



# SunRise University

Approved by Govt. of Rajasthan vide Sunrise University Act, 2011  
Recognized by UGC Act, 1956 u/s 2 (f)

## SUNRISE UNIVERSITY

### **EXECUTIVE MBA IN HR & MARKETING (EMBAHM)**

#### CURRICULUM

##### 1<sup>st</sup> Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAHM101	Fundamentals of Management	40	60	100
EMBAHM102	Organizational Behavior	40	60	100
EMBAHM103	Managerial Economics	40	60	100
EMBAHM104	Accounts for Managers	40	60	100
EMBAHM105	Business Environment	40	60	100
EMBAHM106	Customer Relationship Management	40	60	100
EMBAHM107	Organization development	40	60	100
<b>Total</b>		<b>280</b>	<b>420</b>	<b>700</b>

##### 2<sup>nd</sup> Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAHM201	Human Resource Management	40	60	100
EMBAHM202	Marketing Management	40	60	100
EMBAHM203	Financial Management	40	60	100
EMBAHM204	International marketing management	40	60	100
EMBAHM205	Rural marketing	40	60	100
EMBAHM206	Employment welfare and compensation management	40	60	100

EMBAHM207	Human resource information management system ( HRIMS )	40	60	100
EMBAHM208	Project Work & Case Study			100
<b>Total</b>		<b>280</b>	<b>420</b>	<b>800</b>

## ***MBA-101:FUNDAMENTALS OF MANAGEMENT***

### **1. COURSE OBJECTIVES**

- To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
- To understand and apply a selected management topic to a real organizational setting
- To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

### ***2. CONTENT OVERVIEW OF MANAGEMENT***

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought- Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

#### ***PLANNING***

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

#### ***ORGANIZING***

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

#### ***DELEGATION OF AUTHORITY***

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of

coordination, difficulties and techniques to ensure effective coordination.

### ***DIRECTING***

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction.

Motivation Theories-

Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership-

Leader vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers.

### ***CONTROLLING***

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Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

### **3. TEXTBOOKS**

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education.
3. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
4. L.M. Prasad, Principles and Practice of Management, 7Ed, S. Chand Publishers.

### **4. REFERENCE BOOKS**

1. Essentials of Management, Koontz Kleihrich, Tata Mc-Graw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning.
3. Mukherjee, Principles of Management & Organisational Behaviour, Tata McGraw Hill.
4. Slocum & Jackson, 'Management - A Competency Based Approach', Thomson South Western, 10th edition.

### **5. COURSE OUTCOME**

- CO1. The students understand the significance of Management in their Profession.
- CO2. The various Management Functions like Planning, Organizing, Staffing, Leading, Motivation and Control aspects are learnt in this course.
- CO3. The students can explore the Management Practices in their domain area.

### **6. SPECIAL NOTES**

1. Case studies may be given on emerging trends from each module.
2. Presentation and Group Discussions
3. Assignments on various topics related to subject matter.



## MBA-

### 102 ORGANIZATIONAL BEHAVIOUR

#### 1. COURSE OBJECTIVES

#### OUR

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

#### 2. COURSE CONTENT

##### CONCEPT OF ORGANISATIONAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

##### UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

**Personality:** Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

**Learning:** Concept and Theories of Learning, **Attitudes:** The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Jobsatisfaction, Changing Employee Attitudes

##### UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

**Perceptions, Attributions and Emotions:** The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

**Motivation:** Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation.

**Stress and Counseling:** What is stress, Stress model, Work stressors, Stress outcomes,



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Stress moderators,  
counseling,Typesofcounseling.

Stresspreventionandmanagement,Employee

## GROUPBEHAVIOURANDINTERPERSONALINFLUENCE

**Group Dynamics:** Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

**Managing Conflict and Negotiation:** Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict

**Power and Politics:** Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power



## ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

**Communication:** The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barrier to effective communication, Improving Communication in organizations, promoting ethical communications

**Leadership:** What is leadership, Trait approaches, Behavioral approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

**Managing Change and Innovation:** Change at work, Resistance to change, Alternative change management approaches, learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

## EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

**Organizational Behavior Across Cultures:** Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Crosscultural communication.

**Managing Misbehavior:** The emergence in Management of the study of misbehavior, selected misbehaviors.

### 3. COURSE OUTCOME

On completion of this course, the students will be able to:

CO1: Demonstrate the applicability

of the concept of organizational behaviour to understand the behaviour of people in the organization.

CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.

CO3: Analyse the complexities associated with management of the group behaviour in the organization.

CO4: Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization.

CO5: Demonstrate how the behaviour can integrate in understanding Managing International Workforce and Crosscultural communication

### 4. REFERENCE BOOKS

1. Personality and Organizations (Organization and Management Series) 1st Edition by Benjamin Schneider
2. Work Motivation in Organizational Behavior by Craig C. Pinder



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3. Work Motivation: History, Theory, Research, and Practice Book by Gary P. Latham
4. Management Process and Organisational Behaviour Hard cover – Import, 1 Dec 2003 by Sudan Amrik Singh
5. Primal Leadership Book by Daniel Goleman
6. Organizational Culture and Leadership Book by Edgar Schein

## 5. **TEXTBOOKS**

1. Organizational Behaviour by Pearson 18e (Stephen P. Robbins, Timothy A. Judge, Neharika Vohra)
2. Organizational Behavior 12th Edition by Fred Luthans
3. Mishra. Organizational Behavior, Vikas Publishing House.
4. Greenberg, Jerald and Baron, Robert. Behavior in Organizations, Prentice Hall of India.
5. Aswathappa. Organization Behavior (Text, Cases & Games), Himalaya Publishing House.
6. Luthans, Fred. Organizational Behavior, Tata McGraw-Hill.
7. Newstrom. Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill





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MBA-

103MANAGERIALECONO

MICS

## 1. COURSE OBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principals & stabilization policies

## 2. CONTENTS

**Introduction to Business economics and Demand Analysis:** Managerial Economics- Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles.

**Theory of Consumer Behavior:** rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

**Production analysis:** Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

**Cost & Revenue Analysis:** Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

### **Market structure: Perfect Competition:**

Features, Determination of Price under Perfect Competition

- Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental /marginal pricing, transfer pricing, peak load pricing etc.



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**Macro Economics Measures:** Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, NationalIncomeDeflators;ConsumptionFunction,InvestmentFunction,Marginalefficiencyofcapitalandbusinessexpectations,Multiplier,Accelerator

**Stabilization Policies:** Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, FiscalPolicy,PhysicalPolicyorDirectControls;BusinessCycle-Introduction,MeaningandFeatures,TheoriesofBusinessCycles,MeasrestoControlBusinessCycles,BusinessCyclesandBusinessDecisions;Inflation-MeaningandKinds, MeasrestoControlInflation, Deflation.

### 3. COURSEOUTCOMES

AttheendoftheCourse, theStudent willbeableto:

- CO1UnderstandtherelativeimportanceofManagerialEconomicsandbasicconceptsofManagerialeconomics.
- CO2Analyzeandfindfirm'sequilibrium.



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CO3 Understand the modern managerial decision rules and optimization techniques. CO4 Evaluate features of different kinds of markets and analyzing pricing strategies CO5 Be equipped with the various measures of Macro economics  
CO6 Understand the stabilization Policies, business cycles and inflation

## 4. REFERENCE BOOKS

1. Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010

## 5. TEXTBOOKS

1. Managerial Economics-Theory and Applications, Dr. D. M. Mithani, Himalaya Publications.
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, D. N. Dwivedi, 8th ed., Vikas Publication.
4. Managerial Economics, H. L. Ahuja, S. Chand, 2011
5. Indian Economy, K. P. Sundharam and Dutt, 64th Edition, S. Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

## 6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students need to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economics scenario must be discussed in class
4. Field/desk/numerical Assignments must be given to understand the concepts properly



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**MBA-**

**104 ACCOUNTING FOR MANA**

**GERS**

## 1. COURSE OBJECTIVES

1. The Syllabus aims to develop the student's ability to:
  1. Understand and explain the conceptual framework of Accounting
  2. Prepare Accounts for various entities under different situations
  3. Acquire basic concepts of Cost & Management Accounting relevant for managerial decision making

## 2. COURSE CONTENTS

Introduction, Definitions, Accounting Cycle, Objectives of Accountings, Basic Accounting Terms, Generally Accepted Accounting Principles, Accounting Concepts and Conventions, Accounting System

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts,

The Accounting Process: Journals, Ledgers and Trial Balance, Accounting Equation, Accrual Basis & Cash Basis of Accounting, Capital & Revenue Transaction

**Preparation of Final Accounts:** Trading Account, Profit and loss Account with adjustments, Balance Sheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial

Statements: Comparative, Common size, Trend Analysis, Inferences and Interpretations from Published Financial Statement

**Cost Accounting:** Evolution, Meaning, Objectives and Scope, Generally Accepted Cost Accounting Principles (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costing system, Cost Determination

**Cost Statements-** Introduction, Cost Accumulation, Cost Collection, Cost Sheet formats & Preparation

## 3. REFERENCE BOOKS

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2006). Accounting: text and cases (12th ed.). New Delhi: Tata McGraw Hill.
2. Albrecht, W.S., Stice, D.J., Stice, E.K., Monte, R., & Swain, R.M. (2010). Accounting:



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- concepts and applications (11th ed.). U.S.A: South Western.
3. Anthony, R.N. (2006). Accounting: text & cases (11th ed.). New Delhi: Tata McGraw Hill.
  4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). New York: Houghton Mifflin. Faculty of Management Studies, University of Delhi 17
  5. Garrison, R. H., Noreen, E. W. (2007). Managerial accounting (12th ed.). New Delhi: Tata McGraw Hill.
  6. Hilton, R.W. (2008). Managerial accounting (3rd ed.). New Delhi: Tata McGraw Hill.
  7. Larson, D. K., & Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi: McGraw Hill.
  8. Michael, C. K. (2003). Financial accounting: A focus on decision making (2nd ed.). New Delhi: West Publishing Company.



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8. Spiceland, J.D. (2009). Financial accounting (International edition). New Delhi: Tata McGraw Hill. 10. Vij, M. (2009). Management accounting. New Delhi: MacMillan India Ltd.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

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## MBA-

### 105 BUSINESS ENVIRONMENT

#### MENT

#### 1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

#### 2. CONTENT OF THE SUBJECT

##### **BUSINESS ENVIRONMENT**

**Business Environment:** Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

##### **ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)**

**Liberalization:** The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market.

**Privatization:** Objectives, Routes, Benefits, Success Conditions. Privatization in India.

**Globalization :** Features and Stages of Globalisation, Impact on Indian economy. LPG and Financial, Automobiles and FMCG industry.

##### **MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS**

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives. Role of Financing Institutions for MSME sector.

##### **COMPETITION COMMISSION**

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.



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## BALANCEOFPAYMENTANDBALANCEOFTRADE

Exchangerateandcompetitiveness, ForeignCapitalFlowsandForeignCollaborations, FDIinIndia, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity ExchangeinIndia. Roleof SEBI.

## CONSUMER, CONSUMERISMANDEMERGINGTRENDS

ConsumerRights, ConsumerismandBusiness, ConsumerProtectioninIndia.

## CUSTOMERRELATIONSHIPMANAGEMENT

CourseObjective: TotalPeriods:40(4Credits)

ThepaperisdesignedtoimparttheskillbasedknowledgeofCustomerRelationshipManagement. Thesyllabusencompasses

almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts

and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

CourseStructure:

→CustomerRelationshipManagementFundamentals-

Theoreticalperspectivesofrelationship, Evolutionofrelationshipmarketing, Purposeofrelationshipmarketing, Approachto

wardsmarketing: Aparadigmshift, HistoricalPerspectives, CRMDefinitions, EmergenceofCRMpractice:, CRMcycle, Sta

keholdersinCRM, SignificanceofCRM, TypesofCRM, Success

FactorsinCRM, CRMImplementation,

PeoplefactorinCRM

→DimensionsofCustomerRelationshipManagement

CustomerSatisfaction: Meaning, Definition, Significance, ComponentsofCustomerSatisfaction, CustomerSatisfaction

Models, Rationale ofCustomerSatisfaction

CustomerLoyalty: Meaning, Definition, Significance, CustomerLoyalty, CustomerLoyaltyLadder, LoyaltyPrinciples,

Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, DriversofCustomerLoyalty

Service Quality: Meaning and Definition of Service Quality, Types of Service Quality, Service Quality

Dimensions, ServiceQualityGaps.

→CustomerRelationshipManagement: TechnologyDimensions-E-

CRMinBusiness, CRM: AchangingPerspective, Featuresof e-CRM, Advantagesof e-





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CRM, Technologies of e-

CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional

Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining.

Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia

Contact Center, Important CRM softwares.

→ Emerging Concepts and Perspectives in Customer Relationship

Management: To be announced by the Teacher at the beginning of the session

REFERENCE

1. Kristin Anderson, Carol Kerr: Customer relationship management, McGraw-Hill Professional

2. Federico Rajola

: Customer Relationship Management: Organizational & Technological Perspectives, Springer

3. Rajendra Kumar Sugandhi : Customer Relationship Management, New Age International

4. Jagdish N. Sheth

: Customer relationship management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

5. Gerhard Raab

: Customer relationship management: a Global Perspective, Gower Publishing, Ltd.

6. Ed Peelen : Customer Relationship Management, Pearson Education India

7. Francis Buttle : Customer Relationship Management, Butterworth-Heinemann

8. Judith W. Kincaid

: Customer Relationship Management: Getting It Right, Prentice Hall Professional

9. Lakshman Jha

: Customer Relationship Management: A Strategic Approach, Global India Publications

10. Alok Kr. Rai : Customer Relationship Management: Concepts and Cases, PHI

PATTERN OF EXAMINATION: Marks

The Theory paper will consist of one short answer type question containing seven True or False

statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition,

there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts

A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.

70

Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation 30

Total Marks 100

**Emerging Trends:** Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning-NITIAayog and its functioning.

### 3. COURSE OUTCOME

CO1 Outline how an organization operates in a business environment explaining its framework that regulates the industry.

CO2 Explain the effects of Government Policies on the economic environment and the industries in the country.

CO3 Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impacts of different business decisions.

### 4. REFERENCE BOOKS

1. Francis Cherunilam, Business Environment (Text and Cases), Publisher: Himalayan Publishing House
2. K. Chidambaram and V. Alagappan, Business Environment, Publisher: Vikas Publishing House Pvt. Ltd.
3. M. Adhikari, Economic Environment of Business, Publisher: Excel Books
4. K. Ashwathappa, Business Environment, Publisher: Himalaya Publishing

### 5. TEXTBOOKS

1. B.N. Gosh, Business Environment, Publisher: Oxford University Press
2. Saleem Shaikh, Business Environment, Publisher: Pearson Education
3. Justin Paul, Business Environment (Text & Cases), Publisher: McGraw Hill Education
4. J. Morrison, The International Business Environment, Publisher: Palgrave

### 6. SPECIAL NOTES

1. Case studies : At least once a case study from each module.
2. Presentation : Individual/Group presentation can be assigned
3. Group Discussions : GD can be done on subject topics in modules
4. Individual/Group Assignments can be allocated
5. Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to
6. Business Environment and Economy to be referred
7. Recent News/Articles: Journals, News Feeds, Articles to be referred

## ORGANISATION DEVELOPMENT

Course Objective: Total Periods: 40 (4 Credits)

The objective is to gain familiarity with the concepts and skills to manage and improve organizational culture

collaboratively. It seeks to

educate how organizational goals are attained by furthering the human values in individuals.

Course Structure:

→ Understanding the Concept of Intervention-

Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development

Organizational Development vs. the traditional interventions; brief overview of Laboratory-training and survey research & feedback methodology

→ Underlying Assumptions about People as Individuals-about people in groups and about people in

organizational systems; assumptions relating to values in the client organization; values and belief systems of Change

agents, Concept of System & Organizational Development

→ Operational Components of Organizational Development- the diagnostic component, intervention/action

taking component and process maintenance component, Understanding the belief of: action-should follow – research

and research-should follow -action

→ OD Interventions-overview, team building interventions and their rationales; Intergroup team building and

the organization mirror intervention; personal, interpersonal and group process interventions; nature of

comprehensive OD interventions; structural interventions & OD,

conditions important for successful OD efforts

REFERENCE

1. Wendell L. French & Cecil H. Bell Jr : Organizational Development, PHI, New Delhi

2. Management & Organizational Development : The Path from X to Y B New York McGraw Hill

3. Organizational Renewal : Gordon L. Lippitt New York, Century Crofts

PATTERN OF EXAMINATION: Marks

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition,

there will be four alternate sets of questions, out of which one set will be long answer type and two will have

two parts

A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.

70

Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation 30

Total Marks 100

## MBA-201

## HUMAN RESOURCE MANAGEMENT

## Section A

**Module I: Introduction**

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

**Module II: Pre-recruitment functions of HRM**

Organizational structure, Delayering, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

**Module III: Recruitment, selection and appointment**

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques-tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

**Module IV: Training and development**

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

**Module V: Employee Remuneration**

Meaning and significance of compensation, Principles of remuneration, intrinsic equity vs extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

**Module VI: Performance management**

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and success.

ssionplanning.

***Module VII: Strategies of employee retention and emerging trend in HRM***

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

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**Module VIII: Career and succession planning**

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

**Section B**

At least one Case/Problems from each module  
Questions will be case/inferences/application based

**Practical Component:**

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisement etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

**Recommended Books:**

- Byars, L & Rue, L. Human Resource Management. McGraw Hill.
- Aswathappa, K. Human Resource Management. Tata McGraw-Hill.
- Dessler, Varkkey. Human Resource Management. Pearson.
- Jyothi. Human Resource Management. Oxford University Press.
- Mondy, R. Human Resource Management. Prentice Hall.
- Steve Fleetwood., Anthony Hesketh, Explaining the Performance of Human Resource Management, Cambridge University Press

**List of Journals/Periodicals/Magazines/Newspapers**

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

*MBA-202***COST ACCOUNTING FOR MANAGEMENT***Section A***Module I: Introduction**

Cost Management, Cost Management Tools - A Strategic View to Cost Management.

**Module II: Cost Sheet and Composition**

Overheads,

Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

**Module III: Marginal Costing**

MARGINAL COSTING - Nature and Scope - Applications - Breakeven analysis, Advantages and Disadvantages of Marginal Costing.

**Module IV: Budgetary Control**

Budgetary Control: - Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing: - Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

**Module V: New Techniques of Costing**

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

**Module VI: Cost Audit**

Cost Audit, objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India -- Practical --

Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit - Aims and the objectives, Scope of Management Audit.

**Module VII: Cost Control**

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure - Features - Purpose, Reasons for use of balanced scorecard.

**Module VIII: Cost Reporting**

Reporting to Management- Purpose of reporting- Requisites of a good report,,  
Classifications of Report, Segment reporting, Applicability of Accounting Standard 17,  
Objectives, Users of Segment reporting.

**Section B**

At least one Case study/ Problem from each module

Note: 60% of the Questions will be

Numerical/ Cases/ Inferences

based. Questions will be case/ inferences/ application based

**Practical components:**

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Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

***Recommended Books:***

- Kumar, Vijay. Accounting for Management. Tata McGraw-Hill.
- Kuppapally. Accounting for Managers. Prentice Hall of India.
- Maheshwari, S.N. & Maheshwari, S.K. Advanced Management Accounting Vol. 1 & Vol. 2. Vikas Publishing House.
- Kaplan, Atkinson and Young. Management Accounting. Pearson Education.
- Vij. Management Accounting. Macmillan Publishers India.
- Paresh Shah. Management Accounting. Oxford University Press.

CourseObjective:

MBA-

TotalPeriods:40(4Credits)

**203FINANCIALMANAGEMENT****Section A****ModuleI:Financial management**

Introduction to financial management, objectives of financial management.Changing role of financemanagersincontemporarybusinessenvironment.InterfaceofFinancialManagementwithother functional areas. Indian financial system. Review of institution, instrument and market. Basic approach torisk,return andvaluation.

**ModuleII: SourcesofFinancing**

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, internationalresources.

**ModuleIII:Timevalue ofmoney**

Futurevalueofsingle cashflow&annuity,present value ofsinglecashflow,annuity&perpetuity. Simple Interest&Compoundinterest,Capital recovery&loanamortization.

**ModuleIV:Investmentdecisions**

Investmentevaluationtechniques- presentvalue,Internalrateofreturn,Modifiedinternalrate of return, Profitabilityindex,Payback period,Discounted paybackperiod,Accountingrateof return.Estimationofcashflowfornewproject,replacementprojects.Capitalbudget.

**ModuleV:CostofCapital**

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equityshare capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) andMarginal costof capital.

**ModuleVI:Financial Decisions**

WorkingCapitalManagement,workingcapitalrequirements.Currentasset andcurrent asset financepolicy.Determinationofoperatingcycle.Estimationofworkingcapital requirements of a Firm,ReceivablesManagement,determinationofworkingcapital.

**Module VII: Reward anddividend policy**

Dividendpolicy,Determinationofoperatingleverage,financialleverageandtotalleverage.Dividend policy- -dividend policies-stabledividend,stablepayout, Factorsaffectingthedividendpolicy dividend theories,Bonusissues.CapitalizationofProfitShare.

**ModuleVIII:EmergingIssues**

EmergingIssues inFinancial management:Derivatives,FinancialandcommodityderivativesMergers andAcquisition Behavior Finance FinancialModeling,Financial

s, trading, MB 215	al , engineering,Commodity FINANCIALMANAGEMENT
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CourseObjective:

TotalPeriods:40(4Credits)

## INTERNATIONALMARKETINGMANAGEMENT

CourseObjective: TotalPeriods:40(4Credits)

This paper deals with a broad conceptual focus on the marketing management problems, techniques and

strategiesnecessary to incorporate the marketing concept into the framework of the world market place.The present

courseexploresthose aspectsofmarketing whichareunique to international business.

CourseStructure:

↳ImportanceandChallengeofInternationalMarketing-  
DefinitionofInternationalMarketing:DomesticMarketing Vs.

International Marketing; Categories of International marketing Involvements; International MarketingTask;Nature

ofInternationalMarketingManagement;

↳Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerationsand

Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical

Conditions;CompetitiveConditions;LegalandFinancial Influences.

↳International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes

andMethods;MarketingIntelligence;International MarketingResearch.

↳Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct

Investment;

MP: 215 FINANCIAL MANAGEMENT

Course Objective: **International Product Policies - Strategic Considerations in Making Multinational Product Decisions;** Total Periods: 40 (4 Credits)

**Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.**

↪ **International Pricing Decisions-**

**Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices;**

**Export Pricing; Differential Pricing.**

↪ **International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope**

**of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature**

**of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.**

↪ **International Marketing Communication-**

**Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Pla**

**anning Media Strategy; Cooperative Advertising.**

↪ **Emerging Issues and Developments in International Marketing- To be announced at the beginning of the session.**

## REFERENCE

1. Sak Onkvisit and John Shaw : International Marketing- Analysis and Strategy, Taylor & Francis
2. Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons
3. S.C. Jain : International Marketing Management, Boston: Kent Publishing
4. S. Hollensen, A. Thornhill, P. Lewis : Global Marketing- A Decision Oriented Approach, Pearson Edu. Limited
5. Warren J. Keegan : Global Marketing Management, Pearson Education India
6. M.R. Czinkota & I.A. Ronkainen : International Marketing, Cengage Learning

7. Fayerweather, John :International Marketing, Prentice Hall Inc

8. Sarathy, Rand V. Terpstra – International Marketing, Dryden Press

**PATTERN OF EXAMINATION: Marks**

**Total Periods: 40 (4 Credits)**

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition,

there will be four alternate sets of questions, out of which one set will be long answer type and two will have

two parts

A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.

70

**Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation 30**

**Total Marks 100**

## **RURAL MARKETING**

**Course Objective: Total Periods: 40 (4 Credits)**

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing practices in India and

context.

**Course Structure:**

↳ Introduction: Rural Marketing – Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs.

Urban Markets.

↳ Rural Marketing Environment –

Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India

↳ Rural Consumer Behavior – Rural Consumers Dimensions – Buying Decision Process, Marketing Mix for Rural Marketing,

↳ Researching Rural Market-  
 Research approach, Rural Marketing Information System, Diffusion of Innovation

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↳ Rural Marketing Strategies:

Total Periods: 40 (4 Credits)

↳ Rural Market Segmentation-Basis and Strategies, Positioning Strategies for Rural Market.

↳ Product Strategy-

Pro...

## EMPLOYEE WELFARE AND COMPENSATION MANAGEMENT

Course Objective: Total Periods: 40 (4 Credits)

The course is designed to promote understanding of issues related to compensation management in corporate sector

and public services and to impart skill in designing compensation management system, policies and strategies, apart

from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Structure:

↳ Compensation Management-Compensation management process, Basis of compensation management, motivation and

financial and non-financial compensation, compensation philosophies of compensation process, Assessing

job values & relativities; Pay structures; Paying for performance, skills and competence.

↳ Employee Benefits-

Employ

## HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM (HRIMS)

Course Objective: Total Periods: 40 (4 Credits)

The course will critically explore how human resource information systems are applied in organizations to

support organizational strategy, improve efficiency and flexibility, increase productivity and performance, and ensure

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FINANCIAL MANAGEMENT

compliance with employment law. The focus will be on merging computer technology with a strategic human resource

Course Objective:

Total Periods: 40 (4 Credits)

management perspective in order to maximize the performance of business.

**Course Structure:**

↳ Introduction-

Information and management, Characteristics, types and attributes of information, Traditional structure of an

organization, Business systems, Interdependence between organizations and information systems, Data &

Information needs...

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