securities (8 Sessions)**

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

#### **Unit - - III: Management of Receivables ( 7 Sessions)**

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

#### **Unit - IV: Inventory Management (7 Sessions)**

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

#### **Unit - V: Working Capital Financing (8 Sessions)**

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

#### **SUGGESTED READINGS (In Alphabetical order )**

1. Bhattacharya – Working Capital management , 2e, PHI
2. Periasamy - Working Capital Management –Theory & Practice, Himalaya
3. Rangrajan - Working Capital Management , Excel
4. Rustagi - Working capital Management, Taxmann
5. Sharma - Working Capital Management ,Himalaya



## MB FM 02: Security Analysis and Investment Management

### Unit - I (8sessions)

**Overview of Capital Market:** Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

### Unit - II(8sessions)

**Risk & Return:** Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Equity Valuation:** Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis **Bond Valuation & Bond Portfolio Management:** Nature of bonds, valuation, Bond theorem, Term structure of interest rates, Convexity of Yield Curve, Macaulay Duration.

### Unit - III (7sessions)

**Valuation of Derivatives (Options and futures):** Concepts, Pricing Models – Binomial and Black & Scholes, Option Greeks, Options Trading Strategies

### Unit - IV(10 sessions)

**Portfolio Analysis and Selection:** Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Equilibrium in the Capital Markets & Selection of Portfolio:** EMH (Efficient Market Hypothesis) and its implications for investment decision, Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

### Unit - V(7sessions)

**Portfolio Management and Performance Evaluation:** Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

### SUGGESTED READINGS (In Alphabetical order )

1. Bodie –Investment,8e,McGrawhill
2. Damodaran - Investment Valuation: Tools and Techniques for Determining the Value of any Asset, 3e, Wiley
3. Fischer - Security Analysis and Portfolio Management, 6/e, Pearson
4. Hirt –Fundamentals of Investment Management,8e,McGrawHill
5. Kevin - Security Analysis and Portfolio Management ,PHI
6. Pandian P - Security Analysis and Portfolio Management (Vikas)
7. Ranganatham – Security Analysis and Portfolio Management, 2/e, Pearson
8. Reilly Frank – Analysis of Investments and Management of Portfolios, 10/e, Cengage

## **MB FM 03 : TAX PLANNING AND FINANCIAL REPORTING**

### **Unit - I (7 Sessions)**

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

### **Unit - II (10 Sessions)**

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

**Unit - III ( 8 Sessions)** Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification., Service Tax.

### **Unit - IV (8 Sessions)**

Value Added Tax (VAT), Transaction Taxes ( with reference to Financial Services), Customs Act and Customs Duties Planning (Working Knowledge required)

### **Unit - V (7 Sessions)**

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Bhatia - Public Finance, 27e, Vikas
2. Lal- Income Tax , 2e, Pearson
3. Pathak – Tax Planning, McGrawhill
4. Singhanian - Direct Taxes, Law & Practice, 50e, Taxmann

## **MB FM 04: Management of Financial Institutions & Services**

### **Unit - I: 8 Sessions**

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

### **Unit - II: 10 Sessions**

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

### **Unit - III: 12 Sessions**

**International Financial Markets:** International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources-Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market

### **Unit - IV: 10 Sessions**

**Securitisation :** concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. **DFIs in India** - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; **NBFCs** -Their status, types, working and strategies for commercial viability ; **Insurance & Mutual Fund organisations** -Their status, types, working and strategies for commercial viability.

### **Unit - V: 10 Sessions**

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Apte - International Financial Management, McGraw Hill
2. Bhole – Financial institutions and Markets, 5e, McGrawHill
3. Eiteman - Multinational Business Finance, 12e, Pearson
4. Fabozzi - Foundations of Financial Markets and Institutions, 3e, Pearson
5. Khan - Financial Services , 7e, Mc Graw Hill
6. Machiraju - Indian Financial System, 4e, Vikas
7. Mishkin - Financial Markets and Institutions, 6/e
8. Srivastava - Management of Financial Institutions, Himalaya

## **Specialization Group–5: INTERNATIONAL BUSINESS MANAGEMENT**

### **MB IB 01: INTERNATIONAL BUSINESS ENVIRONMENT**

#### **Unit- I ( 10 sessions )**

International Business and Environment: An Interface; World Trade in Goods and Services – Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Legal Framework of International Business: Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; International Sales Agreements, Rights and Duties of Agents and Distributors.

#### **Unit -II ( 8 sessions)**

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

#### **Unit- III (10 sessions)**

International Financial Environment: Foreign Investment – Types and Flows; Monetary System-Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets.

#### **Unit- IV ( 6 sessions)**

International Economic Institutions: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements.

#### **Unit -V ( 6 sessions )**

Regional Economic Groups EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings.

#### **SUGGESTED READINGS (In Alphabetical order )**

1. Aswathappa - International Business, McGrawhill
2. Daniels - International Business: Environment and Operations, 12<sup>th</sup> Edition, Pearson
3. Hill - International Business, McGrawhill
4. Joshi – International Business, 1/e, Oxford University Press
5. Subbarao – International Business Environment, Himalaya

## **MB IB 02: INTERNATIONAL MARKETING**

### **Unit -I (10 sessions )**

International Marketing: Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G.

– Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

### **Unit -II (8 sessions)**

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development;

Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

### **Unit -III (10 sessions)**

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries;

International Distribution Logistics; Building brands in International markets; International Promotion Mix

– Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising

Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions

### **Unit -IV ( 6 sessions)**

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO)

### **Unit -V ( 6 sessions)**

Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations

### **SUGGESTED READINGS (In Alphabetical order )**

1. Benerjee – Global marketing, 4e, Pearson
2. Cateora – International Marketing, 13e, McGrawHill
3. Francis Cherunilam – International marketing, Himalaya
4. Ghauri – International Marketing, McGrawhill
5. Joshi - International Marketing, Oxford University Press
6. Keegan - Global Marketing Management, 7e, Pearson

## **MB IB 03: INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **Unit -I (8 sessions)**

Logistic System: Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication.

Transport Fundamentals: 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.

### **Unit -II (8 sessions)**

General Structure of Shipping: Would 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, containerisation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust.

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.

International Air transport : International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.

### **Unit- III (8 sessions)**

Basic Framework: Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM. Integrated SCM: Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modelling ; Forecasting and financial implications: Supply chain and after –sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM.

### **Unit -IV (8 sessions)**

Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances. Purchasing Process: Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.

### **Unit -V ( 8 sessions )**

Supply Chain and Information Management Systems - Importance of information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR: Globalisation, technology and business chain management; Re-engineering the supply chain: Future directions.

### **SUGGESTED READINGS (In Alphabetical order )**

1. Ballou - Business Logistics/Supply Chain Management, 5e, Pearson
2. Bowersox – Supply chain logistics management, 2e, McGrawHill
3. Chopra / Meindall - Supply Chain Management: Strategy, Planning, and Operation, 5e
4. Sinchi – Designing and managing the supply chain, McGrawHill
5. Sridhar Bhat - Essentials of Logistics And Supply Chain Management, Himalaya

## **MB IB 04: INTERNATIONAL JOINT VENTURES, MERGERS AND ACQUISITIONS**

### **Unit -I (8 sessions)**

The joint venture concepts - definition - motives and kinds of joint venture - Requirements for joint project negotiation and its organization - Arrangement between joint Venture partner - major goals of joint venture partners - major aspects of joint venture agreement.

Kinds of agreement for transfer of technology - Turnkey project agreement - Technical assistance agreements - licensing agreement - consultancy agreements - franchise agreement - Bilateral investment treaties - Treatment of investments - Rules on currency transfer - Expropriation Nationalisation.

### **Unit -II (8 sessions)**

Settlement of Disputes - Kinds of disputes - types of arbitration - choice of law in arbitration - choice of forum - Foreign Awards (Recognition & Enforcement) Act 1961 - New York convention - lencitral model law - conciral conciliation rules 1980 - salient features of Arbitration and conciliation Act 1996.

Indian law on intellectual property ; copy right - infringement of copy right ; Patent - Designs - Trade marks - Registration of trademarks - know - how secrecy clause.

### **Unit- III (8 sessions)**

Tax treatment of Joint venture Agreement - implication of taxation - Income receipt or capital receipt - Tax treatment in the hands of Indian partner - Capital expenditure and Revenue expenditure - Important curt decisions - Joint ventures abroad.

### **Unit -IV (8 sessions)**

Mergers- in the nature of acquisitions and amalgamations. types of merger –motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities Corporate restructuring – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

### **Unit -V (8 sessions)**

Merger Process: Dynamics of M&A process- identification of targets negotiation- closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

### **SUGGESTED READINGS (In Alphabetical order)**

1. Arzac - Valuation For Mergers, Buyouts, And Restructuring, 2nd Ed, Wiley
2. Kumar-Merger and Acquisition, McGrawHill
3. Rajinder Aurora – Mergers and Acquisitions, Oxford university Press
4. Rao – Joint Ventures in International Business, Vikas Publishing
5. Sudi Sudarsanam - Creating Value from Mergers and Acquisitions, Pearson
6. Weston - Takeovers, Restructuring and Corporate Governance, 4/e , Pearson

## **Human Values & Professional Ethics**

**(Syllabus for the Value Education Course to be introduced in MTU Colleges/Institutes)**

**Subject Code-AU-301/AU-401**

### **Course Objective**

This introductory course input is intended

- a. To help the students appreciate the essential complementarity between ‘VALUES’ and ‘SKILLS’ to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of value based living in a natural way.
- c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

### **Course Methodology**

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration and not of giving sermons. Whatever is found as truth or reality is stated a proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with and within the student himself/herself family.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.



## Human Values & Professional Ethics

Subject Code-AU-301/AU-401

Total No. of Lectures : 28  
Total No. of Practice Sessions: 14 (of 1 hr. each)

L-T-P:2-1-0

### Content for Lectures:

#### Unit-I

##### **Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (6)**

1. Understanding the need, basic guidelines, content and process for Value Education.
2. Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self exploration
3. Continuous Happiness and Prosperity-A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

#### Unit-II

##### **Understanding Harmony in the Human Being-Harmony in Myself (6)**

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - Sukh and Suvridha
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure Sanyam and Swasthya  
-Practice Exercised and Case Studies will be taken up in Practice Sessions.

#### Unit-III

##### **Understanding Harmony in the Family and Society -Harmony in Human-Human Relationship (6)**

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human - human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti;  
Trust (Vishwas) and Respect (Samman) as the foundational values of relationship
15. Understanding the meaning of Vishwas; Difference between intention and competence
16. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family):  
Samadhan, samridhi, Abhay, Sah-astitva as comprehensive Human Goals
18. Visualizing a universal harmonies order in society-Undivided Society (Akhand Samaj),  
Universal Order (Sarvabhaum Vyawastha) - from family to world family.  
-Practice Exercise and Case Studies will be taken up in Practice Sessions.

## Unit-IV

### Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

(5)

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulations in nature
21. Understanding existence as Co-existence (Sah-astitva) of mutually interacting unites in all-pervasive space.
22. Holistic perception of harmony at all levels of existence

-Practice Exercise and Case Studies will be taken up in Practice Sessions.

## Unit-V

### Implications of the above Holistic Understanding of Harmony on Professional Ethics

(5)

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis of Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics;
  - a. Ability to utilize the professional competence for augmenting universal human order.
  - b. Ability to identify the scope and characteristics of people friendly eco-friendly production systems
  - c. Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to universal Human Order;
  - a. At the level of individual: as socially and ecologically responsible engineers, technologies and managers.
  - b. At the level of society: as mutually enriching institutions and organizations

### Content for Practice Sessions:

#### Unit-I

#### Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

**PS 1:** Introduction yourself in detail. What are the goals in your life? How do you set your goals in your life? How do you differentiate between right and wrong? What have been your achievements and shortcomings in your life? Observe and analyze them.

**Expected Outcome:** the students start exploring themselves; get comfortable to each other and to the teacher and start finding the need and relevance for the course.

**PS 2:** Now a days, there is a lot of voice about many techno-genic maladies such as energy and natural resource depletion, environment pollution, global warming, ozone depletion, deforestation, soil degradation, etc. - all these seem to be man-made problems threatening the survival of life on Earth- What is the root cause of these maladies & what is the way out in your opinion?

On the other hand, there is rapidly growing danger because of nuclear proliferation, arms race, terrorism, criminalization of politics, large scale corruption, scams, breakdown of relationships,

generation gap, depression & suicidal attempts, etc - what do you think, is the root cause of these threats to human happiness and peace - what could be the way out in your opinion?

**Expected Outcome:** the students start finding that technical education without study of human values can generate more problems than solutions. They also start feeling that lack of understanding of human values is the root cause of all problems and the sustained solution could emerge only through understanding of human values and value based living. Any solution brought fear, temptation or dogma will not be sustainable.

### **PS 3:**

1. Observe that each one of us has Natural Acceptance, based on which one can verify right or not right for him. Verify this in case of:
  - (i) What is Naturally Acceptable to you in relationship-Feeling of respect or disrespect?
  - (ii) What is Naturally Acceptable to you - to nurture or to exploit others?Is your living the same as your natural acceptance or different?
2. Out of the three basic requirements for fulfillment of your aspirations-right understanding, relationship and physical facilities, observe how the problems in your family are related to each. Also observe how much time & effort you devote for each in your daily routine.

### **Expected Outcome**

1. The students are able to see that verification on the basis of natural acceptance and experiential validation through living is the only way to verify right or wrong, and referring to any external source like text or instrument or any other person cannot enable them to verify with authenticity; it will only develop assumptions.
2. The students are able to see that their practice in living is not in harmony with their natural acceptance most of the time and all they need to do is to refer to their natural acceptance to remove this disharmony.
3. The students are able to see that lack of right understanding leading to lack of relationship is the major cause of problems in their family and not the lack of physical facilities in most of the cases, while they have given higher priority to earning of physical facilities in their life ignoring relationships and not being aware that right understanding is the most important requirement for any human being.

## **Unit-II**

### **Understanding Harmony in the Human Being-Harmony in Myself**

**PS 4:** List down all your desires. Observe whether the desire is related to Self (I) or Body. If it appears to be related to both, see which part of it is related to Self (I) and which part is related to Body.

**Expected Outcome:** the students are able to see that they can enlist their desires and the desires are not vague. Also they are able to relate their desires to 'I' and 'Body' distinctly. If any desire appears related to both, they are able to see that the feeling is related to I while the Physical facility is related to the body. They are also able to see that 'I' and 'Body' are two realities, and most of their desires are related to 'I' and not body, while their efforts are mostly centered on the fulfillment of the needs of the body assuming that it will meet the needs of 'I' too.

### **PS 5:**

1. (a) Observe that any physical facility you use, follows the given sequence with time:  
Necessary & tasteful-unnecessary & tasteful-unnecessary & tasteless-intolerable

- (b) In contrast, observe that any feeling in you is either naturally acceptable or not acceptable at all. If naturally acceptable, you want it continuously and if not acceptable, you do not want it any moment.
2. List down all your activities. Observe whether the activity is of 'I' or of Body or with the participation of both 'I' and Body.
3. Observe the activities within 'I'. Identify the object of your attention for different moments (over a period of say 5 to 10 minutes) and draw a line diagram connecting these points. Try to observe the link between any two nodes.

### **Expected Outcome:**

1. The students are able to see that all physical facilities they use are required for limited time in limited quantity. Also they are able to see that in case of feelings, they want continuity of the naturally acceptable feelings and they do not want feelings which are not naturally acceptable even for a single moment.
2. The students are able to see that activities like understanding, desire, thought and selection are the activities of 'I' only, the activities like breathing, palpitation of different parts of the body are fully the activities of body with the acceptance of 'I' while the activities they do with their sense organs like hearing through ears, seeing through eyes, sensing through touch, tasting through tongue and smelling through nose or the activities they do with their work organs like hands, legs etc. are such activities that require the participation of both 'I' and body.
3. The students become aware of their activities of 'I' and start finding their focus of attention at different moments. Also they are able to see that most of their desires are coming from outside (through preconditioning or sensation) and are not based on their natural acceptance.

### **PS 6:**

1. Chalk out programs to ensure that you are responsible to your body-for the nurturing, protection and right utilization of the body.
2. Find out the plants and shrubs growing in and around your campus. Find out their use for curing different diseases.

**Expected Outcome:** The Students are able to list down activities related to proper upkeep of the body and practice them in their daily routine. They are also able to appreciate the plants wildly growing in and around the campus which can be beneficial in curing different diseases

## **Unit-III**

### **Understanding Harmony in the Family and Society -Harmony in Human-Human Relationship**

**PS 7:** From small groups in the class and in that group initiate dialogue and ask the eight questions related to trust. The eight questions are:

- |   |  |
|---|--|
| <b>1 a.</b> Do I want to make myself happy?       | <b>1b.</b> Am I able to make myself always happy?      |
| <b>2 a.</b> Do I want to make the other happy?    | <b>2b.</b> Am I able to make the other always happy?   |
| <b>3a.</b> Does the other want to make him happy? | <b>3b.</b> Is the other able to make him always happy? |
| <b>4a.</b> Does the other want to make me happy?  | <b>4b.</b> Is the other able to make me always happy?  |

What is the answer?

What is the answer?

Intention (Natural Acceptance)

Competence

Let each student answer the questions for himself and everyone else. Discuss the difference between intention and competence. Observe whether you evaluate your intention & competence as well as the others & competence.

**Expected Outcome:** The students are able to see that the first four questions are related to our Natural Acceptance i.e. intention and the next four to our Competence. They are able to note that the intention is always correct, only competence is lacking! We generally evaluate ourselves on the basis of our intention and others on the basis of their competence! We seldom look at our competence and others' intentions as a result we conclude that I am a good person and other is a bad person.

**PS 8:**

1. Observe on how many occasions you are respecting your related ones (by doing the right evaluation) and on how many occasions you are disrespecting by way of under-evaluation, over-evaluation or otherwise evaluation.
2. Also observe whether your feeling of respect is based on treating the other as yourself or on differentiations based on body, physical facilities or beliefs.

**Expected Outcome:** the students are able to see that respect is right evaluation, and only right evaluation leads to fulfillment in relationship. Many present problem in the society are and outcome of differentiation (lack of understanding of respect), like gender biasness, generation gap, caste conflicts, class struggle, dominations through power play, communal violence, clash of isms, and so on so forth. All these problems can be solved by realizing that the other is like me as he has the same natural acceptance, potential and program to ensure a happy and prosperous life for him and for others though he may have different body, physical facilities or beliefs.

**PS 9:**

1. Write a note in the form of story, poem, skit, essay, narration, dialogue to educate a child. Evaluate it in a group
2. Develop three chapters to introduce 'social science-its need, scope and content' in the primary education of children

**Expected Outcome:** The students are able to use their creativity for education children. The students are able to see that they can play a role in providing value education for children. They are able to put in simple words the issues that are essential to understand for children and comprehensible to them. The students are able to develop an outline of holistic model for social science and compare it with the exiting model.

**Unit-IV**

**Understanding Harmony in the Nature and Existence - Whole existence as Co-existence**

**PS 10:** List down units (things) around you. Classify them in for orders. Observe and explain the mutual fulfillment of each unit with other orders.

**Expected Outcome:** The students are able to differentiate between the characteristics and activities of difference orders and study the mutual fulfillment among them. They are also able to see that human beings are not fulfilling to other orders today and need to take appropriate steps to ensure right participants (in terms of nurturing, protection and utilization) in the nature.

**PS 11:**

1. Make a chart for the whole existence. List down different courses of studies and relate them to different units or levels in the existence.
2. Choose any one subject being taught today. Evaluate it and suggest suitable modifications to make it appropriate and holistic.

**Expected Outcome:** The students feel confident that they can understand the whole existence; nothing is a mystery in this existence. They are also able to see the interconnectedness in the nature, and point out how different courses of study related to the different units and levels. Also they are able to make out how these courses can be made appropriate and holistic.

## **Unit-V**

### **Implications of the above Holistic Understanding of Harmony on Professional Ethics**

**PS 12:** Choose any two current problems of different kind in the society and suggest how they can be solved on the basis of natural acceptance of human values. Suggest steps you will take in present conditions.

**Expected Outcome:** the students are able to present sustainable solutions to the problems in society and nature. They are also able to see that these solutions are practicable and draw roadmaps to achieve them.

### **PS: 13**

1. Suggest ways in which you can use your knowledge of Technology/Engineering/Management for universal human order, from your family to the world family.
2. Suggest one format of humanistic constitution at the level of nation from your side.

**Expected Outcome:** The students are able to grasp the right utilization of their knowledge in their streams of Technology/Engineering/Management to ensure mutually enriching and recyclable productions systems.

**PS:14** The course is going to be over now. Evaluate your state before and after the course in terms of:

- a. Thought
- b. Behavior
- c. Work and
- d. Realization

Do you have any plan to participate in the transition of the society after graduating from the institute? Write a brief note on it.

**Expected Outcome:** The students are able to sincerely evaluate the course and share with their friends. They are also able to suggest measures to make the course more effective and relevant. They are also able to make use of their understanding in the course for a happy and prosperous society.

### **Text Book and Reference Material**

**a. The text book:**

- R.R. Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics, Excel Books Private Limited, New Delhi

**b. Teacher's Manual:**

- R.R. Gaur, R Sangal, G P Bagaria, 2009, Teachers Manual: A Foundation Course in Human Values and Professional Ethics, Excel Books Private Limited, New Delhi Video CD of Teacher Orientation Workshop will be made available on website.

c. **Reference Books**

- Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Haper Collings, USA.
- 1. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
- 2. Sussan George, 1976, How the other Half Dies, Penguin Press, Reprinted 1986, 1991.
- 3. Donella H, Meadows, Dennis L. Meadows, Jorgen Randders, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
- 4. A Nagraj, 1998, Jeevan Vidya ek Parichay, Divya Path Sansthan, Amarkantak.
- 5. P.L. Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
- 6. AN Tripathy, 2003, Human Values, New Age International Publishers
- 7. Subhas Palekar, 2000, How to practice Natural farming, Pracheen (vaidik) Krishi Tantra Shodh, Amravati
- 8. EG Seebauer & Robert L Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
- 9. M Govindrajan S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
- 10. B.P. Banerjee, 2005, Foundation of Ethics and Management, Excel Books.
- 11. B.L. Bajpai 2004, Indian Ethos and Modern Management, New Royal Book CO. Lucknow. Reprinted 2008

d. **Relevant websites, CDs, Movies and Documentaries:**

1. Value Education website, <http://www.uptu.ac.in>
2. Story of stuff, <http://www.storyofstuff.com>
3. AL Gore, An Inconvenient Truth, Paramount Classics, USA
4. Charlie Chaplin, Modern Times, United Artists, USA
5. IIT Delhi, Modern Technology-the Untold Story
6. Anand Gandhi, Right here right now, Cyclewala Production