



**INSTITUTE OF MANAGEMENT STUDIES
MAHATMA GANDHI KASHI
VARANASI- 221002
UTTAR PRADESH**

**MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME**

ORDINANCES (AMMENDED)
(Effective from 1st & 2nd Semester 2016-17 & 3rd & 4th Semester 2017-18)

**INSTITUTE OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION (MBA)
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**ORDINANCES (AMMENDED)
(Effective from 1st & 2nd Semester 2016-17 & 3rd & 4th Semester 2017-18)**

1. The degree of MBA of Mahatma Gandhi Kashi Vidyapith shall be conferred on graduates who have completed prescribed course of study for not less than four semester spread over two academic years and have passed the examination as prescribed under the relevant ordinances.
2. The method of teaching adopted shall be combination of lectures and seminars by the faculty and guest speakers, case discussions, students, presentation, use of audio-visual devices, computers etc.
3. The minimum qualification for admission shall be a bachelor's degree examination in any faculty of Mahatma Gandhi Kashi Vidyapith or any other university in India or abroad recognized or equivalent thereto. The candidate securing pass in the final examination of the following institutes shall also be eligible for admission:

The Institute of Chartered Accountants of India.
The Institute of Cost & Works Accountant of India
The Institute of Company Secretaries of India.

4. Candidate for admission to the MBA programme shall be selected under two separate schemes (Scheme I & Scheme II).
5. The total number of seats including Scheme I & Scheme II will be 60 (sixty).

Scheme –I

- 1.1 Under this scheme there will be (fifty one) 51 seats out of which following reservations will be followed:

SC candidates 21%
ST candidates 2%
OBC candidates 27%

Two seats -1 seat for son/unmarried of permanent teaching staff and 1 seat for son/ unmarried daughters of permanent non teaching staff (including officers)-are reserved for university staff. These seats shall be adjusted against respective quota (S.C, S.T, O.B.C). **If any seat of the above category falls vacant, it will be treated as general and will be filled in from amongst general candidates.**

- 1.2 Admission under this scheme will be strictly restricted in the order of merit. **Merit list will be prepared on the basis of marks obtained in the written test.**

- 1.3 **For written test applicant shall have to appear in the test conducted by the university or any other agency nominated by the university for this purpose.** The admission notice of the university will include necessary details in this connection.
- 1.4 The schedule of fee to be paid for each year shall be 40,000/-. Refundable caution money (to be paid only at the beginning of the first semester) Rs. 500/-. In addition to the above, **semester examination fee will be payable separately as per university rules. No installment payment will be allowed under any circumstance.**
- 1.5 The fees for the 1 and II semester/ III semester and IV semester shall be due for payment at the beginning of the I and III semester respectively.

Scheme II

- II.1 Under this scheme there are **9 (Nine) seats for foreign nationals/ non resident Indians/ NRI/industrialists sponsored candidates.** The applicants shall be required to submit, along with the application form, any of the following documents, as may be applicable, for the candidature:
- (a) Proof of the nationality in case of foreign nationals.
 - (b) Proof of the status in case of NRI. For the purpose either of the following documents shall be considered as a proper proof:
 - (i) Copy of the non-residential card/ employment card issued by the employer.
 - (ii) Photocopy of the immigration/ employment visa entry on the passport along with the details of the passport.
 - (iii) Certificate issued by Indian embassy/ high commission in the country where the NRI is residing.
 - (iv) Photocopy of the latest assessment order of the income tax authorities either in India or the country of employment filled in the status of non-residential Indian.
 - (c) Certificate of sponsorship from NRI in the case of a sponsored Indian national along with proof of NRI status of sponsor.
 - (d) Proof of industrialist's status and certificate of sponsorship in case candidates sponsored by Indian Industrialists.
- 11.2 There is no admission test under the scheme – II and selection for admission shall be made on the basis of their relative merit as determined from their academic records.
For determining the relative merit of the candidate, a 400- point scale should be used and the formula for the positioning a candidate on the scale shall be as under:

Percentage of marks of high school (or equivalent) plus (+) twice the percentage of the intermediate (or equivalent) plus (+) twice the percentage of marks of graduation.

In such cases where grades are awarded instead of absolute marks, a multiplier factor of 0.95 shall be used to convert into percentages.

If any seat of the above category falls vacant, it will be treated as general and will be filled in from amongst general candidates.

- 11.3 Candidate granted admission under this scheme shall be required to pay an annual consolidated fee of Rs. 60,000/- in Indian currency (if it will not cover university examination fee, boarding & lodging, medical, travel and other personal expenses).
5. The student admitted under both scheme (i.e. scheme I and II) shall be governed by the same ordinances and the rules relating to attendance, courses of study, examination etc.
6. **No student will permitted to pursue any other course of study or take up an employment during the tenure of this programme.**
7. No candidates shall be allowed to appear in the semester examination unless she/he has appeared in class tests and attended at least 75% of the lectures in each paper of the semester.
8. The evaluation of the students shall be done on the basis of internal assessment and at the end of the written semester examination having a relative weightage of 30 & 70 in each paper.

A- a. The marks of internal assessment will be awarded on the following basis:

(i) Marks of the three tests	20 marks
(ii) Assignments/ Seminars	5 marks
(iii) Class participation/ attendance and general discipline	<u>5 marks</u>
Total	<u>30 marks</u>

Marks obtained in the “Internal Assessment” as regular student by the candidates of all categories shall remain unchanged and shall be counted in the computation of result.

A-b. Duration of end of the semester written examination at the carrying 70 marks in each paper shall be of three hours.

B- A candidate will be declared to have passed a semester examination if she/ he secures not less than 40% marks in each individual paper and 50% marks in the aggregate.

C- The final result of the candidates shall be declared on the basis of combined results of all semester examination.

A candidate securing 60% or more marks or above will be awarded first division and candidates securing 50% more but less than 60% marks in the aggregate will be placed in II division. Students securing below 50% will be declared as fail.

9. The following categories of students shall be eligible for the facility of improvement/back paper:
- 1.a Candidates who are declared passed in a semester examination.
 - 1.b Candidate who pass in individual papers but fail in the aggregate.

Or

Candidates who fail in not more than two papers including Viva-Voce in a semester examination provided they obtain 50% marks in the aggregate.

- 2.a Candidate of category 9.1. a who wishes to improve his/her result can reappear only in one paper in which he/ she has secured the lowest marks in the next regular examination of that semester but not thereafter.
 - 2.b Candidate of category 9.1. b shall be promoted to the next semester but he/ she may be permitted to reappear in not more than those two papers in which he/ she has secured the lowest marks along with all the papers of the examination of the semester of which he/she is a regular candidate but not thereafter. However such candidate has also option to appear as a casual candidate in the examination of the semester concerned.
10. A candidate who fails in a regular semester examination or fails to clear back paper, shall be permitted to appear in the semester examination as casual student only on the completion of his prescribed course of study. Such students shall be treated as parripassue with regular students of the semesters.
11. The MBA Programme shall consist of the course structure and detailed syllabus prescribed in the annexure 1.
12. After the examination of the second semester and before the commencement of the third semester **every student shall have to undertake professional training in business, industrial or financial organizations. They have to go for training for a period of eight weeks and submit two copies of training report for evaluation at least two weeks before the commencement of third semester written examination.**
13. The topic/ title of the project to be submitted by the students in the fourth semester shall be decided in consultation of the proposed supervisor in the beginning of the III semester. The project report shall be evaluated both by an external & internal examiner. (The supervisor shall be the internal examiner.)

SYLLABUS
(Effective from 1st Semester 2016-17)
MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

FIRST SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
101	Management Principles and Process	70	30	100
102	Managerial Economics	70	30	100
103	Quantitative Methods	70	30	100
104	Business Environment	70	30	100
105	Fundamentals of Accounting	70	30	100
106	Computer Applications in Management	70	30	100
107	Business Laws	70	30	100
108	Indian Ethos and Values	70	30	100
	Grand Total	560	240	800

MBA FIRST SEMESTER

Code: 101 MANAGEMENT PRINCIPLES AND PROCESS

Objective: To acquaint the students with the basic concepts and principles of management and to develop skill to apply them in decision – making and problems solving situations:

Unit- I

Concept and significance of Management, Management as a Science or Art, Distinction between Management and Administration, Principles of Management, Schools of Management: Classical, Neo- classical and Modern School.

Unit- II

Planning: Nature, process, Types, Principles and Significance, Planning Vs Forecasting. Objectives: Meanings, Characteristics, Types and Importance of MBO. Decision-Making: Meaning and Significance, Types, Process, Rationale and Limitations.

Unit- III

Concept and process of Organizing, Organisation Structures and Design. Departmentation: Meaning, Need and Considerations, Span of Management. Authority: Meaning, Advantages and Limitations, Centralization and Decentralization of Authority.

Unit- IV

Direction: Meaning, Principles and Techniques, Coordination: Meaning, Importance and Principles, Coordination as an essence of Management. Controlling: Meaning, Characteristics and Steps.

SUGGESTED READINGS:

1. Drucker, Peter F., “The Practice of Management”, Harper Business.
2. Dwivedi, R.S., “Management – An Integrated Approach”.
3. Koontz, O. Donnell, “Principles of Management”, McGraw Hill.
4. Narayan, P.S. & Rao, V.S.P., “Management Concepts and Thoughts”, Advent Pub. Inc.
5. Prasad, L.M., “Principles and Practice of Management”, S.C & Sons.
7. Robbins, S.P, “Management”, Pearson.
8. Tripathi, P.C & Reddy, P.N., “Principles of Management”, Tata McGraw Hill.

CODE: 102

MANAGERIAL ECONOMICS

Objective: The objective of this course is to acquaint the students with concepts and techniques used in Micro – Economics Theory and to enable them to apply this knowledge in business decision making.

Unit- I

Concept, Nature and Scope of Managerial Economics. Law and Nature of Demand, Demand Analysis, Elasticity of Demand, Indifference Curve Analysis, Demand Forecasting for new and established Product. Theory of firm: Profit Maximization, Sales Minimization.

Unit- II

Law of Returns and Production Functions, Least cost combination, Cost Concepts, cost Classifications; Economies and Diseconomies of Scale, Cost – Output relationship.

Unit- III

Price–Output decisions under different market conditions- Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non- Price Competition, Price Discrimination, Products Differentiation.

Unit- IV

Input- Output Analysis: Meaning, Assumptions, Techniques and uses, Social Cost Benefit Analysis. Business Cycles – Phases, Theories and Control of Business cycles, Concept and Measurement of National Income.

SUGGESTED READINGS:

1. Dwivedi, D. N., “Managerial Economics”, Vikash Publication.
2. Jhingan, M.L., “Micro – Economic Theory”, Pearson Publication.
3. Maheshwari, K.L., “Managerial Economics”, Vikash Publication.
4. Varshney & Maheswari, “Managerial Economics”, Vikash Publication.
5. G.S Gupta, “Managerial Economics”, Himalaya Publication.

CODE: 103

QUANTITATIVE METHODS

Objective: The objective of the course is to make the students familiar with basic statistical Techniques and their applications in managerial decision making.

Unit- I

A.P., G.P. & H.P. and their Managerial Application; Differentiation; An overview of Measures of Central Tendency; Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit- II

Correlation: Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation; Regression: Meaning, Regression Equations and their application, Partial and Multiple Correlation & Regression: - An overview; Time Series Analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis.

Unit- III

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem; Probability Theoretical Distributions: Concept and application of Binomial, Poisson and Normal Distributions.

Unit- IV

Sampling Theory: Concept of Sampling, Sampling Design, Sample Size, Types of Sampling – Probability Sampling and Non-Probability Sampling, Advantages of Sampling, Limitations of Sampling.

SUGGESTED READINGS:

1. Shukla, S.N., "Business Mathematics", Sahitya Bhavan Publication.
2. Gupta, K.L., "Business Statistics", Navyug Publication.
3. Sharma, J.K., "Business Statistics", Pearson Education, 2nd edition.
4. Srinivasa, G., "Business Mathematics and Statistics", Jain book Publication.
5. Sharma, J.K., "Quantitative Methods: Theory and Application", Jain book Publication.
6. Shukla, S.M. & Sahai, S.P., "Business Statistics", Sahitya Bhavan Publication.
7. Arora, S.R., & Gupta, Kavita, "Business Mathematics", July 2015 Edition, Taxman Publications, New Delhi

CODE: 104:

BUSINESS ENVIRONMENT

Objective: The aim of this paper is to acquaint the students with the Business Environment factors and to expose them to the latest changes in the scene of the country as well as the global business scenario.

Unit- I

Concept, Nature and Significance of Business Environment, Micro and Macro level Environment, Technique of Environmental Analysis; Socio-Cultural Environment: Culture and Business, Social Responsibility of Business.

Unit- II

Politico- Economic Environment: Forms of Government Intervention in Business, Economic System- Capitalistic, Socialistic and Mixed Economy; Economic Environment: Economic Planning, Functions of NITI Aayog, Current Five year Plan, Economic Reform, Industrial Policy, Monetary Policy, Fiscal Policy

Unit- III

Legal Environment: Consumerism, Consumer Protection Act 1986- Consumer Protection Councils, Competition Policy; Technological Environment: Technology Policy- Present Position of Technology Development in India; Impact of Technology on Business.

Unit- IV

International Environment: Foreign Investment Policy, Foreign Technology & Collaboration, Multinational Corporations, World Trade Organization, Foreign Exchange Management Act, Money Laundering.

SUGGESTED READINGS:

1. Ashwathappa, K., "Business Environment for Strategic Management", Tata McGraw Hill.
2. Adhikari, M., "Economic Environment of Business", Excel Book.
3. Cherunilam, Francis. "Business Environment", Himalaya Publishing House.
4. Dutta & Sundaram, "Indian Economy", S.Chand.
5. Prakash, J Rao, N. & Shukla M. B., "Administration of Public Enterprises", Himalaya Publishing House.
6. Shukla, M.B., "Business Environment", Taxmann's Publication.
7. Gupta, C.B. , "Business Environment", Sultan Chand & Sons.
8. Kuchhal, S.C., "Industrial Economy of India", Chaitanya Publication.

CODE: 105

FUNDAMENTALS OF ACCOUNTING

Objective: The objective of this course is to provide an insight of Accounting Principles, Tools and Techniques and their uses in managerial planning, decision- making and control.

Unit- I

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit- II

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit- III

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit- IV

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS:

1. Maheshwari S.N & Maheshwari S K, "A text book of Accounting for Management", Vikas Publication, 10th Edition.
2. Ambrish Gupta, "Financial Accounting: A Managerial Perspective", Prentice Hall, 4th Edition.
3. Narayanswami, "Financial Accounting: A Managerial Perspective", PHI, 2nd Edition.
4. Mukherjee, "Financial Accounting for Management", TMH, 1st Edition.
5. Banerjee, "Financial Accounting", Excel Books.
6. Dhamija, "Financial Accounting for managers", Prentice Hall.
7. Ramchandran & Kakani, "Financial Accounting for Management", TMH, 2nd Edition.

CODE: 106

COMPUTER APPLICATIONS IN MANAGEMENT

Objective: To develop in students an appreciation of detailed working of Computers, different Software and Hardware systems available in the industry and it's utility to the business.

Unit- I

Computer: An Introduction, History & Generations of Computers, Computer use in Business, Computer Devices-Hardware & Software, Classification of Computer, Programming Languages & Packages, MS-DOS & Windows.

Unit- II

MS-Word: Meaning & Terminology of Word Processor, Editing & Formatting Document, Mail Merge, Inserting and Printing; MS-Excel: Basics, Editing Cell Contents, Commands for Worksheet/Workbook, Formulas & Functions, Charts; MS-PowerPoint: Steps, Tips and Physical Aspects of Presentation; Creating, Editing and Formatting a Slide, Power Point Views.

Unit- III

Data Processing: Meaning & Data Storage Hierarchy; File Management System- File Types, Organizations & Utilities; DBMS- Database Models, Components of DBMS; Flow Chart; Software Development Process.

Unit- IV

Data Communications and Computer Networks: Elements of Communication System, Data Transmission- Modes, Speed & Media; Network Topologies; Network Types- LAN, WAN & MAN; Internet: Basic Services, Use of Internet.

SUGGESTED READINGS:

1. Sinha, P.K., "Computer Fundamentals", BPB Publications, Fourth Edition.
2. Brinda, S., Someshwar Rao K. & Srinivas V., "Fundamentals of Information Technology", Kalyani Publishers, 2007.
3. Rayudu, C.S. & Chaitanya C.S., "Information Technology and Applications", Kalyani Publishers, First Edition, 2004.
4. Madan, Sushila, "Information Technology", Taxmann's, Fourth Edition, Nov., 2007.
5. Srivastava Chetan, "Principles of Information Technology", Kalyani Publishers, 2004.

CODE: 107

BUSINESS LAWS

Objective: The objective of this course is to provide the students basic knowledge of important laws relating to business in brief.

Unit- I

Indian Contract Act, 1872- essentials of a Valid Contract, Void Agreements; Performance of Contracts and its remedies. Quasi Contract, Indemnity, Guarantee, Contingency, Bailment and Agency.

Unit- II

The New Amendment Companies Act- 2013: Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus, Allotment of shares, Shares and share Capital. Membership. Borrowing Powers.

Unit – III

The Sale of Goods Act, 1930: formation of a contract, Rights of an unpaid seller. The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment. Holder –in – due course, Dishonor and Discharge of Negotiable Instrument.

Unit- IV

Management and Meeting. Accounts and Audit, Compromise Arrangements and Reconstruction. Prevention of oppression and Mis-management. Winding up Consumer Protection Act and Cyber Laws.

**The students are required to study the latest amendments of the respective Acts.*

SUGGESTED READINGS:

1. Sheth, “Business Law” Pearson Publication.
2. Singh, B.K. & Tiwari, A., “Business Regulatory Framework”, SBPD Publishing.
3. Gupta, O.P, “Business Regulatory Framework”, SBPD Publishing House.
4. Kapoor, N.D, “Company Law”, Jain Book Depot.
5. Aggarwal, S.K., Singhal, K., “Indian Business Laws”, Galgotia Publications

CODE: 108

INDIAN ETHOS AND VALUES

Objective: To create awareness among the students about Indian value system and inspire them to follow the Ethics & Values in their professional development.

Unit-I

Introduction to Business Ethics, Business Ethics & Management, Morals & Values, Relevance of Value in Management, Work Ethos, Trans-Cultural Values in Management, Need for Values in Global Change, a Holistic Management System, Management in Indian Perspective.

Unit-II

Gandhian Approach in Management and Trusteeship, Gandhian Economic System, Inequality of Income, Self-Sufficient Economy, Decentralization, Promotion of Village & Cottage Industry, Impact of Village & Cottage Industry on local economy, Role of MSME in promotion of local industries.

Unit-III

Ethical responsibility-business & ethics interface, Ethical theories, planning, organizing and communicating with ethics, Ethics compliance management system, Ethics Compliance Standard 2000.

Unit-IV

Corporate Social Responsibility & Business Ethics-concepts, Conflicts & Contemporary Thinking, Role of Corporation as part of Community-basic Human Rights, Constitutional Obligations, Social Practice

SUGGESTED READINGS:

1. Vasisth, N., & Rajput, Namita, "Business Ethics & Values", Taxmann Publication.
2. JA Patric and J.F Quinn, "Management Ethics: Integrity at Work", Response Book.
3. R Nandagopla, Ajith Sankar RN, "Indian Ethos & Values in Management", Tata Mcgraw Hill
4. Pandey, Janardan "Gandhi and 21st Century", Concept Publishing Company
5. Patil, V.T., "Problems & Issues in Gandhianism", Soujanya Books.

MBA SECOND SEMESTER
(Effective from 2nd Semester 2016-17)

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
201	Organizational Behaviour	70	30	100
202	Environmental Management	70	30	100
203	Research Methodology	70	30	100
204	Production and Operations Management	70	30	100
205	Marketing Management	70	30	100
206	Financial Management	70	30	100
207	Human Resource Management	70	30	100
	Grand Total	490	210	700

CODE: 201

ORGANIZATIONAL BEHAVIOUR

Objective: To impart the students an understanding of behavioural components in the process of management & to develop an understanding of organizational and individual variants that effect organizations.

Unit-I

Concept of Organization: Nature & Types, Organizational Behaviour: Definition, Nature, Significance, Theoretical Foundation for OB, Disciplines that contribute to OB, OB Models, Challenges & Opportunities for OB.

Unit-II

Individual Behaviour in Organization: Perception, Attribution Theory, Attitudes, Components of Work related Attitude, Functions of Attitude, Opinions, Beliefs, Attitudes and Behaviour, Attitude Change and Management, Attitude Measurement. Job Satisfaction, Meaning and Importance of Job Satisfaction, Measuring Job Satisfaction, Major influences on Job Satisfaction, Motivation and Job Satisfaction, Outcome of Job Satisfaction

Unit-III

Personality Meaning, Types of Personality, Personality Theories, Personality Traits of Managers. Learning and Behavioural Modification, Meaning, Nature and Components of Learning, Learning Theories, Principles and Schedules of Reinforcement, Organizational Behavioural Modification, Limitations of Behavioural Modification. Motivation: Definition, Theories of Motivation, Content Theories and Process Application of Motivation Theories, Implications for Managers, Leadership, Theories of Leadership, Conflict & Negotiation

Unit-IV

Organizational Culture: Definition, Functions, Creating & Sustaining Culture. Organizational Change: Concept, Forces for Change, Planned Change, Resistance to Change, Approaches to Managing Change.

SUGGESTED READINGS:

1. Robbins, Judge, Sanghvi, "Organizational Behavior", Pearson Prentice Hall
2. Luthans, Fred, "Organizational Behavior", McGraw Hill Education
3. Prasad, L.M., "Organizational Behaviour", Sultan Chand & Sons.
4. Rao, V.S.P, "Organizational Behaviour", Excel Books
5. Pareek, Udai, "Understanding Organizational Behaviour", Oxford University Press.

CODE: 202

ENVIRONMENTAL MANAGEMENT

Objective: To sensitize students to the various facts of natural environment and its implications on business environment and to create an understanding of various policies and practices of Environmental Management

Unit- I

Environmental Management: Fundamentals, Scope and Role in management, Sustainable Development, Implications of Human Population Growth (Theory), Limit to Growth, Role of Environment on Business Organisation; Energy Management- Fundamentals, Fossil Fuels Use; Energy Production and Trade, Energy Audit and Energy Balance.

Unit- II

Ecosystem: Basic Concepts, Implications on Organisation, Industrial Ecology and Recycling Industries, Environmental Management System (EMS): EMS Standards, ISO 14000, Environmental Clearance/Permissions for Establishments, Urban Planning and Rural Development- Concept and importance.

Unit- III

Environmental Management and Valuation: Cost Benefit Analysis, Environmental Accounting, Environmental Audit, Environmental Ethics; Disaster Management: Concept, Environmental Emergencies, Complex Emergencies, Green Marketing and Green Taxes

Unit- IV

Environmental Laws: Acts Relating to Air, Water and Land Pollution and Land Acquisition; Trade in Wastes, Forest and Biodiversity Management, Water Resources: Concept, Dams and its Role; Forest Product and Trade, Biodiversity and its role in International trade.

SUGGESTED READINGS:

1. Barrow, C. J., "Environmental Management for Sustainable Development", Routland Publication.
2. Sharma, Poonam, "Environmental Science", Arihant Publication.
3. Rangarajan, "Environmental Issues in India", Pearson Publication.
4. Gupta Das, "Understanding Global Environment", Pearson Publication.
5. Environmental Management, N.K.Uberoi, Excel Books.

CODE: 203

RESEARCH METHODOLOGY

Objective: To equip the students with the basic understanding of managerial communication and research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit-I

Research Methodology: Introduction, Objectives of Research, Types of Research, Research Approaches, Research Process, Defining the Research Problem, Literature Survey, Hypothesis, Testing; Sampling Theory: Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Questionnaire Designing.

Unit-II

Methods of Data Collection, Data Analysis and Statistical Techniques: Tabulation of Data, Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Analysis of Data; Use of SPSS and other Statistical Software Packages

Unit-III

Advanced Techniques for Data Analysis: ANOVA, Factor Analysis, Scaling Techniques, Probable Errors, Testing of Hypothesis (z-Test, t-Test, etc.).

Unit-IV

Research Report Writing, Significance, Steps in Research Report Writing, Layout of Research Report, Types of Research Report, Mechanics of writing a Research Report, Presentations.

SUGGESTED READINGS:

1. Kothari, C.R., "Research Methodology: Methods & Techniques", New Age International Publishers, New Delhi.
2. Gupta, S.P., "Statistical Methods", Sultan Chand & Sons.
3. Sinha, K.K. "Business Communication", Taxmann Publication.
4. Chawla, Deepak & Sodhi, Neena, "Research Methodology: Concepts & Cases", Vikas Publishing House, New Delhi.
5. Bhattacharya, D.K., "Research Methodology", , Excel Books.

CODE: 204 PRODUCTION AND OPERATIONS MANAGEMENT

Objective: To equip the students with the basic concepts and process of Production and Operations Management and to develop an understanding about the role of production and operations management.

Unit- I

Production and Operation Management, Meaning, Nature, Significance, Scope, Role and Functions, Types Layoff Manufacturing Systems, Continuous and Mass Production, Intermittent Production, Batch / Job – shop Production.

Unit- II

Plant Location, Plant layout, Product Design, Capacity Planning, Aggregate Planning, Scheduling and Sequencing in the context of continuous and Intermittent Systems, Line Balancing.

Unit- III

Inventory and Materials Management- Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.

Unit- IV

Work Study , Job Design- Methods, Study , Work Measurement, Statistical Quality Control and TQM, ISO 9002, Industrial Safety and Safety Management , Maintenance Management. Different Quality standard organisation.

SUGGESTED READINGS:

1. Chunawalla, Patel, “Production and Operations Management”, Vikash Publication.
2. Goel & Gupta, “Production Management”, Sahitya Bhavan.
3. Moore, F.G. & Hendric, T.E., “Production and Operations Management”.
4. Prasad & Banerjee, “Production Management”, Himalaya Publication.
5. Sai Kolli, “Product & Operations Management Essentials”, Research & Education Association.

CODE: 205

MARKETING MANAGEMENT

Objective: To develop in students an understanding of the underlying concepts, strategies and issues involved in the marketing of product and services.

Unit- I

Marketing: Meaning, Nature, Scope and Importance, Market, Product, Marketing Management; Meaning: Marketing Concept: Product, Production, Sales, Marketing and Holistic Approach, Marketing Myopia, Customer Value, Ethics in Marketing; New issues in marketing - Globalisation, Consumerism, Green Marketing, Direct Marketing, Viral Marketing, Network Marketing, Event Marketing; Marketing Environment and Marketing Information System.

Unit- II

Market Segmentation, Targeting, and Positioning, Buying Behaviour, Buying Decision Process, Characteristic of Consumer and Organizational Markets.

Unit- III

Product Decision-Product Mix, Product Line, Product Life Cycle, New Product Development, Branding and Packaging, Pricing Methods and different Pricing Strategies.

Unit- IV

Promotion Decision- Promotion Mix, Advertising, Publicity and Personal Selling, Media Selection, Sales Promotion, Channel Management, Marketing of E-Business.

SUGGESTED READINGS:

1. Kotler Philip, "Marketing Management", Pearson Publication.
2. Ramaswamy V.S. & Namakumari S., "Marketing Management", Macmillan Publishers India Ltd.
3. Sherlekar.S.A., "Marketing Management", Himalaya Publishing House.
4. Varshney R.L. & Gupta S.L., "Marketing Management", Sultan Chand & Sons.
5. Standon William J., "Fundamentals of Marketing", McGraw Hill.

CODE: 206

FINANCIAL MANAGEMENT

Objective: The purpose of this course is to help the students with the conceptual framework of Financial Management & its application under various environment constraints.

Unit- I

Financial Management: Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions- Investment, Financial and Dividend decisions. Functions of Finance Manager in Modern Age.

Unit- II

Investment Decisions: Nature, Investment Evaluation Criteria- Net Present Value, Internal Rate of Return, Profitability Index, Payable Period, Accounting Rate of Return, N.P.V & I.R.R., Comparison, Capital Rationing, Risk & Uncertainty in Capital Budgeting.

Unit- III

Financial Decisions: Sources of Short Term Financing, Long Term Sources of Financing Concept & Approaches of Capital Structure Decisions-NI, NOI, Traditional & Modigliani Miller Approach. Leverage Analysis-Financing Operating and Combined Leverage & its implications, EBIT-EBS Analysis.

Unit- IV

Cost of Capital: Significance, Calculation of Combined Cost of Capital (Weighted), Cost of Equity and CAPM. Dividend Decisions: Relevancy and Irrelevancy Theory of Dividend Decision (Walter's Model, Gordon's Model & Modigliani Miller Model). Factors affecting Dividend Decision.

SUGGESTED READINGS:

1. Bhalla, V.K., "Financial Management and Policy". Pearson publications.
2. Chandra, Prasanna, "Financial Management". Tata McGraw Hills
3. Khan ,M.Y. & Jain P.K., "Financial Management". Tata McGraw Hills
4. Brigham F. Eugene, "Financial Management". Harcourt college publishers
5. Pandey, I.M., "Financial Management". Vikas publications
6. Sharma Sarita., "Financial Management". Neha Publishers & Distributers

CODE: 207

HUMAN RESOURCE MANAGEMENT

Objective: The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.

Unit-I

Concept, Objective, Functioning of HRM, Personnel Management V/s. HRM, HRM in Changing Environment, Challenges of HRM, Human Resource Planning process- Factor affecting HR Planning.

Unit-II

Career Planning, Job Analysis- Job Description, Job Specification; Method of Recruiting and Selecting Human Resources, Method of Human Resources Training and Development.

Unit-III

Induction and Socialization. Steps & Methods of Performance appraisal, Job Evaluation and Wages determination, Emerging concepts of HRM- Talent management, Employees Engagement, Knowledge management, Employer Branding.

Unit-IV

Employee welfare, Industrial Relation & Trade Unions, Grievance Management, Employees empowerment, Case Study in HRM.

SUGGESTED READINGS:

1. Ashwathappa, K., "Human Resource Management", Tata McGraw Hill.
2. Flippo, E.D., "Principles Personnel Management", Tata McGraw Hill.
3. Tripathi, P.C., "Personnel Management & Industrial Relation", Sultan Chand & Sons.
4. Yoder & Dale, "Personnel Management & Industrial Relation", Prentice Hall.
5. Dessler, G., "Human Resource Management", Pearson Publication.
6. Chhabra. T.N., "Human Resource Management", Dhanpat Rai Publication.
7. Memoria, C.B., "Personnel Management", Himalaya Publication.

THIRD SEMESTER

Compulsory Papers (Effective from 3rd Semester 2017-18)

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
301	Entrepreneurship and Small Business Management	70	30	100
302	Management Sciences	70	30	100
303	Project Management	70	30	100

Optional Group Papers

A	Elective – 1 : Marketing			
304 A	Advertising and Consumer Behaviour	70	30	100
305 A	Product and Brand Management	70	30	100
306 A	Industrial Marketing and Sales Management	70	30	100
307A	Retail Business and Strategic Marketing	70	30	100

B	Elective – 2 : Finance			
304 B	Management of Financial Services	70	30	100
305 B	Financial Derivatives	70	30	100
306 B	International Financial Management	70	30	100
307B	Managerial Accounting	70	30	100

C	Elective – 3 : Human Resource Management			
304 C	Strategic Human Resources Management	70	30	100
305 C	Legal Framework Governing Human Relations	70	30	100
306 C	Management Of Industrial	70	30	100

	Relations			
307C	Human Resource Development	70	30	100

D	Elective –4 : Information Technology			
304 D	System Analysis And Design	70	30	100
305 D	Telecommunications For Business	70	30	100
306 D	Securities And Control Information System	70	30	100
307D	DBMS and Its Managerial Applications	70	30	100

308	Summer Training Report cum Viva-Voce			50

Grand Total				750
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Note: The Specialization group has been segregated into four functional areas of management. These areas are Marketing, Finance, Human Resource Management and Information Technology. **The Students are required to select one group as Major having any three papers of the group, & one group as Minor having any one paper of the group.**

CODE: 301 ENTERPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objectives: To acquaint the students with the dynamics of entrepreneurship and related aspects along with various aspects and related issues to the management of small business units.

Unit- I

Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Unit- II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

Unit- III

Management of Small Units, Brief Concept of Micro, Small and Medium Enterprise. Importance of small units and Government Policy relating thereto. Various specific issues related to Production, Marketing, Personnel, and Financial Management of small scale units.

Unit- IV

Reservation and concessions for small units, Industrial sickness and small units: Causes, prevention and remedies. Small business support services in India.

SUGGESTED READINGS:

1. Bhatiya, B.S. & Batra, G.S., “Entrepreneurship and Small Business Management”, Deep & Deep Publication Pvt. Ltd.
2. Shukla.M.B., “Entrepreneurship and Small Business Management”, Kitab Mahal.
3. Charantimath, “Entrepreneurship Development and Small Business Enterprise”, Pearson Publications.
4. Charantimath, “Entrepreneurship Development and Small Business Enterprise”, Pearson Publications.
5. Scarborough, Norman M., “Essentials of Entrepreneurship and Small Business Management”, Pearson Publications.

CODE: 302

MANAGEMENT SCIENCES

Objectives: To develop an understanding of basic Management Science Techniques and their role in managerial decision-making.

Unit- I

Management Sciences- Basic Concept and its role in Decision Making Environments, Linear Programming- Formulation, Graphical Method, Simplex Method, Concept of Duality, Sensitivity Analysis, Post Optimality Analysis.

Unit- II

Transportation Problem: Methods of finding initial basic feasible solution and optimal solution, Trans-shipment and Routing problems; Assignment Model: Algorithms and its applications; Sequencing Problem: Algorithms for N jobs through Two and Three machines, Two jobs through M-machines problems; Inventory and its Management Techniques.

Unit- III

Project Management: Network Diagram, PERT and CPM techniques in project planning and control; Queuing Theory and its applications for better service to customers; Introduction to Decision trees and Markov Analysis.

Unit- IV

Game Theory: Game Concept, Two Person Zero Sum game, Pure and Mixed Strategies, Saddle Point, Dominance and Odds Methods, Graphical methods for solving mixed strategy game; Concept of Goal Planning, Simulation and Replacement Problem; Introduction to Integer programming, Branch and Bound Algorithm, Dynamic Programming.

SUGGESTED READINGS:

- 1.Sharma, J.K.,“Operations Research: Theory and Applications”., New Delhi, Macmillian India Ltd.
2. Taha Hamdy, “Operations Research - An Introduction”, (Prentice-Hall, 9th edition)
3. Kapoor V.K., “Operations Research-Quantitative Techniques for Management”, Sultan Chand and Sons.
4. Kothari, “Quantitative Techniques”, Vikas Publication.
5. Vohra N.D., “Quantitative Techniques in Management”, Tata McGraw Hill.
6. Narang A.S., “Linear Programming Decision-Making”, Sultan Chand and Sons.

CODE 303:

PROJECT MANAGEMENT

Objective: To equip the students with proficient project management practices and train them to work in matrix kind of organizations.

Unit-I

Basics of Project Management: Introduction, Need for Project Management, Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions.

Unit-II

Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS); Project Design & Network Analysis: Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Model, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.

Unit-III

Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks.

Unit-IV

Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

SUGGESTED READINGS:

1. K. Nagarajan, "Project Management", New Age International Publishers, New Delhi.
2. S. Choudhury, "Project Management", Tata McGraw Hill.
3. Desai, Vasant, "Project Management", Himalaya Publishing House.
4. Khanna, R.B., "Project Management", PHI Learning, New Delhi.
5. P.Gopalakrishnan, "A Text Book of Project Management", Jain Book Depot.

CODE: 304A ADVERTISING AND CONSUMER BEHAVIOUR

Objective: To acquaint the students with concepts and techniques of effective advertising Programme and Consumer Behaviour.

Unit –I

Advertising: Role in Marketing process, Legal, Ethical and Social aspect of Advertising, Advertising- Media Selection, Advertising Strategy, Creative Advertising, Creative advertising, copy Writing, Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role.

Unit-II

Stimulation of Primary and Selective Demand – Objective Setting and Marketing Positioning. Determination of Target Audience, Building of Advertising Programme – Message, Headlines, Copy Logo, Illustration, Appeal Layout, Campaign Planning, Media Planning, Budgeting, Evaluation.

Unit –III

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Consumer Involvement and Decision-Making, Factors in the study of Consumer Behaviour – Lifestyle, Motivation, Attitude, Learning, Perception and Personality.

Unit-IV

Family, Groups, Social Class and Cultural Influence on Consumer Behaviour, Buying Behaviour Models, Application of Consumer Behaviour, Issues in formulation of Different Marketing Strategies.

SUGGESTED READINGS:

1. Aaker, Batra & Myers, “Advertising Management”, Prentice Hall.
2. Bennet, Peter, D. & Kes,H.H, “Consumer Behaviour”, Prentice Hall.
3. Hawkins,D.I, “Consumer Behaviour-Implications for Marketing Strategy, “Tata McGraw Hill.
4. Howard,John,A., “Consumer Behaviour in Marketing”, Prentice Hall College Div.
5. Mohan, Mehendra, “Advertising Management”, McGraw Hill.
6. Rathore,B.S., “Advertising Management”, Himalaya Publishing House.

CODE: 305A

PRODUCT & BRAND MANAGEMENT

Objective: To impart in-depth knowledge to the students regarding the theory and Practice of product and Brand Management.

Unit- I

Product-Basic Concepts, Classifications of Product Decisions, Managing Product issues, Packaging, Product Planning, Consumer Adoption Process, New Product Planning and Development, Concept and Product Testing, Test Marketing.

Unit- II

Creative Ideas, Designing and Pricing the Product Offer, Budgeting for Products, Special Issues in Product Management, Managing Product Support Services, Positioning Product Market Analysis.

Unit III

Basic concept of Brand, Brand identity, Brand Image, Brand Personality, Brand Loyalty and the connected issues, Brand Positioning, Repositioning, Brand Equity: Conceptualization and measurement.

Unit IV

Managing Brands: Brand Selection, Brand Creation, Brand Interventions and Brand Extensions, Brand-Product Relationship, Building Branding Strategies, Brand Licensing and Franchising, Global Branding.

SUGGESTED READINGS:

1. Moorthi, Y.L.R, "Brand Management", Vikash Publication.
2. Baker, "Product Strategy and Management", Pearson Publication, 2nd edition.
3. Chaudhari, Chetan & Marathe, Milind, "Product and Brand Management", Nirali Publication.
4. Keller, "Strategic Brand Management", Pearson Publication, 3rd edition.
5. Verma, Harsha, "Product Management", Jawahar Book Centre.

CODE 306A INDUSTRIAL MARKETING AND SALES MANAGEMENT

Objective: To lay a foundation for an understanding of the complex dimensions of the industrial marketing.

Unit-I

Nature and Scope of Industrial Marketing. Difference between Industrial Marketing and Consumer Marketing. Nature of Demand in Industrial Markets, Industrial Buyer Behaviour, Industrial Purchasing, Marketing Research and Market Information Systems, Segmentation and Positioning of Industrial Markets.

Unit-II

Technology and the Industrial Markets, Product Decisions and Strategies, Industrial Services, Industrial Pricing, Distribution and Channel Relationships, Logistics Management, Industrial Marketing Communication, Sales Force Management, Industrial Marketing Strategy, Planning and Implementation.

Unit-III

Sales Management – Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of sales Personnel, Evaluation and Controlling of Sales Efforts. Sales Organisation – Theory of Selling, Allocation of Sales Territory, Theories of Selling, Sales Forecasting and Sales Budgeting.

Unit – IV

Sales Distribution – Physical Distribution System, Factors affecting distribution system, Channels of Distribution, Logistics, Assessing performance of Marketing Channels, International Markets Channels, Channels intermediaries, Supply Chain Management, Assessing Performance of Marketing Channels, International Marketing Channels.

SUGGESTED READINGS:

1. Hill, Richard, “Industrial Marketing”, Richard D. Irwin Inc.
2. Shah, “Supply Chain Management”, Pearson Publication.
3. Seshadri/Anderson, “Business Market Management: Understanding, Creating Delivering Value”, Pearson Publication, 3rd Edition.
4. Chaubey, Shardul “Logistics Management”, Discovery Publishing House Pvt. Ltd., New Delhi.
5. Sople, “Logistic Management”, Pearson Publication, 2nd edition.
6. Vitale, “Business to Business Marketing: Analysis & Practices”, “Pearson Publication.

CODE 307A RETAIL BUSINESS AND STRATEGIC MARKETING

Objective: To focus on manufacturer's perspective on retailers and understanding of the retail business.

Unit-I

Nature and Scope of Retailing System; Retail Formats, Retail Structure, Retail Theories, Retail Mix: Social Forces, Economic Forces, Technological Forces and Competitive forces; Retailing Trends in India and Emerging Sectors, Effect of Inflation and Transport Companies on Indian Retail Marketing.

Unit-II

Strategies in Retail Business: Store Location, Retail Patterns- Creative Displays, Merchandise Planning, Stock Turns, Credit Management, Retail Pricing, Return on per Sq. Ft. of Space; Retail Promotions – Staying Ahead of Competitors, Retail Consumer Behaviour.

Unit-III

Supply Chain Management (SCM), Warehousing, Role of IT in SCM, Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Retail Equity, e-retailing and Future of Retail Business in India.

Unit-IV

Customer Relationship Management (CRM) and Market Situation Analysis, Market Leader Strategies, Expanding the Total Market, Protecting Market Share and Attacking Strategies, Market Follower Strategies, Market Niches Strategies, Balancing Consumer and Competitor Orientation.

SUGGESTED READINGS:

1. Fleming Peter, "Retail Selling", Pearson Publication.
2. Ghosal Gaurabh, "Retail Management", McGraw Hills Publication.
3. EILLM University Book- New Study Material.
4. Berman, "Retail Management: A Strategic Approach", Pearson Publication, 11th edition.
5. Gilbert, "Retail Marketing Management", Pearson Publication, 2nd edition..

CODE: 304B

MANAGEMENT OF FINANCIAL SERVICES

Objective: To familiarize the prospective managers with the various financial services and Institutions and their role in the overall financial system.

Unit-I

Financial Systems and Markets: Concept, Nature, Types and Scope of Financial Services, Regulatory framework for Financial Services, Management of Risk in Financial Services, Fund based and Non-fund based activities of Financial Services.

Unit-II

Origin of Merchant Banking In India, Nature, Characteristics, Functions and Importance of Merchant Banking, Services rendered by merchant Bankers, Guidelines with regard to Registration, Capital Adequacy norms, and Code of Conduct for Merchant Bankers, Concept, Nature, Features, Importance, Functions, and Evaluation of Underwriting Business, SEBI Guidelines with regard to underwriting.

Unit-III

Nature, Objective and Features of Credit Rating, Functions of Credit Rating Agencies in India, Credit Rating Agencies in India, Factoring Services, Depositories. Introduction to Plastic Money (Debit & Credit Card).

Unit-IV

Other Financial Services: Lease Financing, Hire Purchase, Debt Securitisation, Venture capital, Mutual Funds, Consumer and Housing Financing, E-Banking. NEFT, RTGS and other online banking techniques.

SUGGESTED READINGS:

1. Avadhani, V.A., "Investment and Securities Market in India", Himalaya Publication.
2. James,C.&Horne, Van, "Financial Market Rates and Flows", Oxford University Press.
3. Khan, M.Y., "Indian Financial System", Tata McGraw Hill.
4. Khan, M.Y., "Financial Services", Tata McGraw Hill.
5. G., Rameshbabu, "Financial Services in India", Concept Publishing House.

CODE: 305B

FINANCIAL DERIVATIVES

Objective: To give the students an in-depth knowledge of the functioning of derivatives securities markets

Unit-I

Concepts and Types of Derivatives, derivative Market: Nature and its Function, Securities Exchange Board of India guidelines with regard to Derivatives Trading in India.

Unit-II

Financial Futures, Valuation of Forward and future Contracts, Use of Futures for hedging.

Unit-III

Nature and Types of Option Markets, Factors affecting Options, Prices, Stock Prices Behaviour Model, Hedging Trading Strategies. Exotic Options: Types and Valuation.

Unit-IV

Nature, Types, Mechanism and Valuation of SWAPS, Credit Risks: The nature of exposure, Reducing Default Risk. Commodity Derivatives, trading Practices of Derivatives in India

SUGGESTED READINGS:

1. Gupta, S.L., "Financial Derivatives" PHI Learning Pvt. Ltd.
2. Kotreshwar, G., "Insurance Derivatives", Himalaya Publishing.
3. Janakiramanan, "Derivatives and Risk Management", Pearson Publishing House.
4. Madhumati, "Derivatives and Risk Management", Pearson Publishing House.
5. Mishra, Vishnupriya, "Financial Derivatives", Excel Publication.
6. Kumar, S.S.S., "Financial Derivatives", PHI Publications.

CODE: 306B

INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To introduce the students macro level picture of International financial system and how multinational corporations operate.

Unit-I

International Finance: Nature, Scope and Objectives, Domestic Vs. International Financial Management, Methods of International Investment- Direct and Indirect investment, Return and Risk in international investments. Balance of Payment and Policies.

Unit-II

International Monetary System-Nature, Components and Importance. International Capital Market- Main Instruments, Equity Market, Debt Market, Forming Optimum International Portfolio.

Unit-III

Foreign Exchange Markets, Exchange Rates-Spot and Forward Rates. Theories of Exchange Rates, Exchange risk, Exchange Rate Determination.

Unit-IV

International Financial Institutions- IMF, IBRD (World Bank), IFC, ADB, EXIM, Multinational Working Capital Requirements.

SUGGESTED READINGS:

1. Apte,P.G., "International Financial Management", Himalaya Publication.
2. Avadhani,V.A., "International Financial Theory and Practice", Himalaya Publication.
3. Bhalla,V.K., "International Financial Management", Pearson Publication.
4. Douglas,W., "International Business Finance", Palgrave Publication.
5. Henning,Pigott & Scott, "International Financial Management", Pravger Publication.

CODE: 307B

MANAGERIAL ACCOUNTING

Objective: To provide knowledge to the students with the principles of accounting tools & techniques and their uses in managerial planning, decision making and control.

Unit-I

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit-II

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit-III

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit-IV

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

SUGGESTED READINGS:

1. Pandey I M, "Management Accounting", Vikas, 2004, 3rd Ed.
2. Vij, "Management Accounting", Excel Books
3. Balakrishnan, "Managerial Accounting", Wiley Dreamtech
4. Alex, "Cost Accounting", Pearson
5. Khan and Jain, "Management Accounting, Tata McGraw-Hill, 2000
6. Sinha, "Accounting and Costing for Management", Excel Books
7. Horngren et al, "Introduction to Management Accounting", Prentice hall, 2002, 12th edition

CODE: 304C STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: To develop basic skills to deal with strategic issues related with Human Resource Management Practices.

Unit-I

Strategic Human Resource Management- Concept, Definition, Scope and Significance; Strategic Perspective in HRM- Traditional V/s. Strategic HRM, Linkage between Business Strategies and HRM practices, Human Resource Audit.

Unit-II

Human Resource Information System- Concept and Significance; Wage Differentials, Wage Structure, Wage Incentives and Fringe Benefits.

Unit-III

Changing role of ILO, Strategic Choice Theory of IR System and its Importance, Managing Union-free Organisation.

Unit-IV

Downsizing and Right sizing- VRS Management; Labour Administration in India, Emerging Issues- Managing Diversity at Workplace, Strategic Workforce Planning, Creativity and Innovation Management.

SUGGESTED READINGS:

1. Willey, V.R.K, "Strategic Approach to HRM", Wiley eastern Ltd.
2. Mobey Christopher, "Strategic Human Resource Management", Tata McGraw Hill.
3. Rao T.V, Verma K.K, "Alternative Approach on Strategies of HRD", Rawat Publication.
4. Yoder & Dale, "Personnel Management & Industrial Relation", Prentice Hall.
5. Dessler, G., "Human Resource Management", Pearson Publication.
6. Ashwathappa, K., "Human Resource Management", TMH.

CODE: 305C LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Unit-I

Emergence and Objectives of Labour Laws, Need for Labour Legislation, Scope and Source of Labour Legislation, Principles of Labour Legislation, Interpretation of Labour Laws, Implications for Management, Union & Workmen.

Unit-II

Laws Relating to Labour Relations: The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1956, The Trade Unions Act, 1926.

Unit-III

Laws Relating to Social Insurance- Social Insurance & Social Assistance, The Workmen Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, Paternity Benefits, Payment of Gratuity Act, 1972

Unit-IV

Wages and Remuneration: Definition, Types of Wages, Wage Policy & Wage Regulation Machinery, Wage Boards, Wage Legislations: The Minimum Wages Act, 1948—Payment of Wages Act, 1936—Equal Remuneration Act, 1976

The students are required to study the latest amendments of the respective Acts.

SUGGESTED READINGS:

1. Garg, K.C., Sareen, V.K., Sharma, Mukesh, Chawla, R.C., "Industrial Law", Kalyani Publishers
2. Sharma, A.M., "Aspects of Labour Welfare & Social Security", Himalaya Publishing House
3. Srivastava, S.C., "Industrial Relations & Labour Laws", Vikash Publishing House
4. Kapoor, N. D., "Handbook of Industrial Law", Sultan Chand & Sons
5. Relevant Bare Acts

CODE: 306C

MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To introduce the students to the conceptual and practical aspects of Industrial Relations at the Micro and Macro levels.

Unit-I

Industrial Relations: Definition, Nature, Scope, Objectives, Importance, Historical Evolution of Industrial Relation in India, Parties to Industrial Relations, Different Perspectives & Approaches, Role of State in Industrial Relations, Role of Management & Trade Unions, Present IR scenario in India.

Unit-II

Industrial Relations & Industrial Disputes, Reasons for Industrial Disputes & Industrial Conflicts; IR Mechanism to prevent industrial disputes & conflicts: Collective Bargaining, Tripartite & Bipartite Bodies, Ethical Codes & Standing Orders.

Unit-III

Management of Grievances, Concept and Causes of Grievances, Grievance Redressal Machinery, Objectives of Grievance Redressal Machinery, Salient Features of Grievance Redressal Machinery, Employee Discipline, Aspects & Objectives of Discipline, Types of Discipline, Disciplinary Action.

Unit-IV

Worker's Participation in Management: Concept, Objectives of Worker's Participation in Management, Forms of Workers' Participation in India, Factors influencing Participation, Employee Empowerment, Quality Circle, Industrial Relations & Technological Change, Industrial Relations & HRM.

SUGGESTED READINGS:

1. Mamoria, C. B., Mamoria, S., & Gankar, S. V. "Dynamics of Industrial Relations", Himalaya Publishing House
2. Venkataratnam, C. S. "Industrial Relations", Oxford Publications
3. Mishra, Abhishek "Industrial Relations: An Insight", Quality Books & Publishers, Kanpur
4. Tripathy, P. C. "Personnel Management and Industrial Relations", Sultan Chand & Sons, New Delhi.
5. Munappa, Arun, "Industrial Relations", Tata McGraw Hill.

CODE: 307C

HUMAN RESOURCE DEVELOPMENT

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Unit-I

Concept of Human Resource Development, Objectives, Role & significance of HRD in organization, Relation between HRD & Personnel or HRM functions, Attributes to HRD Managers.

Unit-II

HRD Matrix- Mechanism or HRD Sub- System, Process, Outcome of HRD, Organisational Effectiveness and model; HRD system Design Principles.

Unit-III

HRD Strategies, HRD Culture- OCTAPACE; Designing effective HRD Programs, Implementing HRD Program, Concept of HRD Audit.

Unit-IV

Management of Change, Trends in HRD- Balanced Score Card, Employees Counseling, Integrating HRD with Technology; HRD Challenges, and Selected Cases covering HRD practices in Indian Industries.

SUGGESTED READINGS:

1. Tripathi P.C., "Human Resource Development", Sultan Chand & Sons.
2. Haldar, U. K., "Human Resource Development", Oxford University Press.
3. Rao, T.V., "Future of HRD", Macmillan India.
4. Rao T.V., "Reading in human Resource Development", Oxford and IBH.
5. Lynton, Rolf P. and Pareek, Udai, "Training for Development", Vistaar Publication.
6. Rao T.V. and Pareek, Udai, "Designing and Managing Human Resource Systems", Oxford and IBH.

CODE: 304D

SYSTEM ANALYSIS AND DESIGN

Objective: To develop an appreciation of Analysis and Design of Computer Based Commercial Data Processing System.

Unit-I

Overview of System Analysis and Design: Business System Concepts, Characteristics of System, Elements of a System, Types of Systems, Systems Models, Categories of Information; Analysis; Design; Implementation-Post Implementation and Maintenance.

Unit-II

System Development Life Cycle: Introduction, Stages of SDLC, Project Selection, Feasibility Study- Feasibility Considerations, Economic, Technical & Behavioral Feasibility; Steps in Feasibility Analysis; Cost/Benefit Analysis: Introduction, Data Analysis, Cost and Benefits Categories.

Unit-III

System Requirement Specifications & Analysis: Fact-Finding Techniques-Interview, Questionnaire, Record Review, Observation; Structured Analysis- DFD, Data Dictionary, Decision Trees, Decision Tables; Detailed Design: Modularization, File Design, Data Structure, Types of Data Structure, Normalization.

Unit-IV

System Control and Quality Assurance: Software Design, Testing Plans, System Controls, Audit Trails; System Administration and Training: Training, Conversion, Conversion Plan; Hardware and Software Selection: Hardware Selection, Computer evaluation and measurement, Vendor Selection, Software Selection.

SUGGESTED READINGS:

1. Dr. Jawahar, "System Analysis and Design", Study Material.
2. Awad, Elias, M., "System Analysis and Design", Richard D. Irwin.
3. Hawry Szkiewyez, I.T, "Introduction to system analysis and Design", PHI, New Delhi.
4. Macro, T.D., "Structured Analysis and System Specification", Yourdon Press.
5. Edward, Y., "Design of on-line Computer System", Prentice Hall.
6. Coad, Peter and Edward, Yourdon, "Object Oriented Analysis", Yourdon Press Computing Series.

CODE: 305D

TELECOMMUNICATIONS FOR BUSINESS

Objective: To introduce the concept of electronic markets- pace and electronic commerce among the potential information technology leaders.

Unit-I

The Information Technology: Concept of Global Village; Online Information Services; Electronic Bulletin Board System; Interactive Video; Communication Channels; Communication Networks.

Unit-II

Client/Server Computing: Communication Server; Digital Network; Electronic data interchange and it's application; Inter-Organization Information Systems; Application of Internet and Intranet in Business Organization.

Unit-III

E-Commerce: Evolution of E-Commerce, Nature, Feature & Need of E-Commerce, Essential Requirement of E-Commerce; E-Business: Introduction, E-Business and E-Commerce, Importance of E-technology in E-Business Communication.

Unit-IV

Authenticating HTML: Introduction, Basic Elements, Viewing HTML Document in Browser, Markup Tags, HTML Document Structure, HTML Style Suggestion, Building Blocks of HTML, Dot Com Companies vs. Brick and Mortar Companies.

SUGGESTED READINGS:

1. Keen, Peter & Cummins Michael, "Network in Action: Business Choices and Telecommunications Decisions", Wadsworth Publication.
2. Oberoi, Sandeep, "e-Security and You", Tata McGraw Hill Publishing Company.
3. Rich Jason, R., "Starting in E-commerce business", IDG Books.
4. Laquey, Tracy, "The internet Companion: A Beginner's Guide to Global Net-Working" Addison Wesley Publication, 3rd edition, Feb, 1993.
5. Estabooks, Maurice, "Electronic Technology", Praeger Publication.

CODE: 306D SECURITIES AND CONTROL INFORMATION SYSTEM

Objective: To familiarize the students with the Security and Control System use in the business world and internet programming for e-commerce.

Unit-I

Introduction to Security: Need for Security and Control, Internet Security, Security Issues, Major Threats to Computer System; Information Security: Need & Principles of Information Security; Security Policies; Computer Crime; Risk with Respect to Information Systems.

Unit-II

Types of Security: Physical Security- Threats to security, Physical access, Fire and Theft Protection, Environmental Hazards; Logical Security- Threats to Security, Access Control, Identification, Authentication, Authorization, Password Control; Data Security- Threats to Security, Backup and Recovery Strategies, Data Input/output Control.

Unit-III

Personal Security-Threats to Security, Protection from People, Protection of Employees; Internet/Intranet/Ethernet Security; Hardware and Software Security; Startup/Shut down procedures.

Unit-IV

Security Planning: Security Policies and Procedure, Risk and Security Policy, Security Management- Need, Significance; Business Continuity Planning; Security Audit.

SUGGESTED READINGS:

1. Tom Sheldon, Tim Petre, & Derek Atkins, "Internet Security", New Riders Publications.
2. Cobb Stephen, "PC and LAN Security", Tab Books.
3. Smantha Shurety, "E-business with Net Commerce", Prentice Hall.
4. Madan, Sushila, "Informational Technology", Taxmann's, 4th edition, Nov., 2007.
5. Nina Godbole, "Informations Systems Security, Security Management, Metrics, Frameworks and Best Practices", Wiley Publishers.

CODE: 307D

DBMS AND ITS MANAGERIAL APPLICATIONS

Objective: To acquaint the students with basic skills in DBMS & SQL and Managerial applications using oracle in modern business analysis and management.

Unit-I

Introduction to Database & DBMS Software, Advantage and Disadvantage of a Database; Models: E-R Model & E-R Diagram, Hierarchical Model, Network Model, Relation Model; Normalization: First Normal, Second Normal Form and Third Normal Form.

Unit-II

SQL: SQL Language; DML Commands- Select, Insert, Update, Delete, Retrieving Data, Summarizing Data; Adding, Updating and Deleting Data to the Database; Simple Queries- Use of WHERE, Arithmetic comparison and Logical Operators, ORDER BY and Group Functions; Multiple Queries, Sub Queries; Views: DML Commands Table and View Create, Alter.

Unit-III

Refresher to Oracle RDBMS: Defining a database, Defining Columns and keys, Normalizing the Design, Minimizing Redundancy, Organization of data in Oracle; Oracle tools: SQL & PL/SQL Control Structures; Error Handling; Oracle Forms Module; Trigger and their types.

Unit-IV

Report: Meaning, Types of Report-Break Report, Master/detailed Report; Oracle Utilities; Exporting and Importing database Information; Report formulation; Leading data from foreign file.

SUGGESTED READINGS:

1. Navathe E, "Fundamentals of Database Systems", Pearson Education.
2. Bayross, Ivan, "SQL, PL/SQL the programming language of Oracle, BPB Publications.
3. Kumar Pranab and Gupta Das, "Database Management System, Oracle SQL and PL/SQL, PHI Publication.
4. Samanthan, Shurety, " E-Business with Net Commerce", Prentice Hall (November 25, 1998).
5. Rich, Jason R., "Starting an e-Commerce Business", IDG Books.
6. Keen, Peter & Marc MC Donald, "The e-Process Edge", Tata McGraw Hill.

FOURTH SEMESTER
(Effective from 4th Semester 2017-18)

Compulsory Papers

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
401	Corporate Management	70	30	100
402	Strategic Management	70	30	100
403	Management Information System	70	30	100
404	Rural Management	70	30	100

Optional Group Papers

A	Elective – 1 : Marketing			
405 A	International Marketing	70	30	100
406 A	Marketing of Services	70	30	100

B	Elective – 2 : Finance			
405 B	Security Analysis And Portfolio	70	30	100
406 B	Corporate Tax Management	70	30	100

C	Elective – 3 : Human Resource Management			
405 C	Organizational Change And Intervention Strategies	70	30	100
406 C	Management Training And Development	70	30	100

D	Elective – 4 : Information Technology			
405 D	Business Process Reengineering And ERP	70	30	100
406 D	Multimedia Management	70	30	100

408	Research Report Cum Viva- Voce			50
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Grand Total				750
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Note: In MBA Fourth Semester, students are required to select two specialized areas as selected in third semester (Major & Minor). The Major will comprise of all two papers of the group and Minor will have only one paper of the group.

CODE: 401

CORPORATE MANAGEMENT

Objective: To equip the students with the skills for decision making at top level of management.

Unit- I

Professional Management- Nature, Scope and Importance. Role of Professional Management in Corporate Sector. Company Management and Control. Managerial Remuneration. Role of financial Institutions in Corporate Management, Their Shareholding and Management Control.

Unit- II

Corporate restructuring, Nature , Scope and Importance Mergers and Acquisitions – Nature, Scope and importance, Present status of mergers and acquisitions in India. Nature, scope and importance of governing Board. Chief Executive and Board.

Unit-III

Turn-around management, Nature, Scope and importance, Turnaround Strategies in India
Multinational Corporations: Nature, Objectives, Scope and Importance, Working of MNCs in India.

Unit- IV

Corporate Governance. Nature, Objectives, Scope and Importance Committee Recommendations, Corporate Governance Practices in India, Management discussions and Analysis: Nature , Objectives, Scope and Importance, MDA Reporting in India.

SUGGESTED READINGS:

1. Joshi, Vasudha, “ Corporate Governance: The Indian Scenario”, Foundation Books
2. Shukla, M.B & Gupta, Ranjita, “Corporate Management: Principles and Practice”, Kitab Mahal
3. Singh, M.K., “ New Concepts in Corporate Management”, Globus Press
4. Dube, Indrajit, “Corporate Governance”, Lexisnexis
5. Das, S.C., “Corporate Governance in India: An Evaluation”, PHI Publication

CODE: 402

STRATEGIC MANAGEMENT

Objective: To impart an understanding of the comprehensive process of top management of a business enterprise so as to develop the ability to analyze business problems and their solutions.

Unit-I

Nature, Objective and importance of Business Policy, Strategic Management: Definition, Models and Process, Strategy Formulation, Strategic Intent: Vision, Mission, Purpose and objectives, Top Management Strategy Formulation; Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment and Combination Strategy; Corporate Analysis, Resource based Approach, Value Chain Approach.

Unit-II

Environmental analysis and organization appraisal, Industrial Analysis, SWOT analysis, TOWS matrix, ETOP study, OCP; Tools and techniques of Strategic Analysis, Experience Curve, Core Competency, Competitive Advantage of a Firm, Strategic Alternatives, Strategic Choice

Unit-III

Strategic Planning: Concept and Process, Corporate Restructuring, Mergers and Acquisition, Strategic Alliances; Portfolio Analysis, BCG model, GE-9 Cell, Porter's Model: 5 Force and Diamond Model, Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Behavioural Implementation.

Unit-IV

Strategic Information System, McKinsey 7S Model, Activity based costing, Strategy Evaluation, Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control.

SUGGESTED READINGS:

1. Kazmi Azhar, "Strategic Management & Business Policy", Tata McGraw Hill.
2. Prasad L.M., "Strategic Management", S.Chand & Sons.
3. Lynch Richard, "Strategic Management", Pearson.
4. Pearce John A & Robinson Richard B, "Strategic Management", McGraw Hill.
5. David Fred R, "Strategic Management", Prentice Hall.

CODE: 403

MANAGEMENT INFORMATION SYSTEM

Objective: To acquaint the students with the basics of Information technology and related aspects.

Unit- I

Management Information System: The system approach and system view of business, Introduction to the process of MIS Development, Management Process and information needs- Planning, Organizing and Control.

Unit- II

Management Information System Design- Defining the problem, set system objectives, Determining information needs, sources, Development and selection of alternative design, Purpose of the Gross Design Report, Conversion of manual MIS into computed MIS.

Unit- III

Information system for Design- making, Basic Information System related to Finance Production, Marketing and Human Resources. MIS and Decision Making, Phases of Decision- Making process.

Unit- IV

MIS Support at each of the phase of Intelligence, Design and Choice, Programmed VS. Non- Programmed decisions and MIS support to them. Expert system and Decision Support System, Implementation of MIS: Stages of Implementation, Evaluating the system- various criteria of evaluation, maintenance of the system.

SUGGESTED READINGS:

1. Murthy, C.S.V., "MIS (Text, Cases and Applications)", Himalaya Publishing House, 10th edition, 2009.
2. Gupta, Hitesh, "MIS (An Insight)", "International Book House Pvt. Ltd.", First edition, 2011.
3. Gupta, A.K., "MIS" S. Chand Co. Ltd., First edition, 2000.
4. Murthy, C.S.V., "MIS", Himalaya Publishing House, First edition, 2010.
5. Chatterjee, Indrajit, Management Information Systems, Jawahar Book Centre.

CODE: 404

RURAL MANAGEMENT

Objective: The primary objective of the coursework is to facilitate integrative learning in the deepest sense of the term, so that professional roles with ease, and play a vital role both at the operational and strategic levels such as Financial Inclusion, Rural Health, Education.

Unit- I

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication.

Unit-II

Rural Consumer's in India-Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

Unit – III

Marketing of Agricultural Products-Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

Unit- IV

Marketing Research, Major techniques of Market Research in context to Rural Market, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report; Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

SUGGESTED READINGS:

1. Verma Sawalia Bihari, "Rural Management", Deep & Deep Publications.
2. Singh, Kartar, "Rural Development", Sage Publication.
3. Gupta, K.B., Siddiqui Faizia & Ahmad Iftikhar, "Rural Management", C.B.S Publication.
4. Mathur, U.C., "Rural Marketing", Excel Books.
5. Katar Singh, "Rural Development: Principles, Policies, & Management", Sage Publications India Pvt. Ltd.

CODE: 405 A

INTERNATIONAL MARKETING

Objective: To enable students acquire expertise in developing marketing strategies for global market and provide understanding to deal with international Marketing Situations.

Unit-I

International Marketing: Meaning, Nature, Scope and Importance, International Marketing Environment. International Market Segmentation and Positioning, Theories of International Trade, 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

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

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

Unit-IV

Export Houses, Export Documentation and Procedure, Brief study of International Economic Institutions-World Bank, UNCTAD, IMF and WTO. Marketing Research for Identifying Opportunities in International Markets.

SUGGESTED READINGS:

1. Philip R. Cateora, “International Marketing”, McGraw Hill Publication.
2. Sahai, I.M., “International Marketing”, Sahitya Bhavan Publication.
3. Albaum, “International Marketing and Export Management”, Pearson Publication.
4. Varshney, R.L., “International Marketing Management”, Sultan Chand and Sons Publication.
5. R Srinivasan, “International Marketing”, PHI Learning Pvt. Ltd.

CODE: 406A

MARKETING OF SERVICES

Objective: To develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Unit-I

Services: Concept, Nature, Emergence, growth and Importance , Difference in Goods and Service Marketing, Marketing Challenges in Business, Service classification, Marketing Framework for Service Business, Understanding Service market, Services and Consumer Behaviour.

Unit-II

Segmentation of Marketing of Services, Marketing Mix, Service Product Development, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.

Unit-III

Marketing Research and Marketing Information System in Services, Strategies for Services Marketing, Designing of Service Strategy, Service Vision, Quality Issues and Quality Models.

Unit-IV

Managing Productivity and Differentiation in Service Organization, E-Marketing and Marketing of Services in various Business area, Development of Services market in Indian Business, Customer Perception in Service.

SUGGESTED READINGS:

1. Jha, S.M., “Services Marketing”, Himalaya Publishing.
2. Verma, H.V., “Services Marketing Text and Cases”, Pearson Education.
3. Shaker, Ravi, “Services Marketing”, Excel Books.
4. Christopher, H. Lovelock, “Services Marketing: People, Technology, Strategy”, Prentice Hall.
5. Newton, M.P. & Payne, A., “The essence of Service Marketing”, Prentice Hall.

CODE: 405B SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To impart knowledge to students regarding the theory and practice of management of investment.

Unit-I

Concept, Nature and scope of Security Analysis, Investment Vs. Speculation, Effective Investment Programme, Sources of Investment Information. Risk and Return Analysis, Primary Market, Secondary Market, Operations of Indian Capital Market

Unit-II

Valuation of securities: Bond Analysis, Bond Valuation, Risk immunization, Common Stock Analysis-Equity Valuation.

Unit-III

Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.

Unit-IV

Portfolio Management, Capital Market Theory, Portfolio Selection and its Models, Markovitz Portfolio Theory, Efficient frontier, Sharpe Single Index Model, Capital Assets Pricing Model, Characteristic lines, Optimum portfolio, Arbitrage Pricing Theory.

SUGGESTED READINGS:

1. Pandian, P., "Security Analysis & Portfolio Management", Vikas Publishing House.
2. Fischer, L.M. & Ormiston. A, "Security Analysis & Portfolio Management", Prentice Hall of India.
3. Ronald J. Jordon & Donald E. Fischer, "Security Analysis & Portfolio Management", Pearson India.
4. Chandra Prasanna, "Investment Analysis & Portfolio Management", McGraw Hills Education.
5. Kevin, S., "Security Analysis and Portfolio Management", PHI Learning.

Objective: To emphasize the role of tax factors in the use of management accounting techniques, along with tax laws and their impact on management decisions.

Unit-I

Basic Concept of Income Tax, tax avoidance & tax evasion Residential status of a company, Computation of a income of a company, Set off and carry forward of losses, Deductions and Exemptions in Additional tax on undistributed profits, companies profit Surtax act, Computation of Tax Liability.

Unit-II

Meaning and Scope of tax Planning and location of understanding, Types of activity, Ownership pattern, Tax planning regarding Dividend policy, Issues of Bonus Shares, Inter corporate Dividends and Transfers, Tax Planning relating to Amalgamation Merger of Companies.

Unit-III

Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sales in Domestic Markets or Exports, Replacements and Capital Budgeting Decisions, etc.

Unit-IV

Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance, of Double Taxation Agreements. Tax appeals, revision, & review; Filling of returns; Assessment & rectification

SUGGESTED READINGS:

- 1.Achaya,Swchandra, “Tax Planning under Direct Tax”, Agrawal Law House.
- 2.Ahuja,G.K. & Gupta Ravi, “Systematic Approaches to Income Tax”, Cambridge Publication.
- 3.Basu,S.N.& Basu S. , “Income Tax Simplified”, Taxmann.
- 4.Iyengar,A.C.Sampat, “Law of Income Tax”, Fedral Publication
- 5.Lakhotia, R.N.& Lakhotial Subhash, “Corporate Tax Planning”, Agrawal Law House.

CODE: 405C

**ORGANIZATIONAL CHANGE AND
INTERVENTION STRATEGIES**

Objective: To prepare students as organizational change facilitators using the knowledge and techniques of OD & Behavioural Sciences.

Unit-I

Organizational Change: Perspectives on Change, Types of Changes, Approaches to managing organizational change, Change Process, Change Agents and their Role, Dynamics of Resistance to Change, the implementation & impact of change, Requisites for successful change.

Unit-II

Organization Development: Definition, Characteristic, Nature, Objectives, Phases of OD program, OD in Indian Industry.

Unit-III

OD techniques & Interventions: Action Research, Survey Feedback, Process Consultation, Sensitivity Training, The Managerial Grid, Goal Setting & Planning, Team Building.

Unit-IV

Need for Evaluation of OD, Ethics in OD, Contemporary Issues in Organisational Change and OD Interventions, Future of OD.

SUGGESTED READINGS:

1. Tripathi, P.C., "Human Resource Development", Sultan Chand & Sons.
2. French & Bell, "Organization Development", New Delhi: Prentice-Hall of India
3. Ramnarayan, Rao and Singh: "Organizational Development- Interventions & Strategies", Response Books
4. Singh, Kavita, "Organizational Change & Development", Excel Books.
5. V Nilakant and S Ramnarayan, "Change Management", Response Books

CODE: 406C

MANAGEMENT TRAINING AND DEVELOPMENT

Objective: To provide an in-depth understanding of the role of Training in the HRD and to enable the course participants to manage the training systems and processes.

Unit-I

Training Process: An Overview, Role Responsibilities and Challenges to Training Managers, Organisation and Management of Training Function.

Unit-II

Training needs Assessment and Action Research, Instructional Objectives and Lesson Planning.

Unit-III

Learning Process, Training Climate and Pedagogy, Developing Training Modules, Training Methods and Techniques.

Unit-IV

Facilities Planning and Training Aids, Training Communication, Training Evaluation, Training and Development in India.

SUGGESTED READINGS:

1. Raymond Noe, A., "Employees Training and Development", McGraw Hill Publications, edition 2005.
2. Lynton Rolf, P. & Pareek, Udai, "Training for Organisational Transformation, Sage Publication edition 2000.
3. Neunet, Roger , "Improving Training Effectiveness", Aldershot Gower Publication.
4. Buckley, R. & Caple Jim, "The Theory and Practice of Training", Kogan & Page, London.
5. Lynton, R. & Parrek, U., "Training for Development", Vistaar Publication.
6. Pepper, Allen D., "Managing the Training and Development Function", Aldershot Gower Publication.

Code: 405D

BUSINESS PROCESS REENGINEERING AND ERP

Objective: To make the students able to develop an understanding of the use of Information technology for process redesign and planning and implementation of advanced Enterprise wide systems and technologies.

Unit-I

Conceptual process of business process Re-engineering; Role of Information Technology in BPR; Process improvement and process redesign; BPR experiences in Indian Industry; Process Identification and Mapping; Role/Activity Diagrams; Process visioning and Benchmarking.

Unit-II

Business Process Improvement; Man Management for BPR Implementation; Re-organizing people and managing change; Enterprise resource planning; Evolution of ERP-MRP; ERP Package- ERP Selection and markets, Opportunities and problems in ERP Selection and implementation.

Unit-III

ERP Implementation: Identifying ERP benefits, Process of ERP Implementation, Identification of re-engineering, need preparing for re-engineering, implementing change, Change Management, BPR and ERP.

Unit-IV

Supply Chain Management: Meaning, Concept of value chain differentiation between ERP and SCM, Need of SCM, SCM Scenario in India, Issues and Implementation of SCM Solutions.

SUGGESTED READINGS:

1. Champy James, "Re-engineering Management: Market for New Leadership", Harper Business Publication.
2. Hammer Michael & James Chapmy, "Re-engineering the Corporation", Harper Business Publication.
3. Colin Coulson, Thomas, "Business Process Re-engineering-Myth & Reality", Kogan Page Ltd.
4. Joe Peppard & Philip Rowland, "The Essence of Business Process Re-engineering", Prentice Hall.
5. Krishnan R & Subramaniam S, "Business Process Reengineering: Text & Cases", PHI Learning Pvt. Ltd.

CODE: 406D

MULTIMEDIA MANAGEMENT

Objective: To acquaint the students with the basic skills in Multimedia Management and its application through Multimedia packages.

Unit-I

Introduction to Multimedia; Stages of Multimedia project; Multimedia Hardware; Multimedia Software; Components of Multimedia- Text, Images, Animation, Audio and Video.

Unit-II

Multimedia & Internet; Tools for WWW; Designing for WWW; Multimedia Authoring Tools; Multimedia Applications.

Unit-III

Planning and Costing of Multimedia; Designing and Producing of Multimedia; Delivering of Multimedia; Content and Talent.

Unit-IV

Multimedia Packages: Corel Draw, Photoshop.

SUGGESTED READINGS:

1. Tay, Vaughan, "Multi-Media: Making it work", Mc Graw-Hill Education Pvt. Ltd., eight, edition.
2. Bain Steve, "Coral Draw 11- The Official Guide", Jain Book Agency.
3. Gupta, Shalini & Gupta, Aditya, "Coral Draw 12 in Simple Steps", Jain Book Agency.
4. Lisa Danae Dayley, Brad Dayley "Adobe Photoshop CS6 Bible", Wiley Publishers.
5. José Neuman de Souza, Nazim Agoulmine, "Multimedia Management", Kogan Page Science.