BHARATI VIDYAPEETH

DEEMED UNIVERSITY, PUNE

(Established u/s 3 of the UGC Act, 1956 vide Notification No. F.9-15/95-U-3 of the Govt. of India)

'A' Grade Re-Accredited by NAAC

Social Transformation Through Dynamic Education

SCHOOL OF DISTANCE EDUCATION

PROGRAMME GUIDE OF

MASTER OF BUSINESS ADMINISTRATION

(M.B.A.)

(w.e.f. 2013 – 2014)

BHARATI VIDYAPEETH DEEMED UNIVERSITY, PUNE

SCHOOL OF DISTANCE EDUCATION

Faculty of Management Studies

Master of Business Administration (MBA)

Revised Course Structure (To be effective from 2013-2014)

I. Introduction :

The Master of Business Administration Programme (MBA) is two-year programme comprising of Sem –I & Sem-II (Part – I) and Sem-III & Sem – IV (Part-II) offered by Bharati Vidyapeeth Deemed University, School of Distance Education, Pune

1. Objectives of the MBA Programme :

a) To equip students with knowledge and skills to be able to perform their role as versatile and integrated business executives.

b) To cultivate competencies for performing both as strategists and recipients in the national and international context of change.

2. Nomenclature of the course: - Annexure – I

3. Abbreviation of the course:- MBA

4. Name of the faculty: - Faculty of Management

5. Academic year in which course has been initiated: - 2013-14

6. Eligibility criteria for admission to the course:
Any graduate (10+2+3 or equivalent) in any discipline with min. 50% marks (45% for SC/ST) from any recognized University.

7. Teaching scheme of the course:-
The Personal Contact Sessions and Seminars will be conducted at the Academic Study Centers during weekends (Sundays or Saturdays) and Public holidays. There will be 84 hours devoted to these sessions for theory as well as practical work.

8. Structure of the course:- The programme is divided into four Semesters consisting of 32 courses including summer training after completion of First Year.
A student should opt for any one specialization during the part-II of the Programme.

9. Standard of Passing: -

In order to pass the course, a candidate will have to obtain minimum 40% marks in each head of passing.

Student is required to pass separately in Internal and External Evaluation as per the details given below in the table:

Evaluation	Maximum Marks	Minimum Passing Marks
Internal	30	12
External	70	28

To pass the examination a student must obtain 50% of marks in aggregate for the entire examination consisting of Sem –I & Sem-II (Part – I), Sem-III & Sem – IV (Part-II) separately.

10. Rules pertaining to supplementary / reappearing in external examinations, if not passed the examination as per rules of passing:-

The students are required to submit assignments to the centre before the commencement of the external examination for each semester for which they will be internally evaluated.

In order to pass the course or head of passing, a candidate will have to obtain minimum 40% marks. If a student fails to secure 40 % marks in Internal / External evaluation separately in each head of passing then he / she must appear in the subsequent Internal / External exam to pass in the examination.

To pass the examination, a student must obtain 50% of marks in aggregate for the entire examination consisting of Sem –I & Sem-II (Part – I) or Sem-III & Sem – IV (Part-II) separately.

If a student fails to secure 50% marks in aggregate in the entire examinations (Part-I or Part-II) then he / she must appear in the subsequent University examination to pass in the examination. The student cannot reappear for practical courses and departmental evaluation courses.

11. Rules of ATKT (Allow To Keep Term): -

a) A student is allowed to carry backlog of any number of subjects for Semester-I to Semester-II, Semester-II to Semester-III and semester-III to semester IV.

b) However, a student has to pass in all subjects of Semester-I and Semester-II together before appearing for Semester-IV examination.

12. Award of Classes: -

The award of class will be based on aggregate marks obtained by a student in Part –I, Part –II examination taken together

First class with Distinction	70% & above
First Class	60% & above but less than 70%
Higher Second Class	55% & above but less than 60%
Second Class	50% & above but less than 55%
Fail	Less than 50%

13. Rules for conduct of examinations:-

a) Students would be required to keep a track of the last dates to pay examination fees, which will be announced well in advanced. Only those students who fulfill all the eligibility criteria shall be permitted to fill in the form.

b) Students should procure their admit cards which will be given at the end of the semester before the examination for appear in the examination
c) A student is expected to adhere to high standards of honesty during examination.
d) During the examinations, students should not indulge in any unfair practices. If so, he shall be debarred from taking the remaining papers and may have to lose one semester or year depending upon the gravity of the offence.
e) The result / mark –sheets have to be obtained from respective Academic Study Centre.

14. Basis for allocation of marks for

a) Internal Assessment: - 30 marks
b) Theory (External evaluation) 70 Marks
c) Summer Training Project: 100

15. Procedure for conduct of Internal Tests / Term work/ Internal Assessment:-

Every Student will have to submit two assignments for internal assessment in each semester for each subject.

16. Pattern of Evaluation and Examination & Procedure for the evaluation of Summer Training Project / Internship Projects and conduct of viva:-

The evaluation in each course shall consists of 100 marks (70 marks for Semester end examination and 30 marks for Internal Assessment) A candidate will be evaluated in each course depending on learning objectives and requirements of the course contents.

The scheme of marks consists of 30% weight age to continuous internal evaluation by the Subject teacher and 70% to evaluation based on Semester –end Examination consisting of written papers. Oral or Viva – Voce examination based on Practical work, Field Study, Project Report.

The details of course – wise mode of evaluation and examination are as given below

Semester –end Examination	**Subject Code / Course No.**	**Method of evaluation and Examination**
Semester I	D101 to D107	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University
	D108	Theory and Oral examination carrying 100 marks conducted by the Department in association with Industry
Semester II	D201 to D207	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University.
	D208	Theory and Oral examination carrying 100 marks conducted by the Department in association with Industry
Semester III	D301 to D307	Written Papers of 3 hours duration with 70 marks each at Semester – end examination conducted by the University.
	D308	presentation based on Summer Training Project carrying 100 marks, conducted by the Department in association with industry professionals
Semester IV	D401 to D407	Written Paper of 3 hrs duration with 70 marks each at Semester – end Exam conducted by the University.
	D408	Theory and Oral examination carrying 100 marks conducted by the Department in association with Industry

17. Pattern of question paper :-

The final examination question paper for each subject has 2 sections i.e. I & II

a) Section –I is based on theoretical concepts.
b) Section –II is based on practical application and case studies.

Annexure-I

Nomenclature of the MBA Programme

SEMESTER – I

Sr. No.	Course Code	Course Title
1	D101	Management Concepts & Applications
2	D102	Financial and Management Accounting
3	D103	Economics for Business
4	D104	Organizational Behavior
5	D105	Statistical Techniques
6	D106	Managerial Skills Development
7	D107	Business Legislation
8	D108	Information Technology

SEMESTER – II

Sr. No.	Course Code	Course Title
1	D201	Marketing Management
2	D202	Financial Management
3	D203	Human Resource Management
4	D204	Production and Operations Management
5	D205	International Business
6	D206	Macro Economics
7	D207	Research Methodology
8	D208	Disaster Management

SEMESTER – III

Sr. No.	Course Code	Course Title
1	D301	Business Policy and Strategic Management
2	D302	Business Ethics and Professional Values
3	D303	Operations Research
4	D304	Elective I
5	D305	Elective II
6	D306	Elective III
7	D307	Elective IV
8	D308	Training Project

SEMESTER – IV

Sr. No.	Course Code	Course Title
1	D401	Entrepreneurship Development
2	D402	Innovation and Technology Management
3	D403	Management Information System
4	D404	Elective V
5	D405	Elective VI
6	D406	Elective VII
7	D407	Elective VIII
8	D408	Project Management

Course Code	1. Marketing Management (MKT)	Course Code	2. International Business (IB)
D304	**Elective – I** Consumer Behaviour	D304	**Elective – I** Global Business Strategies
D305	**Elective – II** Strategic Marketing	D305	**Elective – II** International Financial Management
D306	**Elective – III** Advertising And Media Management	D306	**Elective – III** Export – Import Procedures And Documentation
D307	**Elective – IV** Rural And Social Marketing	D307	**Elective – IV** World Business Environment
D404	**Elective – V** Relationship Marketing	D404	**Elective – V** International Marketing
D405	**Elective – VI** Sales And Distribution Management	D405	**Elective – VI** Regulatory Framework Of International Business
D406	**Elective – VII** Brand Management	D406	**Elective – VII** Foreign Exchange Markets
D407	**Elective – VIII** Services Marketing	D407	**Elective – VIII** India's Foreign Trade Policy
	3. Production And Operations Management (PM)		**4. Human Resource Management (HRM)**
D304	**Elective – I** Materials Management	D304	**Elective – I** Labour Legislation
D305	**Elective – II** Quality Management	D305	**Elective – II** Organizational Theory, Structure And Design
D306	**Elective – III** Production Planning And Control	D306	**Elective – III** Personnel Cost And Compensation Management
D307	**Elective – IV** Industrial Management	D307	**Elective – IV** Employee Administration, Industrial Relations And Labour Welfare
D404	**Elective – V** Logistics And Supply Chain Management	D404	**Elective – V** Performance Management Systems
D405	**Elective – VI** Transportation Management	D405	**Elective – VI** Organizational Development And Change Management
D406	**Elective – VII** Service Operations Management	D406	**Elective – VII** Strategic Human Resource Management
D407	**Elective – VIII** World Class Manufacturing	D407	**Elective – VIII** Managerial Competencies and Career Development

Course Code	5. Financial Management (FIN)
D304	**Elective – I** Applied Corporate Finance
D305	**Elective – II** Risk And Insurance Management
D306	**Elective – III** Investment Analysis And Portfolio Management
D307	**Elective – IV** Financial Institutions And Banking Operations
D404	**Elective – V** Management of Financial Services
D405	**Elective – VI** Global Financial Analysis
D406	**Elective – VII** Management Control System
D407	**Elective – VIII** Corporate Taxation

MBA (GEN) Semester I

Management Concepts and Applications

Code: D101

Semester: I

Objectives:

Students will be given the opportunity to learn

- Basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
- The role of leadership and management within an organization; appreciate different leadership styles and which one is suitable to a particular managerial context.

Course Contents:

Topic I – Evolution of Management Thoughts: Introduction to Management. Frederick Taylor and Henri Fayol's contributions; Systems Approach of management. Skill, Functions and Roles of manager. Cross cultural issues in management with special reference to Indian, Japanese and German culture.

Topic II – Planning & Controlling: Planning: Importance, types and steps of planning. Goal Setting: Hierarchy of Goals, Criteria for Effective Goals. Management by Objectives (MBO): Concept, process, benefits and weaknesses. Controlling: Process & types of Control; Overview of Controlling Techniques (ROI, Budgetary Control), Qualities of an effective Control System.

Topic III - Decision making: Nature, importance and limitations of decision. Decision making models: Classical, Administrative (with special focus on Bounded rationality & Satisficing), Political and Vroom-Jago Model. Decision making process, problems and ways of improvement.

Topic IV – Leadership: Leader vs. Manager. Theories of Leadership: Trait Theory; Behavioral Theories (The Michigan Studies, The Ohio State University Studies, University of Iowa Studies & Managerial Grid); Continuum Concept (Tannenbaum and Schmidt's leadership pattern); Contingency Theories (Fiedler's Model). Contemporary Theories: Charismatic Leadership, Visionary Leadership, Transactional and transformational leadership.

Topic V – Strategic Management: Contribution by C K Prahalad & Michael Porter, Edwards Deming, Tom Peters & Sumantra Ghoshal. McKinsey 7S Framework.

Topic VI – Corporate Social Responsibility (CSR): Introduction. Need and importance of CSR, Role of government in CSR, CSR Practices in India, the Future of CSR.

Suggested Readings:

1) Stephen P Robbins, David A Decanzo, Fundamentals of Management, Pearson Education.
2) Richard L Daft, The New Era of Management, Thomson.
3) Prasad L.M, Prinicipals & Practices of Management, Sultan Chand & Sons.
4) Philip Sadler, Leadership, Kogan Page.

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Financial and Management Accounting

Code: D102

Semester: I

Objectives:

1. To introduce the fundamentals of Financial Accounting to the students.
2. To orient the students to the Accounting process involved in preparation of Books of Accounts and Financial Statements.
3. To introduce the concepts of Cost and Management Accounting.
4. To orient the students application of Management Accounting techniques.

Course Contents:

Topic I: Introduction to Financial Accounting

Meaning, objectives and scope of Financial Accounting, Accounting Concepts and Conventions, Accounting Cycle, Role of Accountant in an organization, Introduction to IFRS

Topic II: Accounting mechanics

Principles of Double entry Book-Keeping, passing of Accounting entries in Journal, Ledger and preparation of Trial Balance

Topic III: Preparation of Final Accounts

Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor

Topic IV: Introduction to Cost and Management Accounting

Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet, Nature and Scope of Management Accounting, Distinction between Financial and Management Accounting.

Topic V: Techniques of Management Accounting (Budgetary Control)

Budgeting and Budgetary Control – Meaning, objectives, Advantages and Limitations of Budgeting, Types of Budget, Practical questions on Cash Budget and Flexible Budget

Topic VI: Techniques of Management Accounting (Standard Costing and Marginal Costing)

Standard Costing – Meaning and Application, Essentials of standard Costing, Variance Analysis-Material and Labour Cost Variances.

Marginal costing – Meaning of Marginal Cost, Characteristics of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-even analysis and Margin of safety

Suggested Readings:

1. Advanced accountancy:-R.L.Gupta, M.Radhaswami
2. An introduction to Accounting –S.N. Maheswari, S.K.Maheshwari
3. Taxman's Financial Accounting Ashok Seghal, Deepak Sehgal
4. Cost and Management Accounting,Vikas publications M N Arora Eighth Edition
5. Cost and Management Accounting: 6th edition,Colin Drury of Huddersfield ISBN 18440349X
6. Financial and Management Accounting – An introduction by Pauline Weetman 5th edition.

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ECONOMICS FOR BUSINESS

Code: D103

Semester: I

Objectives –

- Students will be provided knowledge about the theories of Economics required in Business scenarios
- Enable the students to apply this theoretic knowledge to practical business situations
- Learn to manage the internal processes of business from Internal Economic perspective

Course Contents:-

Topic I: Introduction to Economics for Business

- Nature and Scope of Business Economics
- Firm and its Objectives
- Theories of Firm
- Relevance of Profit Maximization in Modern Context

Topic II: Demand Theory

- Demand and its Determination
- Concept of Demand
- Market Demand and Company Demand
- Demand Function
- Determination of Demand
- Demand Elasticity
- Demand Estimation
- Demand Forecasting
- Demand forecasting of a new product

Topic III: Supply Theory

- The Theory of Supply
- Production and Cost
- Production Function
- Concept of Productivity
- Isoquants
- Ridge Lines
- Production range
- Least Cost Combination of Inputs
- Producer’s equilibrium

Topic IV: Costs

- Classification of Costs
- Short Run and Long Term Costs
- Cost Function
- Law of Variable Proportions
- Returns to Scale
- Scale Economies
- Scope Economies
- Estimation of Cost Function
- Problem of Estimation of Cost and Production Function
- Dual Relationship Between Cost and Production Function

Topic V: Market Structures

- Price and Output Relationship under different market structures
- Pure and Perfect Competition
- Monopolistic Competition
- Oligopoly and Discriminating Monopoly
- Oligopoly and barrier to entry
- Game Theory
- Transfer Pricing
- Government Intervention

Topic VI: Evaluation of Business

- Project Evaluation and Public Sector
- Shares and Equity
- Capital Budgeting
- Cost Benefit Analysis

Suggested Readings:

1) Adhikari , M. Managerial Economics, Khosla Publication House, New Dehli, 1999
2) Artis M. J, Macro Economics, Oxford University Press, 1985 Reprint
3) Bayes Michael, Managerial Economics and Business Strategy, Irwin, Chicago, 1997
4) Craig P.H and W Chris Lewis, Managerial Economics, Prentice Hill Ltd, New Dehli
5) Dean Joel, Managerial Economics, Prentice Hill Ltd, New Dehli

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Organizational Behaviour

Code: D104

Semester: I

Objectives:

To understand the implication of individual group and organization process on individual behaviour in a work setting.

Course Contents:

Topic I: Introduction to OB: Emergence and importance of OB, Characteristics of OB, Organizational challenges and OB.
Topic II: Individual Process in Organization: Personality, Nature of personality, Attitudes, Perception and attribution, Learning, Different views of learning. Motivation - Content and process theories, Decision making and creativity.
Topic III: Foundation of Group Behaviour - Stages of group development, Group structure, Teams v/s group, types of teams, creating high performance teams.
Topic IV: Leadership - styles of leadership, introduction to trait, behavioural and contingency theories of leadership, Charismatic leadership theory, Transactional V/s Transformational leadership, leading through empowerment.
Topic V: Organizational structure and design, basics of organizing, organizational design, organization strategy, determinants of organization design, organization design and employee behaviour. Conflict - Transition in conflict thought, interpersonal and organizational conflict.
Topic VI: Technology at work place - Work design, organizational culture, learning organization.

Suggested readings:

1. Fred Luthans - Organisational behaviour
2. Robbins - Organisational behaviour
3. Keith Devis - Organisational behaviour

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Statistical Techniques

Code: D105

Semester: I

Objectives:

- To gain an understanding of how managers use business analytics to formulate and solve business problems.
- To familiarize the students with the basic analytical tools and their application in business decision-making.
- To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.
- To become familiar with the processes needed to develop, report, and analyze business data.

Course Contents:

Topic I - Importance of Statistics in Business Management Domain:

Collection and classification of Data: Collection of data, Primary and secondary sources. Classification, Presentation and Tabulation of Statistical Data, Need for classifying data, Methods for classification and tabulation.

Organizing Data: Frequency distribution - construction and types, relative and percentage frequency distribution.

Diagrams and Graphs - Diagrammatic presentation of data, Graphs - Frequency polygon and frequency curve, Histograms, Cumulative Frequency Curves (ogive).

Topic II - Measures of Central Tendency and Dispersion:

Measures of Central Tendency: Arithmetic Mean, Median, mode, partition values – quartiles, deciles and percentiles, Applications in business.

Measures of Dispersion: Range, Semi Inter-quartile range, mean deviation, standard deviation, coefficient of variation, methods of calculation and applications.

Topic III - Correlation– Types of correlation, methods of studying correlation – Scatter Diagrams, Karl Pearson's coefficient, Rank correlation, coefficient of determination.

Topic IV - Regression Analysis:

Forecasting Methods: Significance and Introduction, Regression Method, regression lines and regression coefficient, Least square method, Applications to business.

Topic V - Probability and Probability Distribution:

Sample space, types of events, Basic Rules of Probability, Random Variable, Conditional Probability, Expectation, Means & Variance, Baye's theorem.

Probability Distributions- Binomial Distribution, Poisson Distribution & Normal Distribution. Problems based on Business applications.

Topic VI - Decision theory:

Steps in decision theory approach − Types of decision making environment − Decision-making under certainty, risk and uncertainty − Decision criteria − Decision trees.

Suggested Readings:

1. Richard I. Levin & David S. Rubin - Statistics for Management:.
2. Hooda R. P. – Statistics for Business and Economics, (2010, 4e), Macmillan
3. Terry J K (2007) Business Statistics 2/e, Pearson Education, New Delhi
4. David and Lori (2008) Applied Statistics in Business and Economics, Tata Mc Graw Hill
5. Q. Zamiruddin & V.K. Khanna . S. K. Bhambri - Business Mathematics:
6. Bhardwaj R. S. - Business Statistics
7. Burtor V. Deen, Maurice W Sasieni & Shiv.K. Gupta :" Mathematics for Modern Management "

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Managerial Skills Development

Code: D106

Semester: I

Objectives :

To help the students to handle situations and problems most likely to be encounter by him as a professional manager, either by acquiring new skills or improving existing once, as necessary.

Course Contents:

1. Communication Skills: Basics of communication – Learning to listening – Asking questions – Reading efficiently – Taking notes – Exchanging information – Making contacts – Using telephone – Information technology. Written Communication: Letters – Reports – One to one communication – Communicating for results – Assessing communication skills.
2. Managing Meetings: Need for meeting – Aims – Choosing right type – Preparing for meeting – Attending meeting – Active participation – Minutes – Chairing a meeting – Keeping order – Solving problems.
3. Managing Time: Analyzing time and use of time – Goals and priorities – Using time planers – Working with others – Scheduling time offs – Managing the time of others.
   Presentation Skills: Preparing a presentation – Use of audio-visual aids – Rehearsing – Analyzing and enhancing appearance – Body language – Improving voice – Eliminating tension – Delivering a presentation – Handling audience.
4. Negotiation Skills: Defining and preparing for negotiations – Principles of exchange – Assessing positions – Using agenda – Creating right atmosphere – Conducting negotiations – Making a proposal – Responding – Weakening other party's proposition – Closing negotiation – Handling breakdown – Using mediator, arbitrator.
5. Interviewing People: Curriculum Vitae – Technique – Preparing questions for interview – Conducting interview – Reading body language – Using tests – Analyzing interview – Recording impressions – Assessing abilities.
6. Minimizing stress: Stress management - Analyzing clauses of stress - Coping with daily life - Dealing with stress at work - Taking positive actions - Learning to relx - Developing interests - Diet and fitness - Yoga and exercise.

Suggested readings:

1. Bowman, Joel P. and Branchaw, Bernadine P. "Business Communication: From Process to Product". 1987. Dryden Press, Chicago.
2. Robert Heller and Tim Handle, Managers Manual, D.K.
3. Murph, Herta A. and Peck, Charrles E. "Effective Business Commuications". 2nd Ed 1976. Tata McGraw Hill, New Delhi.
4. Pearce, C. Glen etc. "Business Communications: Principles and Aplications". 2nd ed.1988. John Wiley, New York.
5. Treece, Maira, "Successful Business Communications". 3rd ed. 1987. Allyn and Bacon Boston.
6. "Managing Company - Wide Communication" - Werner David.
7. Victor David A. International Business Communication - New York: Harper Collins,1992.

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BUSINESS LEGISLATION

Code: D107

Semester: I

Objectives :

To provide the students with adequate knowledge of the legal aspects of Indian Business.

Course Contents:

1. Introduction: Meaning, definition and philosophy of business legislation, Types of business laws in India.
2. The Indian Contract Act, 1972: Meaning and formation of contract – Essentials – Performance of contract – Discharge of contract – Remedies for breach – Law of agency – Sale of Goods Act: Definition of contract of sale – Essential conditions and warranties – Transfer of title – Rights of unpaid sellers – Caveat Emptor.
3. Consumer Protection Act, 1986: Historical background of consumer protection in India – Definition of consumer – Goods and services – Defects and deficiency unfair trade practices – Rights of a consumer – Judicial machinery.
4. Intellectual Property Rights: Introduction to Intellectual Property Rights, Law relating to trademark and patents.
5. Companies Act: Meaning and nature and characteristics of companies – Incorporation and advantages of incorporation – Prospectus – Share capital – Types of shares – Transfer and transmission of shares – Law pertaining to dividend – Debentures – Directors – Legal position of directors – Powers of directors – Restriction on the powers of BOD – Meeting and resolution.
6. The Information Technology Act, 2000: Digital signature, Electronic governance, Electronic records and certifying authorities.
7. Indian Partnership Act, 1932; Salient features, Nature and definition, Formation and registration. Rights, duties and liabilities of partners. Resolution of a partnership firm.
8. Miscellaneous Laws: Basics of Income Tax Act 1961. Basics of Sales Tax Laws. Basics of Central Excise – Law & Customs Act. Basics of Indian Contract Act. Basics of Negotiable Instruments Act. FEMA – Basics of Intellectual – Property Rights and Consumer Protection Laws.

Suggested readings:

1. Elements of Mercantile Law – N.D. Kapoor
2. Mercantile Law – M.C. Kuchal
3. Business Law – M.S. Pandit & Shobha Pandit
4. Copyright Law – P. Narayanan
5. Indian Law of Patents (Designs) – K.K. Gujral
6. Indian Sale of Goods and Partnership Act – D.F. Mulla
7. Consumer Protection Act – Dr. V.K. Agarwal
8. Law of Partnership – Avtarsingh, Easter Book C

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Information Technology

Code: D108

Semester: I

Objectives:

To develop an understanding of the concepts of information technology and its application in management.

Course Contents:

1. Fundamentals of Information Technology - From computer era to network centric era - Web forger of new IT economics.
2. Managing Data - Field systems - Data management systems - Data base approach - MIS concept - Transaction processing - Data communication.
3. Channels / Modems - LAN/ WAN / EDI
4. Word Processing Database – Spreadsheets, Major Software Packages - Graphic presentation media.
5. Retrieving information using internet & intranet.
6. Overview of CBIS Applications - Decision making concepts - need for decision support - decision support - Spread sheet software system as DSS tool.

Suggested readings:

1. FoxPro 2.5 Made Simple For DOS and Widows – R.K. Taxali.
2. Les Us C – Yashvant Kanetkar.
3. Microsoft Office Professional for Windows 95 – Sheila S. Dienes.
4. DOS 6 and 6.2 Instant Reference – Robert M. Thomas.
5. Cater. Roger Information Technology Handbook – London: Heinemann, 1987.
6. Mandnick, Stuart E The Strategic Use of Information Technology – New York: Oxford Uni. Press 1987.
7. Jeef Papows, Enterprise.com, Perseus, Cambridge.

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MBA (GEN) Semester II

Marketing Management

Code: D201

Semester: II

Objectives: To enhance management students knowledge as regards to basics of marketing and know the applications of marketing skills required.

Course Contents:

Topic 1: Marketing Basics

Evolution of Marketing-basic concept of marketing-marketing v/s selling concept-characteristics of modern market trends-approaches under the study of marketing-changing Government Policies.

Topic 2: Market Segmentation, Market Targeting & Positioning (STP)

Concept of Market Segmentation-nature & scope, bases with reference to consumer market v/s industrial market-product positioning strategies, market segmentation for manufacturing and service sector

Topic 3: Marketing Information System

Key elements-concept of marketing research-its nature and scope-marketing research process-report writing-format-questionnaire technique.

Topic 4: Marketing Planning Mechanism & Control

Concept of Marketing plan-components & process-BCG Matrix, Ansoff Matrix as marketing planning models-marketing control-meaning-marketing audit.

Topic 5: Marketing Strategies

Competitive Marketing Strategies- U.S.P. Strategies- Strategic Marketing v/s marketing strategies-strategy formulation process.

Topic 6: Marketing Mix

Brief Introduction of 7 P's of Marketing-Product Mix-Its variables-price mix-concept &skimming v/s penetration pricing- promotion mix: its elements-distribution mix-logistics in marketing-introduction to service marketing – marketing mix for manufacturing and service sector.

Suggested readings:

1. Marketing Management – New Millennium Edition – Dr. Philip Kotler
2. Fundamentals of Marketing – Stanton & Stanton
3. Marketing Management – The Indian Context: Ramaswamy & Nandakumari
4. Marketing Management –Dr. Rajan Saxena, Tata McGraw Hill

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Financial Management

Code: D202

Semester: II

Objectives:

i) To introduce the fundamentals of Financial Management

ii) To orient the financial decision making techniques to the students.

iii) To orient the students to the Financial Statement Analysis.

Course Contents:

Unit I: Introduction

Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance functions: Investment decision, Liquidity decision, Dividend decision and Financing decision

Unit II: Investment decision

Importance and process of capital budgeting, Time value of money, Capital Budgeting Techniques – Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Internal Rate of Return.

Unit III: Working Capital

Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital

Unit IV: Sources of Long Term finance

Shares, Debentures, Retained earnings, Financing through Financial Institutions, International financing, Venture Capital financing: concept and Venture capital scenario in India.

Unit V: Capital Structure and Cost of Capital

Meaning and principles of Capital Structure management, Factors affecting capital structure,

Cost of capital: Meaning, Components, Cost of debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, Weighted Average Cost of Capital.

Unit VI : Financial Statement Analysis

Meaning and types, Techniques of Financial Statement analysis: Common size statement, Comparative statement, Trend analysis and Ratio analysis. Funds Flow Statement and Cash Flow Statement. (Theory only)

Suggested readings:

Books:

i) Financial Management – Theory and Practice – Prasanna Chandra

ii) Financial Management – I.M. Pandey

iii) Financial Management – Khan and Jain

iv) Financial Management – R.P. Rustogi

v) Financial Management – Theory and Practice Eugene F. Brigham, Michael C. Ehrhardt 11th edition.

Journal:

1. Journal of Financial Statement analysis
2. Asia Pacific Journal of Accounting and Economics
3. Research Journal of Finance and Accounting

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Human Resource Management

Code: D203

Semester: II

Objectives :

To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

1. Concepts and perspectives of Human Resource Management. Human resource management in a changing environment: Corporate objectives and human resource planning: Career and succession planning.
2. Job analysis and role description: Methods of manpower search.
3. Attracting and selecting human resources.
4. Introduction and socialization: Manpower training and development.
5. Performance appraisal and potential evaluation: Job evolution & wage determination Employee welfare.
6. Industrial relations & trade unions: Dispute resolution & grievance management.

Suggested readings:

1. Aswathappa. K. Human Resource and Personnel Management. Tata McGraw Hill, New Delhi, 1977.
2. Holloway, J ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
3. Monappa. A. & Personnel Management 2nd ed. New Delhi, Tata McGraw Hill, 1966.
4. Khanzode V.V. Human Resource Management: Conceptual analysis & strategies – New Delhi, Ashis Pub. 1992.
5. McBeath, Gordon The Handbook of Human Resource Planning – Oxford: Blackwell, 1992.

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Production and Operations Management

Code: D204

Semester: II

Objectives:

To acquire knowledge and understanding of production operations function in business and to develop analytical skills of inventory and operations management systems.

Course Contents:

1. History – Brief overview of manufacturing management – Importance and functions of facility, location and layout.
2. Production Planning and Control Functions: Traditional v/s modern trends.
3. Maintenance Management Function: Traditional v/s modern approach.
4. Material and Logistics Management: Concept and function – Purchasing – Inventory control and store management – Logistics concepts – Value analysis – Value engineering etc.
5. Quality Management: Principle – Function and techniques – Quality assurance – Statistical quality control (SQC) – Statistical process control (SPC) – Total quality management (TQM) – Modern QC techniques etc.
6. Japanese Production Related Techniques: Just in time (JIT) – Quality circles – Total productive maintenance (TPM) – Kaizen – Kanban – 5 S concepts – Toyota production systems – JIDOKA – ANDON etc. concepts.
7. Concepts on quality management systems (QMS – ISO 9000 – 2000) – Environmental Management Systems (EMS – ISO – 14000).
8. Modern Trend and Concept in Manufacturing Management: Business processes reengineering (BPR) – Lean / flexible – manufacturing systems – Six sigma concept.

Suggested readings:

1. Production & Operations Mgt. – Everett Adams & Ronald Ebert.
2. Production & Operations Mgt. – Dr. N.G. Nair – Tata McGraw Hill Ltd.
3. Production & Operations Mgt. – S.N. Chary – Tata McGraw Hill Ltd.
4. Production & Operations Mgt. – E.S. Buffa – Tata McGraw Hill Ltd.
5. Production & Operations Mgt. – B.S. Goel.
6. Manufacturing and Technology Management – L.C. Jhamb.

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International Business

Code: D205

Semester: II

Objectives :

To acquaint the students with emerging global trends in international business environment.

Course Contents:

1. International Business: An overview, Business environment and nature.
2. Developments in International Monetary Scene – International finance – Nature – Institutions involved.
3. Recent trends in world trade & direct foreign investment, Managing MNCs, IMF and IBRD, WTO, Regional blocks.
4. Balance of Payment Structure – Disequilibrium concept, IS/LM Model.
5. Globalization – Country risk analysis – Impact of globalization. Forex Market, Exchange rate determination, Euro market, Off-shore financial centers.
6. Export Marketing: Products, services and procedure. Documentary Credit Operations – (UCPDC) & other methods of international trade settlement.

Suggested readings:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995.
3. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
4. Bhalla V.K. International Business Environment and Management – New Delhi: Anmol, 2000. ISBN 81-261-0438-4.
5. Ellis, John International Business Strategy / John Ellis and David Williams – London: Pitman, 1995. ISBN: 0-273-60712.
6. Grosse, Robert International Business: Theory and Managerial Applications / Robert Grosse and Duane Kujawa – 3rd Ed – Chicago: Irwin, 1995. ISBN: 0-256-11475-A.

Ricks, David A Blunders in International Business: Cambridge, Blackwell Pub, 1993.

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Macro Economics

Code: D206

Semester: II

Objectives :

- Students will be provided knowledge about the Macro theories of Economics required in Business scenarios
- Enable the students to analyse External Factors affecting business
- Learn to manage the internal processes on basis of External Indicators of the Economy

Course Contents:-

Topic 1: National Income

- National Income Concept
- Measurement and National Income Accounting

Topic 2: Sectoral Flow of Income

- Circular Flow of Income
- Sectoral Models (Two sector and Three sector Models)
- Say's Law of Markets

Topic 3: Functions and Multipliers

- Aggregate Supply and Aggregate Demand
- Consumption, Investment and Saving Functions
- Multipliers

Topic 4: Monetary Theory

- Monetary Theory (Quantity Theory of Money)
- Keynes and Friedman's Theory of Money
- Money Supply and Creation of Credit
- IS/LM Model

Topic 5: Business Cycles

- Theory of Business Cycles
- Phases of Business Cycles
- Schumpeter and Solow Models of Economic Growth
- Inflation
- Phillip's Curve and its Criticism

Topic 6: Macro Indicators for Business

- Monetary Policy and Fiscal Policy
- Instruments and Types
- Supply Side Economics
- Budgets : Theory and Applications

Suggested readings:

1) Artis M.J, Macro economics, Oxford University Press, 1985 Reprint
2) Dornbusch Rudiger and Fischer Stanley, Macro Economics, Latest Edition, Tata Mc Graw Hill
3) Ahuja.H.L, Macro Economics: Theory and Policy, Latest Edition, S.Chand Publications

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Research Methodology

Code: D207

Semester: II

Objectives:

To equip students with basic understanding of the research methodology and to provide an insight into the application of modern tools and techniques of research.

Course Contents:

1. Introduction to Research Methodology: Nature and scope – Research in business / management – Social science and business research. Research Design: Features, steps and types – Research process & research proposal.
2. Sampling Design: Characteristics and steps – Representative sample-sampling techniques.
3. Sources for Collection of Data: Primary / Secondary data – Questionnaire & interviews – Sample design – Optimal technique – Survey methods.
4. Processing, Analysis and Interpretation of Data: Editing – Coding – Classification – Tabulation – Univariate – Bivariate and multivate analysis of data – Measures of central tendency & dispersion.
5. Testing of Hypothesis: Procedure – Statistical techniques – Chi Square test.
6. Presenting Results: Written and oral reports – Steps in report writing – Format of research report – Use of computer in research.

Suggested readings:

1. Research Methodology: C.R. Kothari
2. Business Research Methods: Donal B. Copper, Pamela S. Schindler.
3. Methodology and Techniques of Social Research: Wilkinson, Bhandarkar.
4. Methods of Social Research: Good and Hatt.
5. Research Methodology in Management: Dr. V.P. Michael.
6. Churchill, Gilbert A. Marketing Research – Methodology Foundation – 7th Ed. Fort Worth: Dryden 1999 ISBN: 0-03-023816-1.

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Disaster Management

Code: D208

Semester: II

Objectives:
The objective of the course is to familiarize the students with basics of disaster management to deal with real life situation of similar nature.

Course Contents:

1. **Concept of Disaster:** Definition and types of disaster, distinction between disaster and hazard, disaster and crises, causes of different disasters and their impacts.
2. **Natural Disaster:** Epidemic, Cyclone, Drought, Flood, Landslide, Fire and forest fire, Earthquake & Volcanoes, Tsunami.
3. **Man-made Disasters:** war, arson / sabotage / internal disturbance / riots, terrorism, accidents of vehicles / train / aircraft / ships and Industrial hazards. Nuclear explosion / accidents / radioactive leakages. Ecological disasters like deforestation / soil erosion/air / water pollution. HIV / AIDS, life style diseases.
4. **Disaster Preparedness & Mitigation:** Understanding disaster preparedness and their mitigation, structural and non-structural measures for disaster mitigation, Mitigation through capacity building and legislative responsibilities of disaster management, Risk Assessment Analysis and hazard zoning, Disaster recovery and relief.
5. Integration of rural development programmes with disaster reduction and mitigation activities.
6. Role of Government and NGOs in disaster management, Role of Remote Sensing, Global Information System (GIS) and Science & Technology in disaster management.

Suggested readings:

1. Dr. S.L. Goel, Disaster Management (Volume I, II, III), Deep & Deep Publications Pvt. Ltd. New Delhi. (2006)
2. Col. P.P. Marathe, Concepts and Practices in Disaster Management, Diamond Publicatipns, Pune. (2007)
3. K. Hanumantha Rao & P. Srinivas Subba Rao, Disaster Management, Serial Publications, New Delhi. (2008)
4. P. Namboodripad, Disaster and Hazard Management, Oxford Book Company, Jaipur. (2008)
5. Suresh Garg, Disaster Management Against Terrorist Attack, Axis Publications, New Delhi (2010)
6. B.K.Singh, Disaster Management, Adhyayan Publishers & Distributors, New Delhi (2008)

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MBA (GEN) Semester III

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Code: D301

Semester: III

Objectives :

To gain knowledge and understanding of strategic management and to develop skills of business policy analysis.

Course Contents:

1. Business policy as a field of study from general management point of view, vision, mission, objectives and policies. Environmental analysis and internal analysis.
2. SWOT analysis, Tools and techniques for strategic analysis, Impact matrix, the experience curve, BCG matrix, GEC Model.
3. Industry analysis, Concept of value chain, Strategic profile of a firm, Framework for analyzing competition, Competitive advantage of a firm.
4. Strategy planning and implementation, Relation between strategy and structure, Organizational values and their impact on strategy – cases.
5. Power games amongst competing players, Chief executive & board, Work of top management, Strategic management in international firm.
6. Government as regulator of business / Industry, Indian companies and strategic management – Ethics & social responsibilities of business.

Suggested readings:

1. Ansoff, H. Igor, Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S.B. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
3. Christensen, C.T. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. Strategic Management and Business Policy, 3rd ed. New York, McGraw Hill, 1988.
5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
6. R.L. Srivastava Management Policy and Strategic Management (Himalaya).
7. Lawrence R. Jauch cases in Strategic Management and Business Policy, New York: McGraw Hill, 1986.

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BUSINESS ETHICS AND PROFESSIONAL VALUES

Code: D302

Semester: III

Objectives :

To acquaint students with role and importance of ethics and values in business and profession.

Course Contents:

1. Nature, concept and definition of terms ―business‖, ―ethics‖, ―profession‖ and ―values‖. Concept of ―profit‖ and its relationship with business.
2. Entrepreneurial risks, Capital investments, Theories related to socio ethical systems and trusteeship, Concepts related to Gandhian, Jain, Islamic and Marxist approaches to business behaviour, Philosophical foundations of ethics, Building a good society.
3. Dimensions of business ethics as related to quality of service, Regulation of prices, Compliance to rules, Regulation Laws, Factor of accountability, Accountability to employees, shareholders, consumers, community and society in general, Importance of conduct of individual, institution, organization to maintain an equitable and workable balance among interested groups, Adult system for ethical behaviour within the organization.
4. Origin and growth of business practices in India, Professional values nurtured by Indian business houses advocating patriotism, self-reliance, freedom and values. Forces leading to changes in norms standards of ethical and professional values, Crises arising out of excessive government controls, licensing, permits, legislative and administrative measures, Restrictions and regulations, Corruption, economic, offences, scams provoking criticism and hostile public opinion.
5. Analysis of ethical values based on professional codes in different fields, Ethics in functional areas, Marketing and advertising, Trade secrets, corporate disclosures and insider trading, Accounting, finance and corporate takeovers, Employment, wages and unions, Discriminatory action including the gender factor, Copyrights and intellectual property rights.
6. Globalization, cross cultural management and its impact on business ethics and professional values, Asian, Indian values and their transmission across the world.

Suggested readings:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi, 1998.
2. Chakraborty S.K.: Management by Values, Oxford University, Press, 1991.
3. Drucker, P: Managing in Turbulent Times, Pan Books, London, 1983.
4. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium, Excel Books, 2000.
5. Business Ethics – Richard De George.
6. Management Ethics – William Evans
7. Business Ethics – B.H. Agalgatti
8. Reimann, Beinard C Managing for Value: A Guide to value based Strategic Management – Oxford: Blackwell, 1987.

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Operations Research

Code: D303

Semester: III

Objectives:

The objectives of this course are:

- To familiarize the students with the quantitative techniques for data analysis
- To acquaint the students with the application of quantitative techniques in business and decision-making

Course Contents:

Unit- I Overview of Operations Research:

Introduction, History, Meaning, Significance, Scope and Limitations of Operations Research, Applications of Operations Research in Business and Management.

Unit - II Linear Programming Problem

Definition and Components of LPP, Formulation of LPP, Solution of LPP, Max. / Min. problems, Graphical Method of Solving LPP, Applications and Limitations of LPP.

Unit - III Transportation Problem -

Introduction and Formulation of Transportation problem. Initial Basic Feasible Solution (North West Corner Rule, Row Minimum Method, Column Minimum Method, Matrix Minimum Method, Vogel's Approximation Method - VAM) , Optimality Check, Finding Optimal Solution, applications and limitations of Transportation Problem.

Unit- IV Assignment Problem:

Meaning, definition and applications of Assignment Problem, Hungarian Method, Problem for Maximization and minimization.

Unit V: Simulation:

Introduction to Simulation, Monte Carlo technique, business applications and limitations.

Unit VI: Network Analysis:

Introduction to Networks, key terms in network analysis, Network models − PERT/CPM network components and precedence relationships. Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT). Determination of PERT times, Determining critical path − determining the floats and slacks.

Suggested readings:

1. Sharma J. K.: Quantitative Methods – Theory and Applications: (2010), Macmillan Publishers
2. Taha : Operations Research
3. Hilier and Lieberman : Operations Research
4. Gupta P. K. & D.S. Hira : Operations Research
5. Camm D. J. & Evan : Management Science and Decision Technologies –South Western, College Publishing Waynel.
6. Banerjee.B : " Operations Research − Techniques for Management. "
7. Hillier & Hillier : " Introduction to Management Science‖

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MARKETING MANAGEMENT

ELECTIVE I - CONSUMER BEHAVIOUR

Code: D304 (MKT)

Semester: III

Objectives :

To acquaint students with understanding of patterns of consumers behaviour and to equip them in designing marketing strategies.

Course Contents:

1. Consumer Behaviour: Introduction – Economics Marketing & Social Concepts – Consumer Powers. CB Models – Consumer Decision Making Process Models – Types of Consumer, Product & Services.
2. Determinants / Factors Influencing Consumer Behaviour – Needs, Motivation, Involvement, Perception, CB & Personality, Self Concept, Leaning, Memory, Attitude, Culture, Demographics & Social Class – Family & Reference Groups – Cross Cultural Marketing.
3. Consumer Satisfaction: Concept, Consumer Delight – Consumer Surprise – Consumer & After Sales Services – Consumer Buying Motives & Psychology.
4. Diffusion of Innovations: Diffusion Process, Individual differences in innovativeness – Brand Loyalty.
5. Industrial Buying Behaviour: Participants in Industrial Marketing – Stages of Industrial Buying Process – Reseller Market – Government & Marketing.
6. Consumer Movement: History & Scope, Consumer Welfare concept. Consumer Protection: Education Methods. Global Consumer: New dimensions – problems and prospects of understanding the behaviour of global customer.

Suggested readings:

1. Marketing Management: Philip Kotler
2. Fundamentals of Marketing: Stanton & Futrell
3. Consumer Power: M.J. Anthony
4. Customer Focused Marketing: Ian Chasten
5. Modern Marketing Management: R.S. Davar
6. Consumer Behaviour: Leon G Schiffiman & L.L. Kanuk
7. Consumerism: Sherelekar
8. Indian Cases in Marketing: Dr. Dilip Sarwate
9. Consumer Behaviour: Engel James F., Chicago, Dryden Press 1990
10. Customer Behaviour: Consumer Behaviour and Beyond: Sheth Jagdish Et. Al., Fort Worth-Dryden Press, 1999.
11. Business Magazines viz Business Today, Business India, A&M

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MARKETING MANAGEMENT ELECTIVE

II - STRATEGIC MARKETING Code:

D305 (MKT)

Semester: III

Objectives:

To develop skills for analyzing market and designing appropriate strategies for higher market share.

Course Contents:

1. Market situation analysis; Analysis of competitor's strategies and estimating their reaction pattern and competitive position.
2. Market leader strategies – Expanding the total market, Protecting market share, Expanding market share.
3. Market challenger strategies – Choosing and attack strategy.
4. Market follower strategies; Market niche strategies; Competitive market strategy for emerging industries.
5. Declining industries and fragmented industries; Balancing customer and competitor orientations. Industry segmentation and competitive advantage.
6. Product differentiation and brand positioning, Competitive pricing. Competitive advertising, Role of sales promotion in competitive marketing. Strategic marketing in global economy

Suggested readings:

1. Kayank, E and Savitt, R. Comparative Marketing Systems, New York, Praegar, 1984.
2. Kotler, Philip Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1997.
3. Dolan, Robert J.: Strategic Marketing Management – Boston: HBS Publications, 1991.
4. Khurana Rakesh: Strategic Marketing Management – Concepts and Cases: An Indian Context, Delhi: Global Business, 1995.
5. McDonald William J.: Cases in Strategic Marketing Management – An Integrated Approach, New Jersey: Prentice Hall, 1998.
6. Wilson, Richard M.S.: Strategic Marketing Management – Planning, Implementation and Control; Oxford: Butterworth Heinemann, 1992.
7. Manoj Kumar: Strategic Marketing in Global Economy: New Delhi: Excell, 2003.

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MARKETING MANAGEMENT

ELECTIVE III – ADVERTISING AND MEDIA MANAGEMENT

Code: D306 (MKT)

Semester: III

Objectives:

To acquaint students with role of media in promotion mix and to equip them in taking media decisions.

Course Contents:

1. Advertising: Its functions and role in changing business scenario. Advertising, Sales promotion, Publicity, Public relations and salesmanship – Promotion mix – Advertising in marketing mix – Types of advertising – Indoor and outdoor advertising, Objections to advertising, DAGMAR concept.
2. Advertising environment: Influence on society, economy – social, cultural & ethical issues – Advertising emerging trends – Internet, Website, Internet (Portal) advertising. Role of advertising in service sector: banking, hotel, tourism etc.
3. Advertising research: Advertising effectiveness studies – Testing techniques.
4. Advertising and sales promotion: Campaign – Its objectives – Push-Pull strategies. Corporate advertising: Industrial advertising – Non-commercial advertising – Its new dimensions – Advertising communication. Ad-agency: Obligations and responsibilities – Functions/services – selection and coordination, Organization set-up.
5. Media management: Media mix planning – Clutter problems – Types of media – Merits and demerits – Criteria for media choice – Media research – Print, Direct mail, Sales literature, T.V., Radio, Cable, Satellite, Outdoor, P.O.P. and Trade shows.
6. Advertising and advertisement: Presentation – Advertising copy – its body parts, details study and analysis (Slogan, Headlines, Logo, Use of models etc.). Advertising and promotion budget: Techniques.

Suggested readings:

1. Mishra M.N.: Sales Promotion & Advertising Management – Mumbai, Himalaya, 1994.
2. Advertising: David Ogilvy.
3. Chunawalla S.A.: Advertising Theory & Practice 2nd Revised Edition – Mumbai, Hamalaya, 1994.
4. Parente, Donald: Advertising Campaign Strategy: A Guide of Marketing Communication Plans – 2nd Edition: Fortworth: Dryden, 2000.
5. Sissors, Jack Z: Advertising Media Planning – 4th Edition, Lincolnwood – NTC, 1996.
6. Journals: 1. HBR 2. A&M 3. Advertising Agencies of India Publications.

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MARKETING MANAGEMENT ELECTIVE IV - RURAL AND SOCIAL MARKETING

Code: D307 (MKT)

Semester: III

Objectives:

The objectives of this course are:

- To understand the Psyche of Rural population, their needs, desire, aspirations and behaviour.
- To give exposure about Rural and Social Marketing Fundamentals.

Course Contents:

1. Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure.
2. Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing.
3. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research.
4. Role of IT in Rural Marketing Research: Role of IT in Rural Marketing (e-Chaupals etc.). Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.
5. Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.
6. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promoter Strategies: Role of Govt. and NGO's in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; small Savings; AIDS Preventions.

Suggested readings:

1. S.M. Jha, –Social Marketing‖, Himalaya Publishing House, Delhi, 2004.
2. Kotler P., –Strategic Marketing for Non-Profit Organizations‖, PHI, Delhi 2002
3. Gopalaswamy T.P., –Rural Marketing‖, Wheeler Publishing, Delhi, 2004
4. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, ―Rural Marketing – Text and Cases‖, Pearson Education, Singapore Pvt. Ltd, 2002
5. Kotler, P. and Roberto E., ―Social Marketing: Strategies for Changing Public Behaviour‖, Free Press, New York, 2002.
6. Kotler P., –Principles of Marketing‖, PHI, Delhi, 2003.
7. Gupta S.L., ―Rural Marketing‖, Wisdom Publication, Delhi, 2004

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INTERNATIONAL BUSINSS ELECTIVE I – GLOBAL BUSINESS STRATEGIES

Code: D304 (IB)

Semester: III

Objectives:

To prepare theoretical base for understanding global business and to study strategies adopted in such global business dealings

Course Contents:

1. Global business – an overview. International business theories.
2. Liberalization and Globalization of Business.
3. Strategic management of global business.
4. Competitive strategy and global business environment effects of MA and MV in competitive strategic formula in achieving & retaining global competitiveness.
5. Business ethics & global strategic management.
6. International labour and capital movement (Mobility). Recent trends in global business.

Suggested readings:

1. V.K. Bhalla & S. Shivramu: International Business Environment & Management
2. Davidson William H.: Global Strategic management – New York: John Wiley, 1982
3. Negandhi Anant R.: International Strategic Management – Lexington: Lexington Books, 1989
4. Sheth Jagdish N.: Global Strategic management perspective – Cincinnati: South Western Publication, 1989
5. Veron – Wortzel Heidi – Global Strategic management: The Essentials – 2nd Edition, New York: john Wiley, 1985.
6. Ellis John: International Business Strategy – London: Pitman, 1995

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INTERNATIONAL BUSINSS

ELECTIVE II – INTERNATIONAL FINANCIAL MANAGEMENT

Code: D305 (IB)

Semester: III

Objectives :

To study sources of financing cross border trade and methods of availing of such finances.

Course Contents:

1. Scope and significance of international finance – Finance function.
2. Principal borrowing instruments – Syndicated loan, N.I.F. FRN, CP etc. Euro bond market.
3. International trade finance – Export and import finance. External commercial borrowings and documentary credits mechanism. Methods of international trade settlement.
4. Short term financial management in MNC's – Buyers and suppliers credit; Foreign direct investment.
5. Country risk analysis.
6. Portfolio investment in India.

Suggested readings:

1. Prof. A.V. Rajwade: Foreign Exchange, International Finance & Risk Management – New Delhi, Academy of Business Studies, 1995
2. Prof. P.G. Apte: International Financial Management – New Delhi, TMH, 1995
3. V.K. Bhalla & S. Shivaramu: International Business Environment & Management – New Delhi: Anmol, 1996
4. Baker James C.: International Finance Management – Market and Institutions – New Jersey: Prentice Hall, 1998
5. Haskins Mark E.: International Finance – Reporting And Analysis – Chicago: Irwin, 1996
6. Sharan V.: International Finance Management – PHI, 2000

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INTERNATIONAL BUSINSS

ELECTIVE III – EXPORT – IMPORT PROCEDURES AND DOCUMENTATION

Code: D306 (IB)

Semester: III

Objectives:

To enable students to become conversant with cross border trade procedure & practices followed by Indian Banks dealing in FOREX operations.

Course contents:

1. Trade and exchange control regulations relating to import and export. Procedure to start export – import activity.
2. Foreign letter of credit-Parties – types and mechanism – opening of foreign Letter of Credit. Guarantees used in International Trade
3. Financing of export – Pre and Post shipment finance / Negotiation / Purchase / Discounting of export bills – factoring – Project exports – Deemed export – Crystalisation of export bills.
4. Handling of export / import documents / B.E., Invoices, Transport, Risk bearing, Statutory documents – INCOTERMS.
5. Cargo clearance – Types of containers/ stuffing / Handling / Loading / Unloading operations
6. Applications of exchange rates in FOREX transactions. Role of ECGC.

Suggested readings:

1. Exchange Control Manual – R.B.I. – Vol. I & II
2. A.P. / DIR – Circulars of R.B.I.
3. Import – Export Policy 2002-2007 – Ministry of Commerce Publication
4. Handbook of Import – Export Procedure – Ministry of Commerce Publication
5. UCPDC – ICC 500 & 522

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INTERNATIONAL BUSINSS

ELECTIVE IV – WORLD BUSINESS ENVIRONMENT

Code: D307 (IB)

Semester: III

Objectives:

To study economic environment of cross border trade dealings (international economics) and analyze developments in international monetary scene.

Course contents:

1. Economic and non-economic environment. Theories of international trade – Terms of trade – Tariffs and other barriers to trade.
2. Regional blocks – European Economic Community, GATT, WTO, UNCTAD.
3. World financial environment – Fixed and Flexible exchange rate.
4. Exchange rate and BOP – IS/LM/BB analysis under macroeconomic policy. Monetary approach and portfolio balance approach to BOP.
5. International money market, OFF-shore financial centers, Euro Dollar market.
6. Crisis in S.E. Asia and other countries. Changing trade in world Business environment.

Suggested readings:

1. Kindleberger: International Economics
2. Soderseten and Reed: International Economics
3. Mundell Robert: International Economics
4. V.K. Bhalla and S. Shivaramu: International Business Environment and Management
5. Francis Cherunilam: International Economics
6. Colham David: The Economic International Trade – Cambridge: Woodhead Faulkner 1979
7. Berry, Briam J.L.: The Global Economy – Eaglewood Cliffs: Prentice Hall.1993

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PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVE I – MATERIALS MANAGEMENT

Code: D304 (PM)

Semester: III

Objectives

- To make conceptual clarity of the students.
- To make use of these concepts in Production and Operations Dept. for managing various types of materials, production planning and control.
- Integrate the all management functions and study the contribution of production function with respect to other functions.

Course contents:

Topic –I Introduction
Material Management concepts, scope, objectives, importance, functions, Duties and responsibilities of materials managers.

Topic –II Materials Planning
Factors influencing and techniques of material planning, materials requirement planning, moving average methods, inventory control, value analysis and cost reduction.

Topic – III Purchasing and Stores management
Purchasing principles, procedures and practices, purchase budgets.
Stores management- functions, types, stores locations and layout, centralization and decentralization of stores, codification and merits and demerits of codification.

Topic – IV Inventory Management
Introduction, Types of Inventory, Selective control of Inventories i.e. ABC, VED, GOLF, FSN Analysis, Economic order Quantity (EOQ) concepts,

Topic – V Materials Management Information System and computer
In process materials and management control, Database management reports and specific reports.

Topic – VI Logistics Management
Definition, objectives, activities and organization of logistics management, Forward and backward logistics management.

Suggested readings:

Books

1. A.K.Dutta, Materials management, Prentice – Hall India.
2. N. K. Nair, Purchasing & Materials Management, Tata McGraw Hall, New Delhi.
3. Gopalkrishnan, Materials management, MacMilan Publishers India Ltd., Chennai.
4. Chunnawala & Patel, Production and operations management, Himalaya Publishing House Pvt. Ltd, Mumbai.

Journals

1. International Journal of Materials and Product Technology
2. POM Journal
3. International Journal of Operations & Production Management

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PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVE II – QUALITY MANAGEMENT

Code: D305 (PM)

Semester: III

Objectives:

- To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.
- Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use.
- Stressing upon the importance of the quality principles on the business performance.

Course contents:

Topic –I Introduction
Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality

Topic – II Quality Control
Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance,

Topic – III Control Charts for SQC
Statistical Quality Control (SQC). Control charts for variables
such as X, R charts and control charts for attributes such as p-chart, c-chart.
Construction & use of the control charts. Process capability.

Topic – IV Acceptance Sampling for SQC
Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.

Topic – V Customer Focus
The importance of customer statisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.

Topic – VI Quality Systems
Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949.

Suggested readings:

Books:

1. Quality Control – Dale H Bester field – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen & Ghare
5. Managing for Total Quality – Logothetic

Journals:

1. International Journal of Productivity and Quality Management
2. Journal of Quality Management
3. POM Journal
4. International Journal of Operations & Production Management

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PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVE III – PRODUCTION PLANNING AND CONTROL

Code: D306 (PM)

Semester: III

Objectives:

- To make conceptual clarity of the students.
- To make use of these concepts in industries for effective production planning and control
- Integrate the all management functions and study the contribution of production function with respect to other functions.

Course contents:

Topic –I Introduction to PPC
Meaning, Objectives, Levels of Production Planning, Production interlink with other functions of management, Organizational set up of Production planning department.

Topic – II Factors influencing PPC system in the organization
Project and Job production, Batch production, mass and flow production, continuous or process production, comparison of manufacturing methods.

Topic – III Process Planning
Introduction, Inputs to process planning, steps in process planning, process planning in different situations, cost benefit analysis, just in time, Material Requirement Planning (MRP).

Topic – IV Scheduling & Dispatching
Concept, Inputs of Scheduling, Job Sequencing, Project scheduling. Dispatching-Introduction, functions of dispatching, dispatching under different situations.

Topic – V Forecasting for production
Objectives, forecasting methods, statistical approach for making forecast, measuring seasonal variations.

Topic – VI Production Control
Meaning, objectives, necessity of production control, level of production control, techniques of production control.

Suggested readings:

Books

1. L. C. Jhamb, Production Planning & Control, Everest Publishing House, Pune
2. Chase, Aquitlano Jacobs, Production and operations management, TMH,
3. James Dilwarth, Production and operations management, McGraw Hill, International, Delhi.
4. Chunnawala & Patel, Production and operations management, Himalaya Publishing House Pvt. Ltd, Mumbai.

Journals

1. Journal of production research and management
2. POM Journal
3. International Journal of Operations & Production Management

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PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVE IV – INDUSTRIAL MANAGEMENT

Code: D307 (PM)

Semester: III

Objectives:

- To acquire the working knowledge of the subject in relation to Production process and managing the business for various Industrial Engineering / Management Activities.
- To acquire various techniques for increasing the productivity, efficiency and reduce the manufacturing cost.

Course contents:

Topic I Industrial Management
Meaning, concept, scope, objectives and importance of Industrial Management. Role of Industrial Manager, functions of industrial management.

Topic II Productivity and utilization
Meaning, definition, objectives, purpose, calculation of productivity, factors affecting it, resources for increasing the productivity and utilization of operations.

Topic III Work study/method study
Definition, objectives, concept, scope, steps involved in work study, various types of charts-activity, material flow, process flow, types of motion, ergonomics,. Work measurement, simplify/ modify the activities, operation sequence, use of tools, fixtures, jigs to increase the quality and quantity of production. Time & motion study, fatigue reduction.

Topic IV Selecting Plant location & layout
Factors affecting the selection. Weighing various factors and selection methods. Types and selection of suitable material handling and storage systems. Types of different layouts & their characteristics.

Topic V System concepts & Value Analysis
System Analysis, system engineering, value engineering, BPR (Business Process re engineering)- need , methods and advantages of BPR.

Topic VI Industrial Psychology
Definition, concepts, objectives and scope. Morale, Motivation, Working Climate Analysis, factors affecting, industrial fatigue, industrial legislation.

Suggested readings:

Books:

1. Production & Operations Management- Chunawala
2. Industrial Management& Industrial Engineering—O.P.khanna
3. Work Study & Economics-L.C. Jhamb

Journals:

1. Productivity Journals for Industries
2. ICFAI Publication

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HUMAN RESOURCE MANAGEMENT
ELECTIVE I – LABOUR LEGISLATION

Code: D304 (HRM)

Semester: III

Objective:

To acquaint the students with the legal formalities and prerequisites to functioning of industries, the treatment to be mandatorily meted out to workmen, the jurisprudence of labour and the history of Trade unionization. Here the attempt shall be limited to providing them only with a cursory view of the legal ambit of business owing to constraint of time and level of attainment of the students.

The ubiquitous requirement of instruction in every legislation shall be a discussion on the nature, scope and applicability of the enactment, which is not mentioned separately under the head ―Contents‖.

Course contents:

1. **Industrial Jurisprudence & Trade Union Movement**
Jurisprudence (concept in brief). An overview of Industrial Jurisprudence,; Principles such as Social Justice, Natural Justice, Equity and National Economy, History or Trade Union Movement; Discussion (Brief) on prominent Trade Unions formation, membership, functions, political affiliation and weaknesses.

2. **The Factories Act, 1948**
Definition of Factory, Manufacturing process, Worker, Occupier, Health, Welfare and Safety Provisions; Hours of Work, Annual Leave with Wages.

3. **The Payment of Wages Act, 1936**
Definition of Wages; Rules for payment of wages; Authorised Deductions from Wages; Obligations of Employers and Employees.

4. **The Industrial Employment (Standing Orders) Act, 1946**
Definition of Certifying Officer, Employer, Certification of Standing Orders, Acts and Omissions constituting misconduct.

5. **The Industrial Disputes Act, 1947**
Definition of Industry, Industrial Disputer, Award, Public Utility Service, workman; concept of Strike, Lock-out, Lay-of, Retrenchment and Closure; Machinery set up for resolution of disputes, both with State intervention and without State intervention.

6. **Shops and Establishments Act (The Bombay Act, 1948)**
Definition of Commercial Establishment Shop; Registration of establishments; working hours of shops, restaurants, theatres; Employment of Women and Children, Health and Safety; Obligation of Employers.

Suggested readings:

1. Unit 1,2,3, 4 & 6 - A. M. Sharma - "Industrial Jurisprudence and Labour Legislation" Himalaya Publication.

2. Unit 5 - P.R.N. Sinha & Orgs. - "Industrial Relations, Trade Unions and Labour Legislation"; Pearson Education.

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HUMAN RESOURCE MANAGEMENT

ELECTIVE II – ORGANIZATIONAL THEORY, STRUCTURE AND DESIGN

Code: D305 (HRM)

Semester: III

Objectives:

- To understand the effect of organizational design, structure on the performance of the organization.
- To familiarize students with various organizational theories available

Course contents:

Topic - I The Organizational Theory And Design

Organizations and Organization theory – Definition and importance or organizations, organizations as systems, evolution organization theory and design, organizational Design – Differentiation and Integration, Centralization and Decentralization, coordinating the formal and informal organizations

Topic - II Organizational Strategy And Structure

Fundamental issues or organizational structures- key elements – Authority, Control, Specialization and co-ordination, Types of structure- Functional, Divisional, Horizontal, Vertical, Hybrid, Matrix, Simple, Bureaucratic Structure, New Design options – virtual and boundary-less-organizations, application of structural designs, types of organizational strategies- meaning of organizational strategy – functional level strategy, Business level strategy – miles and snow typology, porters competitive strategies, and Corporate level Strategy- Top managements strategic directions, managerial implications.

Topic - III Factors Affecting Organizational Structures

The external environment – task, General, International Context, Technology, Information technology and Knowledge management

Topic –IV Environmental Uncertainty

Adapting to environmental uncertainty, Organic Vs Mechanistic Management processes, controlling the environmental domain and organization environment integration

Topic - V Managing Organizational Process

Life cycle and control – Organizational Life Cycle, Stages of Life cycle development, Pressures for growth, Large Vs Small Organizational Characteristics during Life cycle Internal design element , Organizational size

Topic – VI Organizational Culture And Contemporary Trends Organizational design and culture, types of organizational culture, ethical values in organization, the global environment, attributes of organizational excellence, Design for the
Global Arena, Stages of international development, Managing Organizational decline

Suggested readings:

Books

1. Jones Gareth, Organizational Theory text and cases, Addison Wesley Pub.
2. Daft Richard, Organization Theory and Design, Thompson,South Western, 7 th edi
3. Robbins Stephen, Mathew Mary, Organizational Theory, Pearson
4. Hall Richard, Organization Structure
5. Weihrich H.,Koontz Hill H., Management of Global perspective, Tata Mcgraw

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HUMAN RESOURCE MANAGEMENT

ELECTIVE III – PERSONNEL COST AND COMPENSATION MANAGEMENT

Code: D306 (HRM)

Semester: III

Objectives:

Students will be given an opportunity to gain an insight of compensation management and to understand the latest trends in compensation management with respect to wage and salary administration and managing performance.

Course contents:

Topic - I Introduction
Concept of Compensation and Benefits Mgt. policies of organization; factors affecting Compensation and Benefits decisions; Scope and importance of compensation and benefits Management;

Topic - II Labour Cost and its Components
Components of Compensation package, Cost to the company concept (CTC). Dearness Allowance: Computation of CPI – Exercise; Bonus: Evolution of the Concept, Method of Determining Bonus; Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, ESOP. Executive Remuneration: Compensation Committee and corporate governance.

Topic - III Job Evaluation
Methods of Job Evaluation: the ranking method, the classification method, factor comparison method, point rating methods, Hay guide chart – profile method.

Topic - IV Company Wage Policy
Wage Determination, Pay Grades, Economic Principles; External Equity: Wage Surveys. Wage Incentives – Concept: different kinds of wage incentives plans and their application, pay for performance, competency based pay.

Topic - V Time keeping and Time Booking
Concept of Time Keeping and Time Booking; Idle Time; Treatment of idle time; Concept of Flexi time and its working and implementation. Labour Turnover: its implications and costs.

Topic - VI Taxation Aspect
Current rules of taxation of salaries, Exemption in income tax-and the rationale, Fringe benefit tax and its implication for the employers and employees.

Suggested readings:

Books

1. Labour Cost Accounting and Compensation Management (2000): A.P. Rao, Everest Publishing House.
2. New Compensation Management in changing environment: By S.K.Bhatia
3. Managing Human Resources: W.F. Cascio
4. Compensation & Reward Management; By B.D.Singh, ISBN, Excel Books (2007) New Delhi.
5. Wage and Salary Administration by Michael Armstrong and Helen Marlis
6. Wage and Salary Management: S C Fonseca
7. Labour: Richard Perlman

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HUMAN RESOURCE MANAGEMENT

ELECTIVE IV – EMPLOYEE ADMINISTRATION, INDUSTRIAL RELATIONS AND LABOUR WELFARE

Code: D307 (HRM)

Semester: III

Objective:

This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them.

Course contents:

I. Personnel Policies:
Standing Orders, personnel policy manual, personnel records (contents of a personal file)

II. Employee Administration:
Disciplinary Action; conducting preliminary inquiry; Domestic Inquiry; Show Cause notice; charge-sheet methods; suspension pending inquiry dismissal' kinds of retirement; V.R.S.

III. Evolution of Employee Relations:
Concept; changing phases of Management and employee relations in wake of labour reforms: new paradigms in employee relations.

IV. Industrial Disputes and their Resolution:
The industrial Disputes Act. 1947: Definition of –Industrial Dispute‖, causes and machinery set up to resolve these disputes, grievance handling.

V. Strikes and Lock-Outs:
Forms of strikes provision pertaining to legality of strikes (acc. To the I.D. Act, 1947); concept of lock-out: legality of lock out (as per the I.D. Act.) Penalties for legal Strikes and Lock- Outs, Significance of strikes and lock- outs in the globalised scenario.

VI. Trade Unions:
Definition of a Trade Approaches to employees welfare: Statutory welfare provisions.

Suggested readings:

1. Industrial Relations: Arun Monappa –Tata Mc Graw Hill.
2. Industrial Relations, Trade unions and Labour Legislation: P.R.N. Sinha & Ors- Pearson education
3. Personnel Administration: C.B. Mamoria –Himalaya Publication
4. Departmental Inquiries: Concepts procedure and practices Dewarkar and Sangita Goel- Jaico Publishing house.

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FINANCIAL MANAGEMENT ELECTIVE I – APPLIED CORPORATE FINANCE

Code: D304 (FIN)

Semester: III

Objectives:

To acquaint students with principles of corporate finance and their application in financial management.

Course Contents:

1. Financial planning: In the corporate environment: Financial forecasting: Long range planning and short range planning.
2. Sources of corporate finance: (1) Seed capital, Equity share capital, Preference share capital, Debentures, Public deposits, Venture capital (ii) Institutional finance: LIC, UTI, IFCI, ICICI, IDBI etc. (iii) Finance for working capital (iv) Internal sources: Depreciation as source of finance, Bonus shares, Retained earnings.
3. Management earnings: Dividends policies, Dividend theories, Capital structure and earning pet share, Trading on equity.
4. Company incorporation, Company administration and corporate governance: Borrowing powers, Maintenance of records, returns, accounts. Register of members. Shareholder's rights. Appointment of auditors.
5. Corporate taxation: Elements of income-tax. Definitions: Company, Indian Company, Domestic Company, Dividends, Deductions, Set off of loans, Depreciation. Cost audit, Audit committees. Directors' accountability. Investigation powers of the government.
6. Tax planning; Computation of total income; MAT; Tax holidays; Wealth tax on companies. Audit of limited companies: Appointment of auditors; Powers and duties of an auditor; Inspection of documents and books; Auditor's report.

Suggested readings:

1. Financial Management – I.M. Pandey, 8th ed., Vikas: 1999
2. Financial Management – Theory & Practice – Prasanna Chandra
3. Khan M.Y. – Basic Financial Management: New Delhi, TMH 2000.
4. Arnold Glen – Corporate Financial Management: Pitman, 1998.
5. Emery Dooglas – Corporate Financial Management: Pearson Edu. Aria, 1997.
6. Vijay Gopalan – Indian Corporate Financial Management: Himalaya, 1997.

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FINANCIAL MANAGEMENT

ELECTIVE II – RISK AND INSURANCE MANAGEMENT

Code: D305 (FIN)

Semester: III

Objectives:

To provide students with broad perspective of Risk Management and to acquaint with essential details of Insurance Contracts & Markets.

Course Contents:

1. Introduction to risk management – Different meanings of risk and risk management process. Objectives of risk management – Risk and value maximization.
2. Fundamentals of corporate risk management – Risk management and shareholders wealth.
3. Loss financing methods – Derivatives.
4. Introduction to insurance – Insurance market place – Regulatory framework.
5. Principles of insurance contract – Documentation / Underwriting and claims.
6. Insurance pricing – regulation of insurance companies in India – Marketing of insurance products and pension funds in India. Life insurance and other personal insurances.

Suggested readings:

1. Risk and Insurance – Denenberg, Eilers, Melone, and Zelton.
2. Introduction to Insurance – Dorfman
3. Property and Liability Insurance – Huebner, Black and Cline
4. Insurance Principles and Practices – Riegel, Miller, and Williams
5. Life Insurance – Black and Skipper

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FINANCIAL MANAGEMENT

ELECTIVE III – INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Code: D306 (FIN)

Semester: III

Objectives:

- To acquaint the students with basic concepts, avenues and underlying techniques and to develop a broad understanding of the portfolio Management and accepted practices.
- To introduce practical aspects of Investment and portfolio Management as an important decision-making process in Investment
- To expose and update the participants to real life situations and current topics/debatable issues involving Investment decisions and to equip them with techniques for taking decisions.

Course Contents:

Topic - I Introduction

Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments and types of Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy

Topic – II Mutual Fund and Derivatives

Basic concepts, Functioning and Objectives of Mutual Fund ,Types of Mutual Funds, Analysis of MF, Performance evaluation of MF Schemes using Sharpe, Treynor and Jensons Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India

Topic – III Fundamental Analysis and Technical Analysis

Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory Technical Indicators and charts used in technical Analysis, Market Efficiency and Behavioral Finance

Topic – IV Portfolio Management

Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies (SIP), analysis of Debt Instrument, Bond Management-Active and passive, preparation of investment plans for individuals in different stages of life cycles and different situations

Topic - V Calculation for risk and return for Security/Portfolio

Concept and types of Risk and return, basic principles of risk management problems on calculation of Systematic risk of a security (mean, variance, standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities(mean, variance, standard deviation), Capital Asset Pricing Model and its application

Topic – VI Portfolio Theories

Efficient Market Hypothesis concepts and forms of EMH, testing techniques of weak form, random walk theory, High frequency trading and its impact on EMH,

Arbitrage Pricing Theory, Efficient frontier, Selection of optimal portfolio with reference to investor's utility curves

Suggested readings:

Books

1. Investment Analysis and Portfolio Management - Chandra. Prasanna.(2009), Tata McGraw Hill, New Delhi, 3rd Edition
2. Security Analysis and Investment Management - Fischer. and Jordon (2009), Pearson Education, 6th Edition
3. Investment Analysis and Portfolio Management - Rustagi. R. P. (2008), Sultan Chand & Sons, 2nd Edition
4. Investment Management: Security Analysis and Portfolio Management - Bhalla, V.K. (2010)., S.Chand & Sons, 17th Edition.
5. Investment Analysis and Portfolio Management - Frank K. Reilly, Keith E Brown (2009), Cengage Learning, 8th Edition.
6. Investment Analysis and Portfolio Management, Ranganatham, (2004). Pearson Education, 1st edition.

Journals

1. Dalal Street
2. Investment Analysis Journal
3. Journal of Finance
4. Financial Analysts Journal
5. Journal of Derivatives

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FINANCIAL MANAGEMENT

ELECTIVE IV – FINANCIAL INSTITUTIONS AND BANKING OPERATIONS

Code: D307 (FIN)

Semester: III

Objectives:

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

Course Contents:

Topic – I Introduction

Development in Banking system and financial institutions since 1991, Types of banks, financial instruments in banking, Role of financial intermediaries in Indian financial system, RBI and Role, objectives, functions of RBI in banking system, Important provisions relating to Banking Regulation Act and Negotiable Instrument Act.

Topic – II Interest Rates

Concept of Repo rates and reverse repo rates, Short term floating and fixed rates of interest, LIBOR, MIBOR and MIBID.

Topic – III Commercial Banking

Concept of commercial baking, functions, Role and importance of commercial baking in Indian financial System, Management of Assets and liabilities, Concept of NPA, Measures taken by commercial banks to reduce NPAs, effects of RBI policies on commercial banking, Treasury and IB Management, Recent trend in commercial banking e- banking, mobile banking, credit cards, etc.

Topic – IV Co-operative Banking

Concept of co operative banks, origin, functions and role of cooperative banks, Services offered by cooperative banks, state cooperative banks, and state cooperative agricultural and rural development banks, urban cooperative banks.

Topic – V Financial Institutions

Concept of financial institutions, its role, functions and objectives of financial institutions, IDBI, SIDBI, LIC, SFC, UTI, etc.

Topic – VI Non Baking Financial Corporations

Concept of NBFC, Functions and role of NBFC, RBI guidelines to NBFCs, Major players in with reference to following services: Hire purchase, Leasing, Mutual Funds, Insurance, Microfinance, Venture capital, Merchant Banking.

Suggested readings:

Books

1. Bank Management – Timothy W.Koch & S. Scott (Thomson)
2. Banking and financial system – Mithani and Gordon, Himalaya Publishing House
3. Managing Indian Banks – Vasanth c. Joshi and Vinay V Joshi – Response Books

Journals

1. ICFAI Journal of Bank Management
2. ICFAI Journal of Financial Economics
3. Journal of Banking and Info Tech Management
4. Principles of Banking

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TRAINING PROJECT
Code: D308

Semester: III

The objectives of the training project are -

- To expose the students to the organizational work culture
- To obtain knowledge and understanding of technical and operational aspects of the organization.

A student shall be required to undergo training in the Organization for a period of 50 days during Vacation (after completion of Semester II)

The organization, where student intends to join will be (i) Joint Stock Co. (either public or private) or Government Co. (ii) Registered Partnership or Official Franchise (iii) Central or State Government Department or Agency including Defense Organization (iv) Non-Government Organization or Non-Profit Societies. Associations or Bodies incorporated under law of the land.

A certificate showing the duration of the training project work shall be obtained from the organization for which the project work was done and it shall be included in the project report. Viva based on student's Training Project will be held in during the Semester III examination. The Training Project report will be evaluated for 100 marks.

Structure of the report:

1. Title page
2. Certificate from the organization (for having done the project work)
3. Certificate from faculty guide
4. Contents:

   Chapter I : Introduction (objectives, scope, importance and limitations of the study)
   Chapter II : Organization profile (vision, mission, organizational structure, products/services, departments etc.)
   Chapters III : Research Methodology (sources of data collection)
   Chapters IV : Data Analysis (Tables, graphs, statistical techniques etc.)
   Chapter V : Findings and Conclusions
   Chapter VI: Recommendations
   Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)
   Bibliography (books, journal articles, internet etc. used for the project work).

The report shall be printed and bound (preferably golden embossing) with not less than 50 A4 size pages. The student shall prepare at least two copies of the report: one copy for submission to the respective Academic Study Annex and one copy for the student. More copies may be prepared if the organization or the guide or both ask for one copy each.
The project is done individually.

MBA (GEN) Semester IV

ENTREPRENEURSHIP DEVELOPMENT
Code: D401

Semester: IV

Objectives:

- The objective of this course is to develop and strengthen entrepreneurial quality and motivation amongst the students.
- To motivate the entrepreneurial instinct and to develop necessary knowledge and skills among the students.

Course Contents:

Topic – I Entrepreneurship
Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Concept of entrepreneur ,Manager and Intraprenuer (differences in their roles, responsibilities and Career Opportunities)

Topic - II Creativity and Entrepreneurial Plan
The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal.

Topic - III Corporate entrepreneurship
Introduction, Flavors of corporate entrepreneurship, Corporate venturing, Intrapreneurship, organizational transformation, Industry rule bending, Need for corporate entrepreneurship, domain of corporate entrepreneurship, conditions favorable for Corporate entrepreneurship, benefits of Corporate entrepreneurship, issues related to Corporate entrepreneurship.

Topic - IV Family and Non Family Entrepreneur & Women entrepreneurs Role of Professionals, Professionalism v/s family entrepreneurs, Role of Woman entrepreneur, Factors influencing women entrepreneur, Challenges for women entrepreneurs, Growth and development of women entrepreneurs in India.

Topic – V Project Finance
Need for finance, sources of finance, Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Topic – VI International Entrepreneurship Opportunities
The nature of international entrepreneurship, Importance of international business to the firm, International versus domestics' entrepreneurship, Stages of economic development. Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

Suggested readings:

Books

1. Vasant Desai, Dynamics of Entrepreneurship Development ,Himalaya Publication house
2. David holt Entrepreneurship , New Venture Creation , Prentice Hall India.
3. S.S. Khanka ,Entrepreneurial Development S.Chand & Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship
5. R. Gopal, Pradip Manjrekar ,Entrepreneurship and Innovation Management (an Industry Perspective) , Excel Books
6. Couger, C- Creativity and Innovation (IPP, 1999)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
9. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
10. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
11. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
12. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

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INNOVATION AND TECHNOLOGY MANAGEMENT

Code: D402

Semester: IV

Objectives:

To acquaint students with the indicators of technology and market survey of effective technology diffusion strategy and the parameters on which technology is assessed and evaluated.

Course contents:

1. Technological Indicators: Make or buy decision; Techno market survey; Technology Assessment and Technology Evaluation (TA & TE); Methodology of TA; TA Imperatives. Organization and management of TA; TE Parameter.
2. Financing the technology; Government funding: CSIR, IDBI, ICICI, CII and UNDP, DRDO. Etc.
3. Venture capital; Identification or core competence: Technology absorption and diffusion- terminology and concepts;
4. Constraint in technology absorption: Technology absorption efforts –Case studies.
5. Management of technology absorption; Technology absorption. Future thrust for technology absorption.
6. Importance of diffusion; Diffusion strategies. Technology marketing issues and strategies- Internal transfers, exports etc.

Suggested readings:

1. Burgelman Robert A: Strategic management of Technology and innovation-Home wood: Irwin, 1988.
2. Hawthorne, Edward P: Management of Technology. London, Mc Graw hill, 1978.
3. Fransman, Martin & Kenneth king Technological Capabilities in the Third world Machmillan, 1984.
4. Jain, Ashok, S Pruthi, K.C. Garg, S.Anabi: Indicators of Indian Science & Technology, Segment Books Publ. 1996.
5. Twis, Brain & Goodrige, Managing Technology for Competitive Advantage, Pitman, 1989.

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MANGEMENT INFORMATION SYSTEM

Code: D403

Semester: IV

Objectives :

To develop the basic understanding amongst the students about the decision support system of the artificial intelligence for business organization.

Course Contents:

1. Introduction: Need purpose- Objectives; place in the organization; concept design model; Role of MIS in the organization ;choice of information technology; Multimedia approach to information processing ;Decision of information technology for proper MIS.
2. Introduction to information technology- Computer communication Hardware-Software. Different computer system configurations; Date processing, transaction processing validations and controls.
3. Concept under MIS: Decision making: Principals and process of decision making: types and systems of decision making; methods and tools of decision making under various objective conditions;
4. Information concepts: Definition and difference between date and information; Relevance o information to decision making; source and types of information; Quality of information; perfect information and value of additional information; information modeling with reference to its user and processors; systems: system definition- types of systems; use of control principal in system design; open, closed, deterministic and probabilistic systems; Use of feedback principal for control methods of handling complex systems; Relevance of choice of systems in MIS.
5. Assessing information needs of the organization: Need to analyze information needs of organization as a whole: Methods and tools of assessing information needs: information modeling by decision and its user; Relation of nature, type quantity and quality of information to type of decision, its impact on the decision maker.
6. MIS design: Prototyping and CASE Tools; MIS Structure; systems analysis and design; Design of MIS plan and its implementation; Introduction to RDBMS; Introduction to decision supports systems. (DSS).

Suggested readings:

1. Davis Gordon B and Olson Margreth H.: Management of Information Systems
2. Jawadekar, W.S.: Management Information System
3. Raplh H. Sprague Jr. and Barbara C McNurlin: Information System Management in Practice
4. Jayashankar; Decision Support System
5. Kroenke David: Management Information System – 2nd Edition
6. Banerjee Utpal K.: Management Information System – A Frame work – New Delhi: Vikas Publication, 1996.
7. Blokclijk Andre: Planning and Design of Information Systems – London: Academic Press, 1987.
8. Wilkinson Joseph W.: Information System for Accounting and Management – Concepts, Applications and Technology – Englewood and Cliff: Prentice Hall, 1987.

9. Dickey, J.W. Metropolitan Transportation Planning – New Delhi, Tata McGraw Hill, 1980.
10. Grey, G.E. and Hole, L.A.: Public Transportation Planning: Operations and Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.
11. Gupta, M.P.: Metropolitan Transportation System – New Delhi, National, 1983.
12. Papacostas, C.S.: Fundamentals of Transportation Engineering – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

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MARKETING MANAGEMENT ELECTIVE V – RELATIONSHIP MARKETING Code: D404 (MKT)

Semester: IV

Objective:

To study customer business relationship with emphasis on CRM Techniques.

Course Contents:

1. Concept: Consumer satisfaction based on healthy relationship and interaction as the fountainhead of successful marketing; Need and significance in the context of emergence of mass production technologies;
2. Mass media, mass marketing, mass consumption, mass customization; Categories, Groups, segments, sub-segments, individuals with great expectations and sensitivity to product and price; Communication appeals.
3. Product and service design communicated interactively; Development of continuous, long-term and mutually beneficial relationship.
4. Customer bonding: Customer selection and rejection; Categories of customer bonding; Levels of customer bounding; Shape of customer profile.
5. Consumer V/s business relationship and customizing for masses; Customer versus B2B market places; Preconditions for mass customization; A range of approaches to mass customization; Developing a mass customization strategy; A mass customization plan.
6. Planning for CRM and technology for CRM; CRM plan; E-CRM; Application of IT for successful CRM.

Suggested readings:

1. Ronald Swift: Accelerating Customer Relationship
2. Dick Lee: Customer Relationship Management Planning Guide
3. Moira Clark, Martin Christopher, Adrian Payne, Helen Peck: Relationship Marketing
   Gordon: Relationship Marketing

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MARKETING MANAGEMENT

ELECTIVE VI – SALES AND DISTRIBUTION MANAGEMENT

Code: D405 (MKT)

Semester: IV

Objectives :

To acquaint the student with the concepts about developing a sound sales and distribution policy and organizing and managing sales force and marketing channels.

Course Contents:

1. Nature and scope of sales management.
2. Setting and formulating personal selling objectives; Recruiting and selecting sales personnel; Developing and conducting sales training programmes.
3. Designing and administering compensation plans; Supervision of salesman; Motivating sales personnel; Sales meetings and sales contests;
4. Designing territories and allocating sales efforts; Objectives and quotas for sales personnel;
5. Developing and managing sales evaluation programme. Sales cost and cost analysis.
6. An overview of marketing channels, their structure, functions and relationships. Channel intermediaries – Wholesaling and relating; Logistics of distribution; Channel planning, Organizational patterns in marketing channels; Managing marketing channels; Marketing channel policies and legal issues; Information system and channel management; Assessing performance of marketing channels; International marketing channels.

Suggested readings:

1. Anderson, R.: Professional Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R.: Professional Personal Selling – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Dalrymple, DJ Sales Management: Concepts and Cases, New York, John Wiley, 1989.
4. Stanton, William J: Management of A Sales Force – Chicago, Irwin, 1995.
5. Still, R.R.: Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
6. Walters David: Retail Marketing Management – London: MacMillan, 1987.

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MARKETING MANAGEMENT

ELECTIVE VII – BRAND MANAGEMENT

Code: D406 (MKT)

Semester: IV

Objectives:

To impart in-depth knowledge to the students regarding the theory and practice of brand management.

Course Contents:

1. Brand - concept, Brand attributes; Brand characteristics; brand personality; brand image and brand association.
2. Brand identity; Perspectives of brand identity; brand identity structure – value proposition and credibility; Organizational association; Brand loyalty. Strategic brand analysis; leveraging of brands; Managing brand system.
3. Organizing brand building and brand leadership – classic v/s new imperatives; brand leadership tasks; brand success and brand failure. Brand positioning and repositioning; brand extension; brand architecture.
4. Market complexity; brand confusion; brand beyond advertising; role of sponsorship and web.
5. Brand equity – measuring of brand equity: cost based, price based, consumer based methods.
6. Global brands – planning process and practice; Brand franchise; Brand ambassador; Celebrity branding; B2B branding; Service branding; Retailer issues in branding.

Suggested readings:

1. Aaker, David A.: Managing Brand Equity, New York, Free Press, 1991.
2. Czemiawski, Richard D. and Michael W. Maloney: Creating Brand Loyalty, AMACOM, NY, 1999.
3. Kapferer J.N.: Strategic Brand Management, New York, Free Press, 1992.
4. Murphy, John A.: Brand Strategy, Cambridge, The Director Books, 1990.
5. Steward, P.: Building Brands Directly; London, Macmillan, 1996.
6. Upshaw, Lyhh B.: Building Brand Identity: A Strategy for Success in a Hostile Market Place New York, John Wiley, 1995.
7. Schmitt Bernad: Marketing Aesthetics – A Strategic Management of Brands Identity and Image: New York – MacMillan, 1997.
8. Interbrand: Brands – The New Wealth Creator – London, MacMillan, 1998.
9. Nicholas Ind.: The Corporate Brand – London, MacMillan, 1997.
10. Varma Harsh: Brand Management New Delhi; Excell 2002
11. David A. Aakar: Building Strong Brands and Managing Brand Equity - New York The Free Press
12. David A. Aakar and Erich J.: Brand Leadership – New York, The Free Press
13. Fiona Gilmore: Brand Warriors – London, Harper Collins.
14. Y.L.R. Moorthi: Brand Management – The Indian Context – New Delhi Vikas.

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MARKETING MANAGEMENT ELECTIVE

VIII – SERVICES MARKETING Code:

D407 (MKT)

Semester: IV

Objectives :

To acquaint students with the challenges before service providers while marketing their products and with a conceptual framework for effective marketing of service by customer oriented approach in service delivery.

Course Contents:

1. Services marketing: Introduction – History – Role of services in growing economy – Importance of marketing of services – Services vis-à-vis tangible goods – Classification of services to gain strategic insight – 4 P's for marketing of services.
2. Service as a product: Dimension of services – Understanding customer expectations – Developing and managing customer service functions .
3. Designing services for marketing: Process – Blue print of services – Servicescape – The impact of physical surroundings on customers and employees – Developing new services.
4. Customer service: Developing and managing customer service functions – Customer relationships. Delivery and promotion of services.
5. Service quality and customer satisfaction: Measuring service quality and managing customer satisfaction. Measuring quality of service – Servqual.
6. Understanding costs and developing pricing strategies.

Suggested readings:

1. Christopher H. Lovelock: Managing Services
2. Christopher H. Lovelock: Service Marketing
3. Parasuram & Berry: Marketing Services
4. Hesket, Sasser & Hart: Service Breakthroughs
5. Zeithaml & Bitner: Services Marketing – McGraw Hill
6. Kasper Hans: Services Marketing Management – Chichester, 1999.
7. Dr. S. Shajahan: Services Marketing – Himalaya.

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INTERNATIONAL BUSINESS ELECTIVE V – INTERNATIONAL MARKETING Code: D404 (IB)

Semester: IV

Objectives:

To acquaint students with theoretical and practical aspects of International Marketing in a clear and systematic manner in the Global Business Environment.

Course Contents:

Topic-I Introduction to International Marketing
Meaning and definition of International Marketing, Features and Importance of International Marketing, Problems of International Marketing, EPRG frame work, Stages in the evolution of domestic company to international company, Domestic Marketing V/S International Marketing.

Topic-II International Marketing Information System
Sources of information, Process of International Marketing Research, Determinants of Market Selection, International Marketing Entry Strategies – Case Studies.

Topic-III International Product and Pricing Strategies
Adoption and Standardization, Factors encouraging Adoption and Standardization, CIF, FOB Pricing, Determinants of Pricing, Pricing Strategies, Branding Decisions, Packaging Strategies.

Topic-IV Integrated marketing communication
Integrated marketing communication process, modes of IMC, Tools and Techniques, Multinational V/S Transnational corporations, marketing strategies – changing role in advance V/S BRIC countries.

Topic-V International Distribution System
Types of Intermediaries, Direct Export V/S Indirect Export, Distribution Logistics and Supply Chain Management, Changing role of Shipping Corporations, Transportation Problem. Case Studies.

Topic-VI Global Quality Standards
Quality issues in global markets, global quality standard, international agencies, quality issues for Indian products in International markets.

Suggested readings:

Books

1. International Marketing – Francis Cherunilam
2. Export Management- Francis Cherunilam
3. India's Foreign Trade Policies – Exim Bank Publication
4. International Marketing – Sak Onkvisit, Johan J. Shaw
5. International Marketing – Justin Paul & Ramneek Kapoor

Web Resources

1. www.marketingpower.com
2. www.dgft.gov.in

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INTERNATIONAL BUSINESS

ELECTIVE VI – REGULATORY FRAMEWORK OF INTERNATIONAL BUSINESS

Code: D405 (IB)

Semester: IV

Objectives:

The objective of this course is to make students acquainted with provisions and practices followed in International business deals.

Course Contents:

Topic - I
An overview of statutory basis of cross border trade and Exchange, Control and its objectives, IEC Code procedure.
Topic - II
Significance and Need of common statutes with special reference to International chamber of commerce (ICC) guidelines with reference to UCP 600 and UCP 500, UCP version 1.1 Electronic Presentation.
Topic - III
Relevant provision of FEMA and SEBI related to trade and non-trade transactions.
Topic - IV
Review of Foreign Trade Policies after Globalization, Handbook of Import Export Procedures.
Topic - V
APDIR Circular issued by Exchange Control and circulars of DBOD, Exchange Control Manual Volume - I and II, Important provisions pertaining to Import-export, IR/OR, Foreign Nationals, Non-Resident External Rule (1971)
Topic -VI
Latest INCOTERMS, Sales of Goods Act, DOCDEX, I.S.B.P, International Property Rights, Patents and Trademarks

Suggested readings:

1. UCP 600 (ICC Publications)
2. FERA FEMA Publications
3. SEBI Guidelines
4. Exchange Control Manual Volume .I and II
5. Handbook of EXIM Procedures Volume. I and II
6. Foreign Trade Policy
7. FEDAI Publications

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INTERNATIONAL BUSINESS

ELECTIVE VII – FOREIGN EXCHANGE MARKETS

Code: D406 (IB)

Semester: IV

Objectives:

To acquaint students with functioning of FOREX market with special reference to exchange rate mechanism and derivative instruments.

Course Contents:

1. Foreign exchange market – Necessity, nature, dealings and type.
2. Constituents of foreign exchange markets – LIBOR / SIBOR etc.
3. World financial markets.
4. Exchange rate operations in Forex market. Exchange arithmetic.
5. Forex markets of India – Structure and size.
6. Spot and forward dealing in Forex market: Exchange rate card. Currency option; Future; Swap dealings in Forex market.

Suggested readings:

1. Prof. A.V. Rajwade: Foreign Exchange, International Finance and Risk Management – New Delhi: 1995.
2. Adrian Buckley: The Essence of International Money – Prentice Hall Series.

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INTERNATIONAL BUSINESS

ELECTIVE VIII – INDIA'S FOREIGN TRADE POLICY

Code: D407 (IB)

Semester: IV

Objectives:

To acquaint students with the trend, structure and pattern of India's foreign trade and its impact on India's balance of payment.

Course Contents:

1. Trend, structure, composition and pattern of India's foreign trade.
2. Statutes governing India's foreign trade i.e. Exim policy; Handbook of Import and Export procedure. Developments in Indian foreign trade: Five year plan.
3. B.O.P. in general and analysis of India's balance of payment.
4. BOU, EPZ and EPC's in India.
5. Financing methods of foreign trade available in India; Role of BCGC/FDI.
6. Foreign direct investments in India. Latest developments in India's foreign trade.

Suggested readings:

1. Reports on Currency & Finance – R.B.I. Publication Vol. I & II
2. Annual Reports – Ministry of Commerce Publication
3. Ingram & Dunn: International Economics
4. V.K. Bhalla & Shivarama: International Business Environment and Management
5. Kumar Satish: Developing Countries in International Trade Relations – Allahabad: Chugh Publications, 1987.
6. WTO Annual Report 1998 – Geneva: WTO, 1999.

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PRODUCTION AND OPERATIONS MANAGEMENT ELECTIVE V – LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Code: D404 (PM)

Semester: IV

Objectives:

- To gain the in depth knowledge, and importance of the subject of Supply Chain Management
- To acquire the working knowledge.
- To understand the JIT and SCM concepts and applicability to industrial examples.

Course Contents:

Topic – I
Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business .Achieving strategic fit, SCM drivers. Bull whip effect.

Topic – II
Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributer, wholesaler, Retailer, and various types of distribution levels.

Topic – III
Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics, solving transportation / demand problem , with minimum cost.

Topic –IV
Types of transportation systems & their merits/ demerits , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements.

Topic – V
Developments in outsourcing of Logistics-stores functions-bar coding, layout , material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness.

Topic – VI
Current developments/ practices- MRP meaning BOM, exploding and dynamic MRPII. 3PL,4PL, use of IT.

Suggested readings:

Books

1. Materials & Logistics Managent-LC Jhamb
2. Logistical Management-Donald J Bowersox, Davis Closs
3. Logistics &SCM- D.K.Agrwal
4. Materials Management-Dutta
5. Handbook of Materials Management-L.C.Jhamb
6. SCM- Sunil Chopra
7. Concepts & Cases, SCM- Rahul Altekar

Journals

1. SCM Journal, ICFAI University Press

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PRODUCTION AND OPERATIONS MANAGEMENT
ELECTIVE VI – TRANSPORTATION MANAGEMENT

Code: D405 (PM)

Semester: IV

Objectives :

To acquaint the students with the problems faced in planning policy for executing the transportation system.

Course Contents:

1. Growth of urbanization and problems of transportation; Transport-challenges and limitations.
2. Government activities in transportation.
3. Transportation systems – Planning, operation and management.
4. Trip generation and distribution; Load planning; Transportation modes and their selection.
5. Future developments in transportation.
6. Motor Vehicle Act 1988 and its impact or urban transportation system; Emission norms.

Suggested readings:

1. Baerwald, J.E.: Transportation and Traffic Engineering Handbook – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc.: The Business of Transport – Plymouth, McDonald and Evans, 1984.
3. Dickey, J.W. Metropolitan Transportation Planning – New Delhi, Tata McGraw Hill, 1980.
4. Grey, G.E. and Hole, L.A.: Public Transportation Planning: Operations and Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.
5. Gupta, M.P.: Metropolitan Transportation System – New Delhi, National, 1983.
6. Papacostas, C.S.: Fundamentals of Transportation Engineering – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

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PRODUCTION AND OPERATIONS MANAGEMENT
ELECTIVE VII – SERVICE OPERATIONS MANAGEMENT

Code: D406 (PM)

Semester: IV

Objectives:

To acquaint students with decision making in planning, design, delivery, quality and scheduling of service operations and role of service quality and operations in emerging services economy in India.

Course Contents:

1. Matrix of service characteristics; Challenges in operations management of services.
2. Aggregate capacity planning for services; Facility location and layout for services.
3. Job Design – safety and physical environment; Effect of automation; Operations standards and work measurement.
4. Measurement and control of quality of services; Dynamics of service delivery system.
5. Scheduling for services personnel and vehicles; Waiting-line analysis.
6. Distribution of services; Production-support services; Maintenance of services.

Suggested readings:

1. Bowmen David E. etc.: Service Management Effectiveness – Balancing Strategy, Organization and Human Resources Operations and Marketing, San Francisco, Jossey Bass, 1990.
2. Collier David A.: Service Management: Operating Decisions; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S.: Service Operations Management; New York, McGraw Hill, 1982.
4. Heskett, James L. etc.: Service Breakthroughs – Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdiek, R.G. etc.: Service Operations Management; Boston. Allyn and Bacon, 1990.
6. Sharma, J.K.: Service Operations Management; Delhi, Anmol, 2001.
7. Voss, C. etc.: Operations Management in Service Industries and the Public Sector; Chichester, Wiley, 1985.

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PRODUCTION AND OPERATIONS MANAGEMENT
ELECTIVE VIII – WORLD CLASS MANUFACTURING

Code: D407 (PM)

Semester: IV

Objectives:

To acquaint students with the world class manufacturing environment and optimized production principles.

Course Contents:

1. World class manufacturing environment: Imperatives for success - Technology, systems approach and change in the mindset:
2. Strategic decisions in manufacturing management: Choice of technology; Capacity; layout / automation in material handling systems; Aggregate planning and master production scheduling.
3. Materials Requirement Planning (MRP) – Software in use – Manufacturing Resources Planning (MRP-11) Software in use – Implementation problems – Indian experience;
4. Optimised production; Technology principles advocated by Eliyahu Goldtrate; Just – In – Time system: JIT manufacturing system JIT pull system – Use of Kanban, JIT purchase - Time system: JIT manufacturing system, JIT pull system – Use of Kanban, JIT purchase – Source development, Buyer – seller relations;
5. Total employee involvement and small group activities; Customer driven project management (Integration of TQM, Project management systems with customer – driven team structure); Automation in design and manufacturing; Automated material handling equipments.
6. Role of IT in World class manufacturing, Flexible Manufacturing Systems (FMS), Group technology / Cellular manufacturing systems; Six Sigma.

Suggested readings:

1. Buffa, Elwoods et al: Programmed learning for Production and Operations Management – Illinois, learning System Co., 1981.
2. Devistsiotis, Kostas N: Operations Management Auckland, MuGraw Hill, 1981.
3. Hughes, Chris: Productions and Operational Management – London, Pan Books, 1985.
4. Schonberger, Richard J: Japanese Manufacturing Techniques, NY, Free Press, 1982.

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HUMAN RESOURCE MANAGEMENT

ELECTIVE V – PERFORMANCE MANAGEMENT SYSTEMS

Code: D404 (HRM)

Semester: IV

Objectives:

- To enable students to gain knowledge of managing performances for greater success.
- To provide information about the latest developments and trends in the practice of Performance Management.

Course Details:

I. Introduction to Performance Management

Meaning of Performance Management, Scope, features of effective Performance Management Systems; use and of effectiveness of Performance Management Systems, Performance Management as an interlinked process.

II. Application of Performance Management Systems

Conceptual framework for Performance Management, Developing an effective MIS and Performance feedback system, Link between Performance Management and pay; Performance Management and job evaluation; Performance Management for teams.

III. Performance Management Process

Defining Performance Measures – Types of measures; Criteria for Performance Measures; Setting Performance Standards; Competence & Competency Analysis; Guidelines for conducting performance Management.

IV. Developing and Maintaining Performance Management Systems

Introducing Performance Management to employees and enabling learning about Performance Management; Performance Management training; Evaluating Performance Management – areas for examination and methods.

V. Impact of Performance Management Systems on Individuals and Organizations

Significance of Performance Management for, improving employee performance and overall organizational performance; Strategic linkage between performance Management and achievement of Organizational goals; Measuring contribution and impact of performance Management.

VI. Evaluation of Performance Management Systems used by Organisations Currently

Balance Score Card as a management system, Linking multiple score card measures to a single strategy, limitations of financial measurement of business performance. The Balance Score Card model – Financial perspective, Customer perspective, Internal Business – Process perspective, Learning and growth perspective.

Best practices in industry regarding Performance Management and Systems, Research on views about Performance Management, Problems and key issues in Performance Management.

Suggested readings:

1. Performance Management – Michael Armstrong & Angela Barren
2. Performance Management Vol. – I – Lowe P (Kogan Page India Pvt. Ltd.)
3. Performance Appraisal – Fister M (Kogan Page India Pvt. Ltd.)
4. Performance Management – T V Rao
5. Maximum Performance Management – Josept H Boyett & Henry P Conn
6. Balance Score Card – P.S. Kaplan & D.P. Norton

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HUMAN RESOURCE MANAGEMENT

ELECTIVE VI – ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Code: D405 (HRM)

Semester: IV

Objectives:

- To impress the importance of Human Approach for imbibing change.
- To get a sound understanding of the various OD interventions used in organizations

Course Contents:

1. Introduction to OD: - History of OD – Survey researches feedback stem, action research Stem, Socio-technical & Socio – clinical stem, Values, Assumptions & beliefs in OD, Chronology of events in Management & Organization thought, early statements of OD values & assumptions, Implication of OD values & assumptions.
2. Theory & Management of OD: - Foundation of OD; Models and theories of planned change – Systems theory, Participation & empowerment – teams & team work, Parallel learning structure – Normative re-educative strategy of changing. Applied Behaviour Science – action Research.
3. Managing the OD Process: - Diagnosis – Action Component: OD interventions, Program Management Component, Action Research & Organization Development.
   Action Research: a process and approach, History and varieties of action research OD Interventions: - An Overview of OD Interventions, Classifying OD Interventions.
4. Team Interventions, Team & Teamwork: Strategic units of Organization Broad Team building interventions – The formal group diagnostic meeting. The formal group team building meetings, Process consultation meeting Role analysis technique, A role negotiation technique, Force field analysis.
5. Comprehensive Interventions: - Beckhard's confrontation meetings, Strategic Management activities Survey feedback System 1 – 41, Grid organization development, Sehiens's cultural analysis, Trans organizational development.
6. Structural Interventions: - Socio-technical systems (STS) Self Managed teams; Work redesign, MBO & Appraisals – Quality Circles, Quality of work life projects, Physical setting and OD, Total Quality, Management (TQM), Re-engineering and OD.

Suggested readings:

1. Organization Development – Wendell L. French, Cect H Bell Eastern Economy addition, Publisher Prentice – Hall
2. Images of an Organization – Gareth Morgan
3. Change Management – Dump & Stacy
   Adison – Wesley Series on OD Sage Publication (28 Books)

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HUMAN RESOURCE MANAGEMENT
ELECTIVE VII – STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: D406 (HRM)

Semester: IV

Objectives:

To teach participants the skill they need to size new opportunities & adapt quickly to shifting condition.

Course Contents:

1. Business & Corporate Strategy,HR Role in facilitating the strategy formation process
2. Organizational Diagnosis: Gauging and developing organizational capabilities
3. Overcoming structure hurdles reexamination of organizational structure
4. Change Management & Business Strategy
5. Values and their role in shaping high performance organization Leadership & Organization Culture
6. Developing measurement systems & linkage of these measurements to performance management to assist in strategy execution process.

Suggested readings:

1. Leading Change Through Human Resources: Towards a Globally Competitive India – Balaji C.S. Chandrashekhar & Dutla Rajan (Tata McGraw Hill)
2. Business Led HR Strategies – All India Management Association – M.L. Gupta (Excel Books)
3. Human Resource Strategy Architecture for Change – Chandra A & Kabra S (Response Books)
4. Organizations of the Future: A Strategic Organization Perspective – P.N. Khandelwal
5. Organization Diagnosis and assessment – HARRISON MI & SHIRON SAGE (New Delhi).

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HUMAN RESOURCE MANAGEMENT

ELECTIVE VIII – Managerial Competencies and Career Development

Code: D407 (HRM)

Semester: IV

Objectives:

- To understand managerial competencies in changing business environment and the resultant challenges
- To establish links between managerial competencies for effective career development

Course Contents:

Topic – I Concept of Competencies

Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace

Topic – II Competency Mapping for Career Development

Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, contribution of effective competency mapping in effective career development system.

Topic - III Competencies and Career Development Practices

Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies

Topic – IV Appraisal for Career Development

Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building, succession planning, fast tracking, dual laddering

Topic – V Training for Competency Management for Effective Career Development

Drawing career paths for self and the employees of the organization; career translation and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.

Topic – VI Management Competencies And Career Development In Organizations

Develop a model for competency mapping and management for effective career development for a chosen firm.

Suggested readings:

1. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
2. T.B. Rao, Assessment Center
3. Vasant Naik, Assessment Center
4. Nitin Sarawadekar, Career Development
5. Spencer and Spencer,Competency at Work, Wiley Publication
6. Radha Sharma, 360 degree Feedback, Competency Mapping and Assessment Center

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FINANCIAL MANAGEMENT

ELECTIVE V – Management of Financial Services

Code: D404 (FIN)

Semester: IV

Objectives:

- To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario.
- To make critical appraisal of the working of the specific financial Services in India.
- To brief the students about developments in financial services.
- To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.

Course Contents:

Topic – I Introduction to Indian Financial System

Indian Financial System, Development Since 1991, Structure – Money Market and Capital Market, Major Components, Financial Markets, Financial Institutions / intermediaries , Financial Instruments and Financial Services.

Topic – II Capital Market Operations

Functions of New Issue Market, Contents of Offer Document, Methods of floating new issues, Procedure of Initial Public Offer (IPO), SEBI guidelines, Players in New issue Market, Book Building Process, Secondary Market operations, NSE, BSE, OTCEI, SEBI and Its Role in the capital market, Depository Services (Introduction, Role and Importance),

Topic – III Assets/ Fund Based Services

Meaning, Importance and Types of Hire Purchase Finance, Consumer Credit and Leasing, Factoring & Forfeiting

Topic – IV Merchant Banking and Mutual Fund

Merchant Banking: Origin, Nature and scope of merchant banking, role of merchant banker, types of merchant banking services, Current trends in merchant banking.

Mutual Fund: Concept, Types of mutual funds, advantages and limitations, Major players in mutual funds, problems of mutual fund in India, Current trends in mutual funds in India.

Topic – V Credit Rating and Securitization:

Credit Rating: Introduction, meaning, functions of credit rating agencies, Major players in credit rating agencies in India. Securitization: Concept and Meaning, Modus of operandi, Benefits, Securitisable assets, Indian Scenario

Topic – VI Venture Capital and Microfinance

Venture Capital: Origin, Concept, Features, Advantages and Limitations, Stages in venture capital financing, Initiative in India, Concept of Angel Capital. Microfinance: Origin, Meaning and Concept, advantages and limitations, concept of financial inclusion, Recent trends in India.

Suggested readings:

Books

1. Gordon, Natarajan, Financial Markets and Services, Himalaya Publishing House.
2. M.Y.Khan, Financial Services, Tata McGraw Hill.
3. L.M. Bhole, Financial Institutions and markets, Tata McGraw Hill.
4. Shashi K. Gupta and Nisha Agarwal, Financial Services, Kalyani Publications.

Journals

1. Indian Journal of Finance.
2. ICFAI Journal of Applied Economics
3. ICFAI Journal of Emerging Market Finance
4. Journal of Financial Research

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FINANCIAL MANAGEMENT ELECTIVE VI – GLOBAL FINANCIAL ANALYSIS

Code: D405 (FIN)

Semester: IV

Objectives:

The objective of this course is to give students in-depth knowledge of the working of international financial markets.

Course contents:

1. History of the international financial system – The rise and fall of bretton woods, Globalisation and the growth of derivatives, The crash of 1994-96 and beyond.
2. Euro-currency market, Euro-banking and Euro-currency centers, Deposit dealing and the term structure of Euro-currency rates, Euro-currency futures and options, Syndicated Euro-term structure of Euro-currency rates, Euro-currency futures and options, Syndicated Euro- credits.
3. International bond markets – Introduction, New issue procedures in the Eurobond markets, Eurobond valuation and hedging.
4. Interest rates and currency swaps, Pricing option, Features of international bonds, Forecasting and the Image of the Future.
5. Central Banks and the Balance of Payments.
6. The European monetary system and other regional artificial currency areas. New instruments in international capital markets, International banking and country risk.

Suggested readings:

1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001
2. Bhalla, V.K. Managing International Investment and Finance. New Delhi, Anmol, 1997
3. Buckley, Adrian. Multinational Finance. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996
4. Eiteman, David K and Stonehill, Arthur I. Multinational Business Finance. California. Addison- Wesley, 1988
5. Johnson and Giaccotto. Options and Futures. St. Paul. West, 1995
6. Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases. 2nd ed., Miami, Florida, 1993
7. Shapiro, Alan C. Multinational Financial Management. New Delhi. Prentice Hall of India 1995

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FINANCIAL MANAGEMENT

ELECTIVE VII – MANAGEMENT CONTROL SYSTEM

Code: D406 (FIN)

Semester: IV

Objectives:

The Main Objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

Course contents:

1. Management control – An overview: Nature, scope and concept of management control systems.
2. Organization goals, Strategic planning and implementations, Organisation structure, Contingency theory, Organizational climate position of controller in the organization structure of an organization.
3. Management control process: Programming, budgetary planning and procedures. Budgetary control, analysis of variances, Flexible budgeting, Zero-base budgeting, Performance budgeting, Accounting aspects of control including internal audit and control and value for money, Analysis and reporting, Variance reporting.
4. Management control structure: Responsibility center, Responsibility accounting, Cost center, Profit center, Inter-divisional transfer pricing, Measurement of divisional performance including performance evaluation – qualitative and quantitative, Investment center.
5. Behavioural aspects of management control: Motivation and morale, Goal congruency, Participative and responsive management. Human as a part of information process, Learning curves.
6. Management control in specialized organization: Selected case studies on non-profit and public service organizations.

Suggested readings:

1. Anthony, R N and Govindrajan V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.
2. Emmanuel, C and Otley, D. Accounting for Management Control. London, Nostrand Reinhold, 1985.
3. Ghosh, P K and Gupta, G.S. Cost Analysis and Control. New Delhi, Vision, 1985.
4. Glynn, J.J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985.
5. Hersey, P and Blanchard, H.B. Management of Organization Behaviour: Utilising Human Resources. New Delhi Prentice Hall of India, 1988.
6. Maciariello, J A and Kirby C.J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.

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FINANCIAL MANAGEMENT

ELECTIVE VIII – Corporate Taxation

Code: D407 (FIN)

Semester: IV

Objectives:

- To introduce and orient the students with definitions and underlying provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.
- To make them understood regarding practical aspects of tax planning as an important managerial decision-making process.
- To expose and update the students to actual situations and current topics/debatable issues involving direct and indirect taxation.

Course contents:

Topic - I Introduction to Income

Definitions: Person, Companies, Association of persons and trust, minors, Cooperatives, registered Firm**,** Income, deemed income, concept of Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income;, Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income

Topic - II Calculation for Income under different head of income

Salaries, Perquisites, gratuity and retirement benefits, income from house property, capital gains, income from other sources, Income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Computation of income and Return of Income Tax

Topic – III Basic Concepts for Taxation of Companies

Company and types of companies, different Heads of Income, Deductions from Gross Total Income for Companies, Basic calculation for Computation of Taxable Income of Companies, Minimum Alternate Tax.

Topic – IV Tax Considerations for Managerial Decisions

Tax Considerations for Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Dividend, Own or Lease, Make or Buy, Repair or Renewal, Managerial Remuneration. Tax Planning relating to: Mergers and Demergers of Companies.

Topic - V Tax planning

Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning. Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax incentives and Tax exemptions

Topic - VI Tax Administration and Management:
Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance Tax, TDS, Avoidance of Double Taxation Agreements,

Suggested readings:

Books

1. Singhania V.K., Singhania Monica, ‒Corporate Tax Planning and Business Tax Procedures‖, Taxman Publications, Delhi
2. Ahuja Girish, Gupta Ravi, ‒Simplified Approach to Corporate Tax Planning and Management‖, Bharat Law House Pvt. Ltd., New Delhi
3. Nitin Vashisht and B.B.Lal (2008). Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 29th Edition, Pearson Education.
4. Lal, B.B. (2008). Income Tax and Central Sales Tax: Law and Practice, 29th Edition, Pearson Education.

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PROJECT MANAGEMENT
Code: D408

Semester: IV

Objectives:

- To understand the framework for preparing and evaluation proposals.
- To learn tools and techniques of project management.

Course contents:

1. Project management: concept and scope; types of projects; Generation and screening of project idea; importance and difficulties in project planning.
2. Project risk management: Risk planning cycle; Technology platforms in risk management Risk modeling and simulation.
3. Establishing the project: Feasibility studies: Technical studies: Financial analysis – tools and techniques.
4. Social cost-benefit analysis: project profitability: Economic viability- Methods of assessment.
5. Project organization: Project management team; Contacts-Planning, tendering, evaluation: legal aspects of contact management' Global tendering.
6. Project network PERT evolution, techniques; Monitoring and control of projects.

Suggested readings:

1. Chaudhary S: Project Management- Tata McGraw hillp
2. Gopalkrishna P. Rammoorthi: Text books of project Management McMillan.
3. Nair N.G.: Resource Management- Vikas
4. Hughes B. Cotterell Mike Software Project Management –Tata McGraw hill.

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