

**MASTER OF BUSINESS ADMINISTRATION (MBA)
PROGRAM STRUCTURE
With Effect From - JUNE- 2013**

MBA (GENERAL) - SEMESTER I & II

Year	Sem.	Course Code	Course Name	Credit	Course Type
1	I	IA01POM	Principles of Management	4	A
		IA02QTM	Quantitative Techniques in Management	4	A
		IA03MEC	Managerial Economics	4	A
		IA04MAC	Managerial Accounting	4	A
		IA05OBE	Organizational Behaviour	4	A
		IA06MCO	Managerial Communication	4	A
		IA07RDM	Research Design for Management	4	A
		IB08CEL	Communicative English Laboratory –I	4	B
		Total		32	
	II	IIA01BEN	Business Environment	4	A
		IIA02CMA	Cost and Management Accounting	4	A
		IIA03MMA	Marketing Management	4	A
		IIA04FMA	Financial Management	4	A
		IIA05POM	Production and Operations Management	4	A
		IIA06HRM	Human Resource Management	4	A
		IIA07BRM	Business Research Methodology	4	A
		IIB08CEL	Communicative English Laboratory – II	4	B
		Total		32	

I = semester

A = core or complementary course

B = common or open course

01 = number of course

POM = name of course (three digit)

MBA (GENERAL) - SEMESTER III & IV

	Course Code	Course Name	Credit	Course Type	
2	III	III A01SMA	Strategic Management	4	A
		III A02MIS	Management Information System	4	A
		III A03MRP	Management Research Project – I	4	A
		III B04PGL	Personality Growth Lab – I	4	B
			Marketing Electives		
		III A05IMM	International Marketing Management	4	A
		III A06SDM	Sales and Distribution Management	4	A
		III A07CBE	Consumer Behaviour	4	A
		III A08IMC	Integrated Marketing Communications	4	A
			Finance Electives		
		III A05CTP	Corporate Tax Planning	4	A
		III A06IFS	Indian Financial Systems	4	A
		III A07SAP	Security Analysis and portfolio Management	4	A
		III A08CMF	Commodity Market and Futures	4	A
			Human Resource Electives		
		III A05ODC	Organizational Development and Change	4	A
		III A06TDE	Training and Development	4	A
		III A07CMA	Compensation Management	4	A
	III A08SPM	Staffing and Performance Management	4	A	
		International Business Electives			
	III A05IMM	International Marketing Management	4	A	
	III A06EIM	Export-Import Management	4	A	
	III A07CBE	Consumer Behaviour	4	A	
	III A08IAT	International Accounting and Taxation	4	A	
		Sector Electives			
	III A09MTB	Management of Traveling Business	4	A	
	III A09RRD	Rural Resources & Development	4	A	
	III A09BMA	Banking Management	4	A	
	III A09BBS	Basic Biological Science	4	A	
		Total		36	
	IV	IV A01EMI	Entrepreneurship and Management of Innovations	4	A
		IV A02MCS	Management Control Systems	4	A
		IV A03MRP	Management Research Project – II	4	A
		IV B04PGL	Personality Growth Lab – II	4	B
			Marketing Electives		
		IV A05SMA	Services Marketing	4	A
IV A06SMB		Strategic Marketing and Brand Management	4	A	
IV A07RMA		Retail Management	4	A	
		Finance Electives			
IV A05WCM		Working Capital Management	4	A	
IV A06IFM		International Financial Management	4	A	
IV A07SFM		Strategic Financial Management	4	A	
		Human Resource Electives			
IV A05LEH		Legal Environment of HRM	4	A	
IV A06SHR		Strategic Human Resource Management	4	A	
IV A07IHR		International Human Resource Management	4	A	
		International Business Electives			
IV A05SMA		Services Marketing	4	A	

	IVA06IFM	International Financial Management	4	A
	IVA07GSC	Global Supply Chain Management	4	A
		Sector Electives		
	IVA08MHS	Managing Hospitality Services	4	A
	IVA08RMA	Rural Marketing	4	A
	IVA08IMA	Insurance Management	4	A
	IVA08HRL	Health Related Laws and Ethics	4	A
	Total		32	
	Grand Total		132	

SECTOR MANAGEMENT OPTIONS

GROUP: A Hospitality Management

IIIA09MTB Management of Travel Business
 IVA08MHS Managing Hospitality Services

GROUP: B Rural Management

IIIA09RRD Rural Resources & Development
 IVA08RMA Rural Marketing

GROUP: C Financial Services

IIIA09BMA Banking Management
 IVA08IMA Insurance Management

GROUP: D Healthcare Management

IIIA09BBS Basic Biological Science
 IVA08HRL Health Related Laws and Ethics

SUMMER TRAINING PROJECT REPORT (Guideline)

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Centre/Institute, which will form part of its examination and award of Letter Grade \dot{I} (Incomplete), U (Unsatisfactory) and S (Satisfactory). A student must satisfactorily complete Summer Training to move to Semester-III. In other case, he/she will do the correction highlighted by the Examiners within stipulated period or may be asked to undertake the same again at the end of Semester-IV.
5. The report must be submitted by the end of June before the start of third semester so that it is evaluated well in time.
6. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the Centre/Institute. The report will be typed in A-4 size paper.
7. The Report will have two certificates. One by the Summer Project Guide from the Institute/Centre and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
8. The report will be evaluated by a panel of nominated examiners.
9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

DETAILED SYALLBUS

MBA (GENERAL) SEMESTER – I

1. PRINCIPLES OF MANAGEMENT – (IA01POM):

Objectives: this course helps students to understand essential elements of management. They shall be exposed to basic concepts and techniques of analysis. Real life case studies shall be discussed to illustrate contemporary management practices.

Content:

Unit I (6 Sessions)

Historical Development: Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

Unit II (6 Sessions)

Planning: Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making.

Unit III (6 Sessions)

Organising: Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness.

Unit IV (6 Sessions)

Directing: Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Electronic media in Communication.

Unit V (6 Sessions)

Controlling: System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalisation and Liberalization, International Management and Global theory of Management.

SUGGESTED READINGS:

1. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
2. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, Latest Edition)
3. Stephen P. Robbins, Organization Theory – Structure, Design and Applications, Prentice Hall of India, New Delhi, Third or later edition.
4. Bateman, Management (SIE), Tata McGraw-Hill Publishing Company, New Delhi.
5. Decenzo David, Robbin Stephen A, "Personnel and Human Reasons Management", Prentice Hall of India, 1996.
6. Fraidoon Mazda, "Engineering Management", Addison Wesley,-2000.
7. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2nd Edition 2008)
8. JAF Stomer, Freeman R. E and Daniel R Gilbert Management, Pearson Education, Sixth Edition, 2004.
9. Koontz - Principles of Management (Tata Mc Graw Hill, Ist Edition 2008).
10. Massie, Joseph L., Essentias of Management, Pearson Education.
11. Robbins & Coulter - Management (Prentice Hall of India, 8th Edition).
12. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5th Edition).
13. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.

2. QUANTITATIVE TECHNIQUES IN MANAGEMENT- (IA02QTM):

Objective: this course helps students to understand and formulate managerial situations in a theoretic framework in a decision making. It focuses on developing skills in structuring and analyzing problems and to inculcate the attitude of developing an executable solution to the problem with the help of some advanced statistical techniques.

Content:

Unit I (4 Sessions)

Basic Statistical Methods: Measures of Central tendency: Mean, Median, Mode and Dispersion: Range, Inter Quartiles, Standard Deviation, Coefficient of Variation.

Unit II (6 Sessions)

Theory of Probability – Definition and Rules of Probability, Baye’s Theorem; Probability Distribution – Discrete distribution – (Binomial and Poisson), Continuous distribution – (Normal & Exponential).

Unit III (6 Sessions)

Decision Theory: Decision under Certainty, Decision under Uncertainty; Laplace Principle, Maximin or Minimax Principle, Hurwicz Principle Maximax or Minimin Principle & Savage Principle and Decision under Risk; Maximum Likelihood Principle & Expectation Principle, Expected value of perfect information (EVPI), Decision tree analysis and Decision with Marginal analysis.

Unit IV (5 Sessions)

Forecasting Methods: Subjective Delphic, Nominal grouping and Jury of Opinion; Quantitative – Input-Output Model, Time Series Method, Moving Average, Exponential Smoothing, Linear Trend Line, Method of Least Square, Measuring error – MAD, MAPD, CE, MSE, MSPE.

Unit V (9 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various methods of finding Initial basic feasible solution and optimal cost. Assignment model: Algorithm and its applications. Travelling salesman Problem

SUGGESTED READINGS:

1. Statistics for Management by Richard I. Levin, David S. Rubin, Sanjay Rastogi and Masood Husain Siddiqui, Seventh edition (Pearson Education).
2. Quantitative Techniques in Management by Vohra, Tata McGraw-Hill, Fourth edition.
3. Quantitative Techniques by Kothari, Vikas Publication, 1996, 3rded.
4. Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition.
5. Statistics for Management, T N Srivastava and Shailaja Rego, TMH.
6. Complete Business Statistics, Amir D Aczel and Jayavel Sounderpandian, TMH.
7. Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson
8. Mathematics and Statistics for Management, K. B. Akhilesh & S. B. Balasubrahmanyam, Vikas Publishing.
9. Statistical Method by Gupta, S.C., Himalaya Publication.
10. Business Statistics by R.S.Bharadwaj, Excel Books.
11. Comprehensive Statistical Methods by P.N. Arora, S. Chand.

3. MANAGERIAL ECONOMICS (IA03MEC):

Objectives: To familiar students with the concepts and analytical tools from micro economic theory that are useful to managers in making decisions at the firm level.

Contents:

Unit I (5 Sessions)

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

Unit II (6 Sessions)

Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting.

Unit III (6 Sessions)

Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

Unit IV (6 Sessions)

Theory and Behaviour of Firm: Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory: - Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

Unit V (7 Sessions)

Introduction to macro economics; national income, inflation, unemployment and poverty, consumption function, investment function, Government, foreign trade and foreign exchange rate functions, money demand and supply function, production function, factor market and aggregate supply function, state of macroeconomics.

SUGGESTED READINGS:

1. Gupta, G.S., Managerial Economics: Micro Economic, McGraw Hill.
2. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Truett & Truett (2004), Managerial Economics, John Wiley & Sons Inc.
4. Petersen, H. Craig & Cris, L W (2004), Managerial Economics, Pearson Education.
5. Chaturvedi, D.D. & Gupta S.L. (2003), Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers.
6. Salvatore, D (2004), Managerial Economics in a Global Economy, Irwin, Mc Graw-Hill.
7. Dholakia, R.H. & Oza, A.N., Micro Economics for Management Students, OUP, New Delhi.
8. Keating Berry and Wilson, J H., An Economic Foundation for Business Decision, Biztantra Publication, New Delhi.

4. MANAGERIAL ACCOUNTING (IA04MAC):

Objectives: the objective of this course is to acquaint students with various concepts of accounting and highlight the decision-making and control focus of managerial accounting.

Content:

Unit I (6 Sessions)

Fundamentals of Accounting: Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities, , Generally Accepted Accounting Principles.

Unit II (6 Sessions)

Asset Valuation: Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortisation and asset impairment, Valuation of inventories, valuation of investments.

Unit III (6 Sessions)

Understanding Corporate financial statements: Corporate Balance sheet, corporate profit and loss account, Notes to the accounts and significant accounting policies, understanding and constructing corporate cash flow statement, other financial reports- Auditors report and Directors report, corporate governance report.

Unit IV (6 Sessions)

Financial Statement Analysis: Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis, analysis of cash flow statement.

Unit V (6 Sessions)

Contemporary issues in financial Accounting: Global financial reporting, GAAPs and IFRSs, IAS, Indian GAAP and US GAAP, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting.

SUGGESTED READINGS:

1. Ambrish Gupta – Financial Accounting for Management: An Analytical Perspective (Pearson Education, 3rd Edition 2009).
2. S.K.Bhattacharya, John Dearden – Accounting for Management (Vikas Publishing House) Third revised Edition, 2008).
3. Carl S. Warren, James M. Reeve, and Jonathan E. Duchac – Financial Accounting: Concepts, Methods, and Applications (Cengage Learning, 2009).
4. Robert Anthony & Hawkins- Accounting Test and Cases, Richard D. Irwin London.
5. S N Maheshwari, S K Maheshwari, A Text Book of Accounting for Management, Vikas Publishing, New Delhi
6. N Ramchandran, Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw Hill, 2nd Edition.
7. Robert N Anthony, David F Hawkins, Kenneth A Merchant: Accounting: Text and Case, The McGraw- Hill companies, 12th Edition 2007.
8. Harrison and Horngren, Financial Accounting, Pearson Education, 6th Edition 2008.
9. P C Tulsian, Financial Accounting, Pearson Education, 2009.
10. Pru Marriot, J R Edwards and H J Mellett, Introduction to Accounting, Sage South Asia Edition,
11. Stice and Stice, Financial Accounting- Reporting and Analysis, Cengage Learning.

5. ORGANIZATIONAL BEHAVIOUR (IA05OBE):

Objectives: This course provides framework to the students to understand the human behavior dynamics in work organizations through the study of the individual, the group and the organizational system.

Content:

Unit I (4 Sessions)

Organizational Behaviour (OB): Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation.

Unit II (6 Sessions)

Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: Concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and theories of personality shaping. Learning: Concept and theories of learning.

Unit III (6 Sessions)

Motivation: Concept, principles, theories - content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

Unit IV (4 Sessions)

Analysis of Interpersonal Relationship, developing interpersonal relationship. Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.

Unit V (8 Sessions)

Organizational power and politics: Concept of power, sources of power, classification of power, contingency approaches to power. Political implications of power. Dynamics of power and politics. Organizational Conflict: Concept, Sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.

Unit VI (2 Sessions)

Organization System: foundations of organization structure, technology, work design and stress, organizational culture; Organizational Dynamics: organizational change and development.

SUGGESTED READINGS:

1. Understanding Organizational Behavior, by Udai Pareek, Oxford University Press.
2. Organizational Behavior by Mcshane and Radha Sharma, McGraw-Hill.
3. Organizational Behavior by Stephan Robbins, Pearson Education.
4. Human Behaviour at Works: Organizational Behaviour by Davis, Keith, Tata McGraw Hill.
5. Organizational Behaviour by Gregory Moorhead & Ricky W. Griffin, Jaico Publication.
6. Organizational Behaviour by K. Aswathappa, Himalaya Publishing House Pvt. Ltd.
7. Organizational Behaviour by Niraj Kumar, Himalaya Publishing House Pvt. Ltd.
8. Behavioural Process in Organizations by Pareek, Udai, Oxford and IBH, New Delhi.
9. Organizational Behaviour by Robbins, S.P, Pearson Education, New Delhi.
10. Organizational Behaviour by Luthans, Fred, McGraw Hill, New Delhi.
11. Behaviour in Organizations by Greenberg Pearson Publication.

6. MANAGERIAL COMMUNICATION (IA06MCO):

Objectives: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Content:

Unit I (4 Sessions)

Concepts of Communications: Definition, Forms of Communication, Objectives of Communication, Characteristics of Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers.

Unit II (9 Sessions)

Forms of Communication: (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents; E-mail: How to make smart e-mail (b) Non-verbal Communication, (c) Oral Communication: Art of Public Speaking, Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play.

Applications of Communication: (a) Writing a Summer Project Report and Research Report, (b) Writing CVs & Application Letters, (c) Group Discussions & Interviews, (d) The Employment Interview.

Unit III (6 Sessions)

Important Parameters in Communication: (a) The Cross Cultural Dimensions of Business Communication, (b) Technology and Communication, (c) Ethical & Legal Issues in Business Communication, (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

Unit IV (3 Sessions)

Business Negotiation: Negotiation Process & its Management.

Unit V (8 Sessions)

Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD.

SUGGESTED READINGS:

1. Scot, O. (2004), Contemporary Business Communication, Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E. (2005), Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F., The Essence of Effective Communications, PHI.
4. Adair, J. (2003), Effective Communication, Pan Mcmillan.
5. Thill, J. V. & Bovee, G. L. (1993), Excellence in Business Communication, McGraw Hill, NY.
6. Bowman, J.P. & Branchaw, P.P. (1987), Business Communications: From Process to Product, Dryden Press, Chicago.

7. RESEARCH DESIGN FOR MANAGEMENT (IA07RDM)

Objective: The objective of this course is to familiarize the students with the concepts, framework and design for undertaking research project in business and writing research proposals/reports in an acceptable form.

Content:

Unit I: (8 Sessions)

Introduction: Concept of research and its applications in the various functions of management; Types of research: Basic and Applied Research. Types of business problems encountered by the researcher; Problems and precautions to the researcher in India. Characteristics of good research; ethics in research. Defining the research problem and developing its approach: Development of Research questions and Hypotheses; Process of research: Steps involved in research process.

Unit II: (8 Sessions)

Research design: Type of research design; Exploratory research design: Secondary data and Qualitative research; Descriptive research design: Survey and observation; Causal research design: Experiments: Causality, Controlling Extraneous variables, internal and external validity, types of experimental designs, test marketing.

Unit III: (7 Sessions)

Data collection: Primary data, Data type: Metric and non-metric; Measurement and scaling: comparative and non-comparative scales, Scale evaluation: reliability and validity. Questionnaire design; Precautions in preparation of questionnaire.

Unit IV: (7 Sessions)

Sampling Methods – Probabilistic & Non Probabilistic Sampling, Sample Design & Procedures-Error: Sampling and Non-sampling error; sources of error; Data preparation: Editing and Coding through SPSS. Research proposal preparation: format. Guideline for tables, figures and references.

SUGGESTED READINGS:

1. Malhotra, Naresh K.- *Marketing Research*. Pearson Education, Latest Edition.
2. Cooper D and Schindler P- *Business Research Methods* (Tata McGraw-Hill).
3. Bryman A and Bell E- *Business Research Methods* (Oxford University Press)
4. Collis J and Hussey R- *Business Research* (Palgrave, 2003).
5. Saunders- *Research Methods for Business Students* (Pearson Education, 3rd edition).
6. Beri G- *Marketing Research* (Tata McGraw-Hill), 1993, 2nd ed.
7. Kothari C.R. - *Research Methodology Methods and Techniques*. Wishwa Prakashan. 2004.
8. Krishnaswamy K.N.,Sivakumar, Mathirajan- *Management Research Methodology*, Pearson.
9. S.L. Gupta-*Marketing Research-Excel*.
10. Easwaran & Singh- *Marketing Research: Concepts, Practice and Cases* – Oxford.
11. Pati D- *Marketing Research*, Universities Press.
12. William MK Trochim- *Research Methods*, Biztantra.

8. COMMUNICATIVE ENGLISH LABORATORY-I (IB08CEL)

Some tasks:

Make a list of nonverbal communication

How body language is culturally conditioned?

Take passages of descriptive, expressive and social functions and analyse them.

Expressive (for exposing feelings) language in English and your mother-tongue

Avoiding sexist language (e.g. poetess, chairman)

Mentally retarded should be replaced by mentally challenged. Make a list of similar expressions

- Say formulae's expressions (Thank you, sorry, hello, that's right) with proper Intonation.
- Make a list of words which should be avoided because they sound pompous. Which words would you use instead of them?
- How to express pleasure, regret, and approval?
- Time and tense are not the same. Give some examples.
- Take similar vowels and consonants and practice them in pairs of words
- Practice, stress and intonation in connected speech.
- Conversation practice in familiar situations (Play the role of a tailor and a customer, for example)
- Ask for specific information (can you tell me where the railway station is?)
- Making a request (can I borrow your scooter, please?)
- Asking for permission (Do you mind if I smoke?)
- Say the following pairs of words
 - a) Beg, bag, full, fool, sit, seat, same, shame, judge, jazz, major, measure.
 - b) Progress as noun verb, similarly, object, record, and supplement, perfect (adj), perfect (v.)
 - c) Say the following words with correct stress. teacher college, village, building, ago, above, apart, accuses, advice, education, examination, individual (The list is only illustrative and not exhaustive).

SEMESTER - II

1. BUSINESS ENVIRONMENT (IIA01BEN)

Objective: This course is intended to make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system. As a result of this course, the student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.

Content:

Unit I (4 Sessions)

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants.

Unit II (6 Sessions)

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

Unit III (6 Sessions)

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations.

Unit IV (4 Sessions)

Technological and socio-cultural environment: Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards. Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business.

Unit V (5 Sessions)

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO.

Unit VI (5 Sessions)

Natural Environment: Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development.

SUGGESTED READINGS

- 1) Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
- 2) Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
- 3) Shaikh Saleem- Business Environment (Pearson), Latest edition.
- 4) Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- 5) Ghosh- Economic Environment of Business (Vikas), 2004.
- 6) Morrison J- The International Business Environment (Palgrave, 2003).
- 7) Agarwal R- Business Environment (Excel Books), 2002.
- 8) Bedi S K- Business Environment (Excel Books), 2004.
- 9) George A and Steiner G A- Business, Government and Society (Macmillan).
- 10) Ashwathappa - Business Environment (Himalaya Publishing), 2006, Latest Edition.
- 11) Kuppaswamy, B- Social Change in India (Vikas Publishing), Latest Edition.
- 12) Kreps- Microeconomics for managers (Norton), 2007.

2. COST AND MANAGEMENT ACCOUNTING (IIA02CMA)

Objective: The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to the students.

Contents:

Unit I (4 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Management Accounting and Cost Accounting as internal control tools, types of cost, cost concepts, full costing, overhead allocations, preparation of cost sheet.

Unit II (7 Sessions)

Marginal Costing: Cost, Volume, Profit analysis, P/V ratio, analysis and implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and incremental costing; concept, uses and applications, Method of calculation of these cost and its role in management decision making like sales, replacement, buying etc.

Unit III (7 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (6 Sessions)

Responsibility Accounting: Concept and various approaches to responsibility accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing Multinational transfer pricing, market based transfer pricing, cost-based transfer pricing, Cost of Quality and Time.

Unit V (6 Sessions)

Neo Concepts for Decision Making: Concept, distinctive features of Activity Based Costing, Cost Drivers, Cost of Activities, Cost object such as product, service, customer. Cost Management: concept, strategies and applications. Value Chain Analysis, Target Costing, Life Cycle Costing.

SUGGESTED READINGS:

- 1) Horngren et al- *Introduction to Management Accounting* (Pearson, 12th edition), 2002
- 2) Khan and Jain- *Management Accounting* (Tata McGraw-Hill, 2000) 3rd ed.
- 3) Pandey I M- *Management Accounting* (Vikas, 3rd edition), 2004.
- 4) Bhattacharyya S K and Dearden J- *Accounting for Management* (Vikas), 1987, 8th ed.
- 5) Sahaf M A- *Management Accounting: Principles and Practice* (Vikas), 2000.

3. MARKETING MANAGEMENT- (IIA03MMA)

Objective: This course develops the student's basic analytical skills, conceptual abilities, and substantive knowledge in marketing through exercise in decision making in a variety of real-life marketing situations. It is intended to be foundation for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

Content:

Unit I (4 Sessions)

Nature and Scope of Marketing; Marketing Management, Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

Unit II (5 Sessions)

Market Segmentation, Targeting and Positioning, Segmenting Markets - Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning — Nature, Importance and Process of Marketing Research.

Unit III (5 Sessions)

Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

Unit IV (6 Sessions)

Promotion: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organisation and Control.

Unit V (4 Sessions)

Developing marketing strategy: differencing and positioning the market offering, developing new product, managing life-cycle strategies, designing marketing strategy for market order challengers, followers and niches, Designing and managing global marketing strategies.

Unit VI (6 Sessions)

Emerging Trends & Issues in Marketing: Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

SUGGESTED READINGS:

1. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementations and Control", Pearson Education, New Delhi, Latest Edition.
2. Saxena Rajan, "Marketing Management", Tata McGraw Hill, New Delhi, Latest Edition.
3. Stanton William J., "Fundamentals of Marketing", McGraw Hill, Latest Edition.
4. Kotler, Philip and Armstrong, Graw. "Principles of Marketing", Pearson Education, New Delhi 2004.
5. Neelamegham, S., "Indian Cases in Marketing", Vikas Pub. New Delhi.
6. Bull, Victor P., "Marketing Management: A Strategic Planning Approach", McGraw Hill, New York.
7. Czinkota, M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004.
8. Michael, J. E., Bruce, J. W. and Williom, J. S., "Marketing Management", Tata McGrawHill, New Delhi, 13th Edition, 2004.
9. Louis E. Boone and David L. Kurtz, "Contemporary Marketing". Harcourt Collye Publishers, 2001.
10. Douglas, J. Darymple & Leonard J. Parsons, "Marketing Management: Text and Cases", Seventh Edition, John Wiley and Sons, 2002.
11. Pride, William, M., and O.C. Ferrell, "Marketing: Concepts and Strategies", Biztantra, New Delhi, 2005.

4. FINANCIAL MANAGEMENT (IIA04FMA)

Objective: The focus of this course is on the understanding of techniques and concepts and in showing their application to financial decision marketing situations.

Content:

Unit I (4 Sessions)

Introduction: Concept of finance, scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities.

Unit II (8 Sessions)

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management.

Unit III (6 Sessions)

Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis.

Unit IV (6 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures.

Unit V (6 Sessions)

Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision .

SUGGESTED READINGS:

- 1) Pandey I M- *Financial Management* (Vikas, Latest Edition).
- 2) Van Horne- *Financial Management and Policy* (Pearson Education, 12th edition) 2003.
- 3) Knott G-*Financial Management* (Palgrave, 2004)
- 4) Khan and Jain- *Financial Management, Text, Problems & Cases* (Tata McGraw-Hill, Latest Edition)
- 5) Prasanna Chandra- *Financial Management: Theory and Practice* (TMH), Latest Edition.
- 6) Kirt C Butler- *Multi National Finance* (Vikas).
- 7) R P Rustagi- *Financial Management* (Galgotia) 2000, 2nd ed.
- 8) Lawrence J. Gitman- *Principles of Managerial Finance* 2004, Pearson Education N. Delhi.
- 9) Maheshwari, S.N.- *Financial Management – Principles & Practice* (Sultan Chand & Sons), Latest Edition.

5. PRODUCTION AND OPERATIONS MANAGEMENT- (IIA05POM)

Objective: This course attempts to help students learn operations management systems and analysis issues pertaining to management of productivity, manufacturing technology, and facilities, operations planning and control and management of materials and quality.

Content:

Unit I (2 Sessions)

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

Unit II (4 Sessions)

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Unit III (8 Sessions)

Production Planning & Control: Production planning techniques for various process choices, techniques of production control. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit IV (8 Sessions)

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

Unit V (8 Sessions)

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM).

SUGGESTED READINGS

- 1) Adam Jr Everetl E. R J *Production and Operations Management* (Prentice-Hall), 2000 5th ed.
- 2) Chary- *Production and Operations Management* (Tata McGraw-Hill, 9th ed.)
- 3) Hill T- *Operations Management* (Palgrave, 2000)
- 4) Johnston R et al *Cases in Operations Management* (Pitman, 1993)
- 5) McGregor D *Operations Management* (McGraw-Hill, 1960)
- 6) Morton- *Production and Operations Management* (Vikas)
- 7) Haleem A- *Production and Operations Management* (Galgotia books, 2004)
- 8) Shanker Ravi- *Industrial Engineering* (Galgotia)
- 9) Chase- *Production and operation Management*, Irwin London; 7th ed.
- 10) Kanishka Bedi- *Production & Operations Management.-* (Oxford University Press)

6. HUMAN RESOURCES MANAGEMENT- (IIA06HRM)

Objective: This course exposes students to the critical tasks and functions of Human Resources Management and understands the dynamics and processes of labour management relations. It helps students appreciate relevant tools and techniques to internalize and critical functions of human resources management, and sensitize students to human resources developments processes.

Content:

Unit I (5 Sessions)

Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition, the professional tradition. Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities. Human resource management (HRM): political, social, and social context of change, HRM within organization structure.

Unit II (6 Sessions)

Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit. The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Unit III (7 Sessions)

Training and development: purpose, methods, and issues in training and management development programs
Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up. Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation systems: base and variable, fringe benefits, the legal framework on pays and benefits.

Unit IV (7 Sessions)

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview. Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations.

Unit V (5 Sessions)

Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews. Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal.

SUGGESTED READINGS:

- 1) Bratton J and Gold J- *Human Resource Management: Theory and Practice* (Palgrave, 2003)
- 2) Gomez-Mejia et al- *Managing Human Resources* (Pearson Education, 3rd edition),
- 3) Ivansevich- *Human Resource Management* (Tata McGraw-Hill)
- 4) Aswathappa- *Human Resource Management* (Tata McGraw-Hill) HR and PM, 2003, 3rd ed.
- 5) Dessler- *Human Resource Management* (Prentice-Hall, 9th edition)
- 6) A.K.Singh, B.R.Duggal, Puneet Mohan- *Human Resource Management and Development* (Sun India Publication, 2004).
- 7) Mamoria, Mamoria & Gankar- *Dynamics of Industrial Relations in India*, Himalaya.
- 8) Gary Dessler- *Human Resource Mgt.*, Pearson/PHI
- 9) V.S.P. Rao- *Human Resource Management*, Excel Book
- 10) G.P.Sinha and P.R.V.sinha – *Industrial Relations and Labour Legislation in India*, Himalaya
- 11) P.L.Rao- *Human Resource Management*, Excel Books.
- 12) Baron– *Strategic Human Resources : Framework for general Managers*-John Wiley
- 13) S. C. Gupta– *Text Book of International HRM* – Macmillan
- 14) Greer– *Strategic Human Resource Management* – Pearson
- 15) Mamoria and mamoria– *Dynamics of Industrial Relation* , Himalaya Publishing
- 16) Venkat Ratnam– *Globalization and Labour Mgt. Relations*, Sage Publications, New Delhi

7. BUSINESS RESEARCH METHODOLOGY – (IIA07BRM)

Objective: The objective of this course is to familiarize the students with the concepts and testing of hypotheses, Statistical tools and techniques for undertaking research project in business and writing research reports in an acceptable form.

Content:

Unit I (4 Sessions)

Introduction to SPSS: Defining the variables; feeding the data; compute the data; handling multiple response categories, dealing with missing value. Data Analysis and Interpretations: Frequency Distribution, Cross Tabulation, Descriptive statistics, Graphs.

Unit II (10 Sessions)

Sampling distribution: parameter and statistics; Estimation: Confidence interval and sample size determination. Hypothesis testing: process, type I and type II error, power of test. Test for means: Z-test, student's t test: one sample test; two independent sample test and two dependent sample test (paired sample test). Test for proportions: one sample and two sample test.

Unit III (8 Sessions)

Non-parametric test: Chi-square Test: Test of association, Goodness of fit, Strength of association;. Analysis of Variance (ANOVA): One-way ANOVA, Two-way ANOVA (with SPSS); Multivariate Analysis of Variance (MANOVA) (with SPSS). Strength of effect. Post hoc analysis for ANOVA and MANOVA (with SPSS).

Unit IV (8 Sessions)

Correlation: Bivariate and multiple; Simple regression; Multiple regression (with SPSS); dealing with the collinearity; Exploratory Factor analysis (with SPSS); Other Non-parametric tests (with SPSS): Run test; Binomial test; Sign test; Wilcoxon matched-pairs test; Mann-Whitney rank-sum test and Fridman one-way ANOVA. Report Preparation: Types and layout of research report. Precautions in preparing the research report. Bibliography and Annexure in report. Drawing conclusions. Giving suggestions and recommendations to the concerned persons.

SUGGESTED READINGS:

1. Levin R and Rubin D- *Statistics for Management* (Pearson Education, 7th edition)
2. Zikmund W - *Business Research Methods*, Thomson/South-Western.
3. Cooper D and Schindler P- *Business Research Methods* (Tata McGraw-Hill).
4. Hair, Black, Babin, Anderson and Tatham- *Multivariate Data Analysis* (Pearson Education, 6th edition).
5. Nargundakar R- *Marketing Research: Text and Cases* ((Tata McGraw-Hill).
6. David J. Luck and Ronald S. Ruben- *Marketing Research* (Prentice Hall of India), Latest Edition.
7. Srivastava T and Rego S- *Statistics for Management* ((Tata McGraw-Hill).
8. Malhotra, Naresh K.- *Marketing Research*. Pearson Education, Latest Edition.
9. Krishnaswamy K.N.,Sivakumar, Mathirajan- *Management Research Methodology*, Pearson.
10. Paneerselvam, R.- *Research Methodology*, PHI, New Delhi.
11. Easwaran & Singh- *Marketing Research: Concepts, Practice and Cases* – Oxford.
12. Pati D- *Marketing Research*, Universities Press.
13. George D and Mallery P- *SPSS for Windows – step by step* (Pearson Education, 10th edition)
14. Collis J and Hussey R- *Business Research* (Palgrave, 2003).

8. COMMUNICATIVE ENGLISH LABORATORY-II (IIB08CEL)

Objectives: The objectives are to prepare the student to

- Produce written communication of different forms such as paragraph, report, letter, etc.
- Make notes/ Summarize from a given passage
- Organize Meetings, prepare agenda, draft resolutions and write minutes.
- Make presentations and face interviews.
- Document sources and prepare bibliographies.
- The objectives of managerial oral communication; improving the facility of oral communication. Both Transmission and reception in six managerial situations such as (i) Information sharing (ii) Conversation (iii) Interview (iv) Committee (v) Negotiation (vii) Presentation.

Module-I WRITING-I

Paragraph writing – topic sentence, cohesion and coherence – sentence linkers (so, but, however etc.), Preparation of a business report – writing a business proposal – format, length, structure.

Module-II WRITING-II

Preparing notes: writing business letters and E-Mail messages, Documentation: References, notes and bibliographies.

Module-III WRITING-III

Writing a curriculum vitae (both chronological and functional) along with an application for a job, Public relations: concept and relevance, PR in a business organization: handling the media.

Meeting and presentation (9 hours)

Organizing a meeting: preparing an agenda, chairing a meeting drafting resolutions, writing minutes, making an oral Presentation, Facing an interview.

Some Tasks:

1. Write a paragraph with the topic sentence “Protection of environment should not be at the cost of development”. Identify the supporting details and sentence connectors.
2. Make notes from a given passage.
3. Prepare a short bibliography on the list of books prescribed in this course.
4. Write a letter complaining to a firm, which supplied defective computers.
5. Write a functional CV of your own.
6. Prepare an agenda of Mock meeting.
7. Imagine that you are chairing the meeting. How would you go about it?
8. How would you propose a vote of thanks?
9. Make an oral presentation on a new product your company has brought out/make a seminar presentations.
10. Make a checklist for preparing for an interview.
11. Hold a mock job interview.
12. Prepare the agenda for a meeting you are organizing.

(The list is only illustrative and not exhaustive).

SEMESTER - III

1. STRATEGIC MANAGEMENT - (III01SMA)

Objective: This course conveys the concept of strategy and its usefulness by exposing students to a variety of organizational situations. It enables students to look at organizations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organizations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.

Contents:

Unit I (6 Sessions)

Introduction: Strategic management (SM), Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Unit II (6 Sessions)

Scanning the environment: Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study.

Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Unit III (6 Sessions)

Strategy formulation: Situational analysis; SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Unit IV (6 Sessions)

Strategy implementation and control: Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activity-based costing; Strategic Information Systems

Unit V (6 Sessions)

Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations

SUGGESTED READINGS

- 1) Arthur, A, Thomson and Strickland, A. J., Strategic Management – Concept and Cases., Tata McGraw Hill, New Delhi.
- 2) Srinivasan R., Strategic Management – The Indian Context, PHI.
- 3) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage* (Vikas, 3rd edition), 2003.
- 4) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases* (Tata McGraw- Hill, 2002)
- 5) Wheelen T L and Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education, 2004)
- 6) White C- *Strategic Management* (Palgrave, 2004)
- 7) Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
- 8) David F R- *Strategic Management: Concepts and Cases* (Pearson Education).
- 9) Dess G- *Strategic Management: Creating competitive Advantage* (Tata McGraw- Hill) — M. Hill International, N. York.
- 10) Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
- 11) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall).
- 12) Porter M- *Competitive Strategy* (Macmillan) 1998.

2.MANAGEMENT INFORMATION SYSTEM - (IIIA02MIS)

Objective: Information system is vital to the management, organisation, operation, and product of organization. This course prepares the ground in fundamentals of what information systems are, how they affect the organisation, and how they can make business more competitive and efficient. It helps in understanding and learning the usage of information technology in day-to-day operation, in managing the business and providing useful products and services to the customers.

Content:

Unit I (3 Sessions)

Introduction: MIS and information systems; Management support system and classifications.

Unit II (6 Sessions)

Role of MIS: Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration.

Unit III (6 Sessions)

Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support.

Unit IV (6 Sessions)

Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams).

Unit V (7 Sessions)

Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

Unit VI (2 Sessions)

Research Project: Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
- References

SUGGESTED READINGS

- 1) Laudon K C and Laudon J P- *Management Information Systems: Managing the Digital Firm* (Prentice-Hall, 8 edition)
- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5 editions), Galgotia.
- 3) Oz E- *Management Information System* (Vikas, 3rd edition)
- 4) Jawedkar W S- *Management Information System* (Tata McGraw-Hill, 2nd edition) 2003.
- 5) Mudrick R G- *An information system for modern management 2001, 3rd, Pearson.*
- 6) Mahadeo Jaiswal, *Management Information System (Oxford University Press)*

3. MANAGEMENT RESEARCH PROJECT – I - (IIIA03MRP)

Objective: The purpose of this course is to enable students to study an industry in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems. A group of three to four students are asked to study a specific industry and the major players in that industry in group.

The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The detailed synopsis of the study will be prepared by the group and approved by the faculty in the beginning. The group will prepare the report and it will be evaluated on the basis of written report, presentation and viva-voce.

4. PERSONALITY GROWTH LAB-I - (IIB04PGL)

Objective: This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. This involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and Government from time to time. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing, also in his inter personal relationship. Therefore the module is seminal to a personality, which believes in goal-setting and accomplishment without any interference from his private and personal space-time.

Content: Workshops on following aspects of Personality

- Mind Power & Mind Power Management
- Assertive Skills
- Positive Attitude
- Looking Your Best
- Time Management
- Public Speaking
- Interpersonal Effectiveness
- Resume & Interview Facing Skills
- Taking an Interview
- Panel discussion-monitored / anchored
- Group discussions with a leader or controlling authority
- Open forum-discussions
- Presentations at a Seminar / AGM etc.

MARKETING ELECTIVES

5. INTERNATIONAL MARKETING MANAGEMENT - (IIIA05IMM)

Objective: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing.

Content:

Unit I (4 Sessions)

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions. International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle.

Unit II (6 Sessions)

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model.

Unit III (6 Sessions)

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale. Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

Unit IV (6 Sessions)

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

Unit V (6 Sessions)

India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports, Institutional Infrastructure for Export Promotion, Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards. Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of Payments-Open Account, Bills of Exchange, Letter of Credits-Export Finance.

Unit VI (2 Sessions)

Research Project: Each student will write a research paper on a specific International Business related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Business, Industry or Government, Presentation of available Alternatives if Applicable
- References

SUGGESTED READINGS

1. Onkvisit, Sak and Shaw, J.J-International Marketing: Analysis and Strategy (PHI).
2. Aswathappa- International Business (Tata McGraw-Hill, 2002)
3. Daniels- International Business (Pearson Education) 2004.
4. Paul J- International Business (Prentice-Hall, 2004)
5. Deresky H- International Business (PHI, 2003)
6. Hill C W- International Business (Tata McGraw-Hill,2002.)
7. Varma M L- International Trade (Vikas, 2003)
8. Taggart- The Essence of International Business (PHI)
9. Thakur, M., Burton & Gene, E- International Management (Tata McGraw Hill).
10. Hodgetts, R. and Luthens, F- International Management (McGraw Hill Inc 2003).
11. Deresky-International Management: Managing across borders and culture (Pearson Education).

6. SALES AND DISTRIBUTION MANAGEMENT - (IIIA06SDM)

Objective: Objective of this course is to acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context. It will also expose the students with the current practices in the field.

Content:

Unit I (7 Sessions)

Personal Selling & Marketing Strategy: Sales Management. Personal Selling and Salesmanship, Setting Personal Selling Objectives and Formulating Personal Selling Strategies. Organizing the Sales Effort: The Effective Sales Executive. The Sales Organization, Sales Department Relationship. Distributive Network Relationship.

Unit II (8 Sessions)

Sales Force Management: Personnel Management in Selling Field. Recruiting and Selecting Sales Personnel. Planning Executing and Evaluating Sales Training Programme. Motivating and Compensating Sales Personnel. Managing Expenses of Sales Personnel. Sales Meeting and Contests. Controlling Sales Personnel - Evaluating and Supervising. Controlling the Sales Efforts: The Sales Budgets. Quotas. Sales Territories. Sales Control and Cost Analysis.

Unit III (7 Sessions)

Marketing Channel - Context: Marketing Channel - Structure and Function, Analytical Framework for Channel Design and Implementation. Channel Design: Demand. Supply and Competition: Segmentation for Marketing Channel Design: Service Outputs. Supply-Side Channel Analysis: Channel Flows and Efficiency Analysis, Channel Structure and Membership Issues. Gap Analysis. Vertical Integration: Owning the Channel.

Unit IV (8 Sessions)

Channel Implementation and Performance Measurement: Channel Power, Conflict Management, Implementing Channel Decisions, Legal Issues in Distribution Management. Channel Institutions: Retailing, Wholesaling, Logistics and Supply Management, Franchising, Non-Store Retailing and Electronic Channels. Contemporary issues in sales and distribution management.

SUGGESTED READINGS

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P., Sales Management, Prentice Hall of India.
2. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E., Marketing Channels, Pearson Education.
3. Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
4. Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3rd edition)
5. Spiro- Sales Management (Tata McGraw-Hill)
6. Davar R S- Salesmanship and Publicity (Vikas, 16th edition)
7. Rama Mohana Raok Services Marketing (Pearson Education)

7. CONSUMER BEHAVIOUR – (III A07CBE)

Objective: The basic objective of this course is developing an understanding about the consumer decision-making process and its application in marketing function of firms.

Content:

Unit I (8 Sessions)

Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing., Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.

Unit II (8 Sessions)

Individual determinants of behavior: Personality, Perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques), learning and motivation.

Unit III (7 Sessions)

Group influence (the influence of Culture & sub culture, Characteristics of Culture, The measurement of culture), Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class(AIO & VALS), Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, Opinion Leadership Process : Measurement of opinion leadership.

Unit IV (7 Sessions)

Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

SUGGESTED READINGS:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books.
3. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
4. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
5. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
6. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
7. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,
8. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
9. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
10. Nair – Consumer Behaviour and Marketing Research , Himalaya.
11. H.Assael, Consumer Behavior, Biztantra.
12. Jain & Bhatt, Consumer Behaviour, S. Chand.
13. Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.

8. INTEGRATED MARKETING COMMUNICATION - (IIIA08IMC)

Objective:

To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and promotional programme.

Content::

Unit I (12 Sessions)

Introduction to IMC, IMC programme situation analysis, objectives for IMC programme. Definition, objectives, functions and classification of advertising, direct marketing, sales promotion, public relation, publicity and personal selling. Advertising Agency: functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit II (6 Sessions)

Communication Process: advertising versus other forms of mass communication, planning the communication program, the communication mix, building of IMC program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit III (6 Sessions)

General and special characteristics of different media: Media planning, selection and evaluation. Measuring advertising effectiveness: The rationale of testing- pretesting, concurrent testing & post testing, opinion recognition and recall, inquiries and sales measures, measurement of print media, E-Advertising.

Unit IV (6 Sessions)

Advertising Budget: Approach and procedures for determining the size of the budget character of items to be charged to advertising, Administration and control of budget. Regulation of Advertising - Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

SUGGESTED READINGS:

1. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI
3. Clow & Baack, Integrated advertising, Promotion, Marketing communication and IMC plan, Pearson Education/PHI
4. Wells, Burnett, Moriarty, Advertising: Principles and practice , Pearson
5. Parag Diwan, Advertising Management, Deep & Deep Publications.
6. Manendra Mohan, Advertising Management, New Delhi, TMH, 1995.
7. Chunawalla, Sethia, - Advertising: Theory and Practice, Himalya Publication House.
8. Russel and Lane, Klepnnner's Advertising Procedure, New Delhi : Prentice Hall of India.
9. Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.
10. Jethawaney & Jain, Advertising Management, Oxford University Press.
11. Wells, Advertising : Principles and Practice, Pearson / PHI
12. Jefkins, Advertising, Pearson.
13. Sharma & Singh – Advertising: Planning and Implementation, PHI.

FINANCE ELECTIVES

5. CORPORATE TAX PLANNING – (IIIA05CTP)

Objective: To make the students aware of company taxation and basic taxation procedure and the contemporary issues in Indian taxation

Content:

Unit I (7 Sessions)

Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

Unit II (7 Sessions)

Taxation of Companies: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

Unit III (8 Sessions)

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.

Unit IV (8 Sessions)

Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

SUGGESTED READINGS:

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
3. Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
4. Singhania, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

6. INDIAN FINANCIAL SYSTEMS (IIIA06IFS)

Objective: To understand the intricacies of the macro aspects of Indian Financial Systems and relating it with corporate decision-making.

Content:

Unit I (8 Sessions)

Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.

Unit II (9 Sessions)

Financial Institutions: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced, Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures. Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

Unit III (6 Sessions)

Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures.

Unit IV (7 Sessions)

Indian Financial Institutions: Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority.

SUGGESTED READINGS:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House.
3. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing
4. LM Bhole, Financial Institutions and Markets, TMH
5. Meir Kohn, Financial Institutions and Markets, Oxford.
6. Bhalla, V. K. (2004). Managing International Investment and Finance. New Delhi, Anmol.
7. Saunders, Anthony, Cornett, Marcia Millon (5th ed., 2005). Financial Institutions Management Tata McGraw Hill.
8. Bhalla, L.M. (4th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill.

7. SECURITY ANALYSIS & PORTFOLIO MANAGEMENT - (IIIA07SAP)

Objective: To help students improve decision-making skills in management of financial assets through a better understanding of modern theories on portfolio management and functioning of capital market.

Content:

Unit I (7 Sessions)

Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks–Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance.

Unit II (8 Sessions)

Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction.

Unit III (7 Sessions)

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

Unit IV (8 Sessions)

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha.

SUGGESTED READINGS:

1. Bhalla, V.K.-Investment Management; Security Analysis and Portfolio Management, S. Chand & Co. Ltd.
2. Chandra Prasanna-Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
3. Fischer and Jordan- Security Analysis and Portfolio Management (Prentice-Hall, 6th edition) 1996.
4. Ranganatham- Investment Analysis and Portfolio Management (Pearson Education).
5. Pandian P- Security Analysis and Portfolio Management (Vikas Publication).

8. COMMODITY MARKET AND FUTURES (IIIA08CMF)

Objective:

The objective of this course is to enable the students to acquaint with the concepts and techniques related to commodity exchange and futures. This course examines the use of forwards, futures, swaps, options, and related financial derivatives for hedging, arbitrage, and speculation in the global environment. The course focuses on understanding how firms manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives.

Content:

Unit I (12 Sessions)

Introduction to derivatives, Commodity Derivatives, The NCDEX Platform, Commodities traded on the NCDEX platform, Instruments available for trading, Pricing commodity futures, Using commodity futures, Trading, Clearing and settlement, Regulatory framework, Implications of sales tax.

Unit I (9 Sessions)

Introduction; Background and Terminology; Derivatives Mishaps; Risk Management Policies; Mechanics of Futures Markets. Hedging Strategies. Interest Rates. Valuation of Forwards and Futures; Interest Rate Futures; Interest Rate SWAPS.

Unit II (9 Sessions)

Mechanics of Options; Trading Strategies with Options; Properties of Stock Options; Option Valuation- Binomial Model; Option Valuation- Black/Scholes. Option Sensitivities & Delta Hedging Value at Risk. Exotic Derivatives. Real Options.

SUGGESTED READINGS:

1. John Hull, Fundamentals of Futures and Options Markets, 6th edition, 2008.
2. W.D. Purcell and S.R. Koontz. Agricultural Futures and Options: Principles and Strategies, 2nd edition, Prentice Hall, Upper Saddle River, New Jersey.
3. C.A. Carter, Futures and Options Markets: An Introduction, Prentice Hall, Upper Saddle River, New Jersey.
4. Chicago Board of Trade, Commodity Training Manual, Chicago Board of Trade, Chicago, Illinois.
5. J.C. Hull, Fundamentals of Futures and Options Markets, 4th edition, Prentice Hall, New Jersey.
6. R.W. Kolb, Understanding Futures Markets, 5th edition, Blackwell Publishers.

HUMAN RESOURCE ELECTIVES

5. ORGANISATIONAL DEVELOPMENT AND CHANGE (IIIA05ODC)

Objective: This course is designed to train theorists/researchers/practitioners in organizational development and change. It provides an overview of the theory and practice of making organizations more effective by changing individual attitudes and behaviors, group relationships, and organizational cultures. An experiential approach to organizational development interventions and methods is offered.

Content:

Unit I (7 Sessions)

Introduction to Organisational Development: Foundations of Organisational Development and Managing the Organisational Development Process.

Unit II (7 Sessions)

Organisational Development Interventions : Sensitivity Training, Team Interventions, Third-Party Peacemaking Interventions, Inter Group Interventions, Comprehensive Interventions, MBO, Role Playing, Future Challenges.

Unit III (8 Sessions)

Designing Organisational Structures: Functional, Divisional (Product, Geographic, Market), Nature and Network Structure, the Learning organization, Virtual/ Boundary Less organization.

Unit IV (8 Sessions)

Key Issues in Organisational Development: Issues in Consultant -client Relationships, Action Research, Ethical Issues in Organisational Development and Future of Organisational Development. Introduction to Organisational Change, Change Management Strategies.

SUGGESTED READINGS:

1. French, W., Cecil, H. Bell & Jr. (2004), Organizational Development, PHI.
2. Jones, G. R. (2nd edition, 2004), Organizational Theory, Addison-Wesley Publishing Company.
3. Burnes B. (1996), Managing Change: A Strategic Approach to Organizational Dynamics, London, Pitman.
4. Cummings, T. G. & Warley, C. G. (7th edition, 2001), Organizational Development & Change, Cincinnati, Ohio: South-western.

6. TRAINING AND DEVELOPMENT (IIIA06TDE)

Objective: Focuses on creating learning designs and delivery approaches to meet employee development needs and business priorities. Topics include needs analysis, methods of instruction, consulting skills to determine performance issues and potential training solutions. Students are exposed to new learning technologies and authoring tools and the broader issues of employee development, including career and succession planning.

Content:

Unit I (8 Sessions)

Training and Development Conceptual Framework: Importance, objectives of Training, Learning environment, learning principles. It's relevance to Improving training design. Cross cultural training in Global perspective. Strategic Planning, Training and OD: Strategic Planning Process, HRD's Role in Supporting Strategy; OD, Strategy and Training. Learning, Motivation and Performance: Understanding Motivation and Performance, Self-efficacy and Motivation.

Unit II (7 Sessions)

Training Need Analysis: Definition and purposes of training needs Assessment, level & Components of needs assessment, its Advantages, Task – performance – competency analysis.

Unit III (7 Sessions)

Training Design & Delivery and Methods: Designing Training Programmes, types of training and methods – Implementing training programmes both on-the –job and Off-the-job. Executive Development, Transfer of training.

Unit IV (8 Sessions)

Evaluation of Training: Evaluating effectiveness of training and development, Evaluation Criteria, Evaluation design, Problems and pitfalls in training and development, Training practices in organizations. Sources of Knowledge/Skill Acquisition, The Special Needs of the Technical Manager, Training for Executive-Level Management.

SUGGESTED READINGS:

1. Lynton and Pareekh . Training for Development 2nd Edn.- Vistar Publications.
2. R.K.Sahu, Training for Devolopment, Excel Books.
3. B.Janakiram, Training & Development, Biztantra.
4. Dolan, L. Simon and Schuler S. Randal – Human Resource Mgt. Melson Canada .
5. Gomez Mejia – Managing Human Resources – Pearson
6. Khanka S.S. – Human Resource Mgt ., S. Chand & Comp.
7. Cascio-Managing Human Resources TMH
8. Decenzo and Robbins, Human Resource Mgt. John Wiley & Sons.
9. Bernadin, John – Human Resource Mgt – TMH
10. Pareek – Training for HRD and OD
11. Buckley R & Caple Jin – The theory and Practice of Trg., London, Kogen page.
12. Wills, Mike-Managing the Training Process, McGraw Hill, London.
13. Blanchard & Thacker – Effective Training: Systems, Strategies and Practice, PHI.

7. COMPENSATION MANAGEMENT (IIIA07CMA)

Objective: Theory and practice of compensation strategy, methods and policies to include job evaluation, incentive systems, salary administration, benefits administration and compensation, and benefits legislation.

Content:

Unit I (7 Sessions)

LABOUR MARKET AND COMPENSATION MANAGEMENT: Labour Market: Structure, Characteristic & Recent Trends, Conceptual Framework of Compensation Management: Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Criteria of wage fixation.

Unit II (7 Sessions)

WAGE DETERMINATION: Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems, Knowledge based pay system & market based pay system, Brad bonding.

Unit III (8 Sessions)

WAGE ADMINISTRATION IN INDIA : Wage Policy in India, Methods of wage determination in India, wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The minimum wages Act, The Pay Commission, Methods of payment. Payment of Wages Act & Payment of Bonus Act.

Unit IV (10 Sessions)

EMPLOYEE BENEFITS: Incentive Payment and types of incentive plans. Compensation practices of multinational and global organizations. Incentive based pay systems, Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package, "Job Evaluation" Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation.

SUGGESTED READINGS:

1. Milkovich & Newman : Compensation - TMH
2. Sinha P.R.N. – Wage Determination in India
3. Henderson – Compensation Management in knowledge based world, Pearson.
4. Martocchio – Strategy Compensation , Pearson.
5. Pramod Verma –Labour Economics and Industrial Relations
6. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
7. Micton , Rock . Hand Book of Wage & Salary Administration, Helen.
8. K.N. Subramarniam , Wages in India
9. Sharma A.M. – Understanding Wage System – Himalaya
10. Henderson- Compensation Management in a Knowledge Based world- Pearson

8. STAFFING AND PERFORMANCE MANAGEMENT (III A08SPM)

Objective: Examines strategic approaches for determining staffing requirements. Focuses on the overall staffing process including identifying innovative recruitment sources, candidate evaluation/selection methods, legal framework, interviewing techniques and strategies for attracting the best candidates. Reviews contemporary performance management processes, and coaching. The influence of business strategy and organizational culture on the staffing and performance management processes is emphasized.

Content:

Unit I (7 Sessions)

Manpower planning process; Job design strategies and allocation; Job evaluation and control; Recruitment and selection; Talent management and human capital auditing; Managing a part-time based workforce; and organizational structure and restructuring.

Unit I (7 Sessions)

Introduction to Performance Management and Performance Appraisal: Foundations of Performance Appraisal. Performance Management Process-Conceptual Model and its Application, Philosophy Behind Performance Management.

Unit I (8 Sessions)

Various Aspects of Performance Appraisal: Identifying and Measuring Employee Performance, Uses of Performance Appraisal, Who Conducts Appraisals, e-HR Managing 360 Degree; Methods for Appraising Performance. Performance Audit: Developing Performance Standards – DRA's Process.

Unit I (8 Sessions)

Conducting Performance Reviews; Performance Management Documentation, Potential Appraisal. Feedback Counseling and Coaching; Ongoing Mentoring and Protégé Development, Annual Stock Taking, Performance – Related Pay; Appraising for Recognition & Reward.

SUGGESTED READINGS:

1. Michael, Armstrong (1999), Performance Management, Kogan Page.
2. Chadha, P. (2003), Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd.
3. Dwivedi, R.S. (2000), Managing Human Resources and Personnel Management in India Enterprises, Galgotia Publishing Company.
4. Mathis, R. L & Jackson, J. H. (2004), Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
5. Dessler, G. (2004), Human Resource Management, Pearson Education Pte. Ltd., Singapore.
6. Chadha, Prem. , Performance Management, Macmillan, New Delhi.
7. Armstrong, Michael and Baron, Angela, Performance Management, Jaico Pub. House , Mumbai.

INTERNATIONAL BUSINESS ELECTIVES

5. INTERNATIONAL MARKETING MANAGEMENT - (IIIA05IMM)

Objective: The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing.

Content:

Unit I (4 Sessions)

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries. Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions. International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle.

Unit II (6 Sessions)

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model.

Unit III (6 Sessions)

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale. Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

Unit IV (6 Sessions)

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

Unit V (6 Sessions)

India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports, Institutional Infrastructure for Export Promotion, Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards. Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of Payments-Open Account, Bills of Exchange, Letter of Credits-Export Finance.

Unit VI (2 Sessions)

Research Project: Each student will write a research paper on a specific International Business related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Business, Industry or Government, Presentation of available Alternatives if Applicable
- References

SUGGESTED READINGS

12. Onkvisit, Sak and Shaw, J.J-International Marketing: Analysis and Strategy (PHI).
13. Aswathappa- International Business (Tata McGraw-Hill, 2002)
14. Daniels- International Business (Pearson Education) 2004.
15. Paul J- International Business (Prentice-Hall, 2004)
16. Deresky H- International Business (PHI, 2003)
17. Hill C W- International Business (Tata McGraw-Hill,2002.)
18. Varma M L- International Trade (Vikas, 2003)
19. Taggart- The Essence of International Business (PHI)
20. Thakur, M., Burton & Gene, E- International Management (Tata McGraw Hill).
21. Hodgetts, R. and Luthens, F- International Management (McGraw Hill Inc 2003).
22. Deresky-International Management: Managing across borders and culture (Pearson Education).

6. EXPORT-IMPORT MANAGEMENT (IIIA06EIM)

UNIT I:

India's Foreign Trade and Policy:

Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Balance of Payment; Rupee convertibility; Indian Joint ventures abroad; Project and consultancy exports.

Foreign Investment Policy: Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

UNIT II

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation.

EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business.

Foreign Exchange Facilities and Regulations: Legal framework in India –FEMA- Origin and objectives, Main provision o f FEMA; Other relevant acts.

UNIT III

International Trade Terms: Trade contract and trade terms; Trade terms and need for standardisation; INCO terms.

Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary collection, documentary credit – Documentary collection – DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC -Major clauses; Consignment sale.

Trade Finance: Sources and schemes of trade finance; Pre and post –shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

UNIT IV

Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation.

Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements.

UNIT V

Customs Clearance of Export and Import Cargo: Legal framework – Customs Act 1962;. Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations.

Duty Drawback: Concept and rationale; Monitoring authority; Types and mechanism of rate fixation; Settlement of claims including under EDI; Procedure and documentation.

Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures.

Recommended Books

1. Aseem Kumar; Export-Import Management, Excel Books Publications, New Delhi
2. Cherian and Parab: Export Marketing, Himalaya Publishing House, New Delhi
3. Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
4. Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, New Delhi.
5. Export – Import manual, Nabhi Publication, New Delhi
6. Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi

7. CONSUMER BEHAVIOUR – (III A07CBE)

Objective: The basic objective of this course is developing an understanding about the consumer decision-making process and its application in marketing function of firms.

Content:

Unit I (8 Sessions)

Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing., Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.

Unit II (8 Sessions)

Individual determinants of behavior: Personality, Perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques), learning and motivation.

Unit III (7 Sessions)

Group influence (the influence of Culture & sub culture, Characteristics of Culture, The measurement of culture), Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class(AIO & VALS), Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, Opinion Leadership Process : Measurement of opinion leadership.

Unit IV (7 Sessions)

Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

SUGGESTED READINGS:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books.
3. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
4. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
5. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
6. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
7. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,
8. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
9. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
10. Nair – Consumer Behaviour and Marketing Research , Himalaya.
11. H.Assael, Consumer Behavior, Biztantra.
12. Jain & Bhatt, Consumer Behaviour, S. Chand.
13. Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.

8. INTERNATIONAL ACCOUNTING AND TAXATION(IIIA08IAT)

Objective: The objective of this course is to acquaint the students with the accounting needs and taxation impact in International Business and to analyze the accounting measurement and reporting issue unique to multinational business transactions.

Content:

Unit I International Dimension of Accounting (7 Sessions)

Conceptual Development and Comparative Development Patterns, Currency Transactions, Managing Information Systems, International Perspective on Inflation Accounting, Financial Reporting and Disclosures.

Unit II Analysis and Interpretation (8 Sessions)

Analyzing Foreign Financial Statements, Financial Management of Multinational Entities, Transfer Pricing and International Accounting, International Standards and Multinational Organisations.

Unit III International Taxation: Basic Concepts (4 Sessions)

Definition of the term “Income”, Charge of Income Tax, Scope of Total Income, Income-tax Rates and computation of total income and tax payable, Minimum Alternate Tax, Security Transaction Tax, Dividend Distribution Tax, Special Rates for Non-Residents, Residential Status and Tax Incidence, Foreign Income and Foreign Tax payers – categories of Income.

Unit IV Presumptive Taxation and Special Taxation Regime for Non-Residents (5 Sessions)

Provisions in case of Non Residents for gains from shipping business, mineral oil business, business of operation of aircrafts, business of civil construction, provision for head office expenditure in case of non-resident, Tax on Dividend, Royalty and technical services fee in the case of foreign company, Tax on income from units or bonds purchased in foreign currency or capital gain arising on their transfer in case of Offshore Fund, Tax on Income of Foreign Institutional Investors from Securities, Tax on Non-resident Sportsman or sports association, Tax Deduction at Source in respect of payments to Non-Residents, Special Provisions for Non-Resident Indians under section 115.

Unit V Important Provisions relating to International Taxation (6 Sessions)

Transfer Pricing, Double Taxation Avoidance Agreements, Obtaining Advance Rulings, Special Economic Zones (SEZs)

SUGGESTED READINGS

- 1) Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985
- 2) Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Clifffs, New Jersey, Prentice Hall Inc., 1984
- 3) Evans, Thomas G. International Accounting and Reporting. London, MacMillan, 1985
- 4) Gray S. J. International Accounting and Transactional Decisions, London, Butterworth, 1983
- 5) Rathore, Shirin. International Accounting. Prentice Hall Inc., 1996.
- 6) Chaturvedi Tarun, Bhandari Vandana – Handbook for NRI (Commercial Law Publishers (India) Pvt. Ltd., 4th Edition)
- 7) Angharad Miller, lynne Oats Principles of International Taxation, Bloomsburry Professional.

SECTOR ELECTIVES

MANAGEMENT OF TRAVEL BUSINESS (III A09MTB)

Objective: The sectoral studies in Hospitality & tourism aims at familiarizing a prospective MBA student in the rapidly growing Tourism & Hospitality Industry. The curriculum for this sector has been designed to provide a basic overview of the Industry & its various components. The view has been to offer basic orientation in the business of Hospitality and Tourism so that the student is able to take an informed career decision of Toning the Trade.

Content:

Unit I (7 Sessions)

Travel Agency & Tour Operation Business: history and Functions, Setting up a travel agency & Tour Operation Unit, type of Income of a travel Agency, Tour operation, The wholesaler and retailer, Tourism industry in India.

Unit II (7 Sessions)

Itinerary planning and package tour: Type of Itinerary, importance of Itinerary, planning of Itinerary, relationship between packaging and Itinerary planning, Type of packages, Development of packages, FIT & GIT in packages.

Unit III (8 Sessions)

Multinational regulations: Freedom of Air functions, ICAO, IATA, Air transport: Air India, Indian Airlines, other private air carriers like Sahara & Jet Airways, Air Decan. Rail transport: Major railway systems of world like Amtrak, Euro Rail, Japanese rail, Darjeeling rail, Palace on wheel, oriental express, Indian railway & its different schemes for promotion of tourism.

Unit IV (8 Sessions)

Travel Documents: Passport, Visa, Health regulations, customs, credit card, Forex: Documentations and general guide lines, purpose, requirements.

SUGGESTED READINGS:

1. Travel Agency and Tour Operation, Concepts and Principles-J.M.S Negi
2. Tourism Industry in India, T.K.Panda, Excel
3. Transport for tourism-Stephen Page
4. Tourism System=Mill, R.C. & Morrison
5. Professional Travel Agency Mgmt.-Chunk, James, Dexter & Boberg
6. The Business of Travel Agency Operations and Management-D.L.Foster
7. Travel Industry-Chunk Y. Gee.
8. T.K.Panda, Tourism management – Social Political and Ecological Perspective, Universities Press, Orient Longman

RURAL RESOURCES AND DEVELOPMENT (III A09RRD)

Objective: The basic objective of this course is to provide an in-depth understanding of the problems and process of rural development, ecology, resources and major developmental issues.

Content:

Unit I (6 Sessions)

Rural economy, Income, Resource distribution and gaps.

Unit II (8 Sessions)

Rural ecology, Irrigation, Water Supply and Habitation: Land Holdings, Assets Distribution and Land Reforms : Land Utilisation and Cropping Pattern, Agricultural Productivity: Technology inputs- Water, Electrification, Fertilizers, Seeds, Implements, Plant Protection and subsidies.

Unit III (8 Sessions)

Manpower: Employment, Migration: Rural Women: Status, Role and Participation.

Unit IV (8 Sessions)

Forest Resources and Social Forestry: Special Areas Developmental Programmes, Wastelands Developments; Public Services and Extension Services.

SUGGESTED READINGS:

1. Arora, R.C. "Integrated Rural Development". 1979. S. Chand, New Delhi
2. Bansali P.C. "Agriculture Statistics in India". 1974. Arnold Heinemann, New Delhi.
3. Hoshi, Ved. "Migrant Labour and Related Issues" 1987. Oxford and IBH, New Delhi.
4. Khusro, AM "The Economics of Land Reforms and Farm Size in India". Institute of Economic Growth, Delhi.
5. Katar Singh Bhatnagar, Rural Development
6. Gupta A. " Ecology and Development in the Third World" 1988. Routledge, London.
7. Hanumatha Rao, C. "Agricultural Production" Functions Costs Returns in
8. Joshi, PC. "Land Reform in India".1975. Institute of Economic Growth, Delhi.

BANKING MANAGEMENT (IIIA09BMA)

Objective: This course aims at honing the skills of students with a special aptitude in Financial sector dealing with banking.

Content:

Unit I (7 Sessions)

Origin of Banking, Indigenous Bank & Money Lender, Banking System in India-(Central Bank, Commercial Bank, Introduction to new private banks. Co-operative Banks, Regional Rural banks, Foreign banks, Banker & customer relationship, Customer's right & obligations, Banker's rights & Obligations.

Unit II (7 Sessions)

Various banking products & Services, Value added facilities associated with deposit products, Deposits and Savings Schemes, Loans & Advances-Principles of sound tending, Secured advances-Modes of creating Charges, Letter of credit, Guarantees.

Unit III (8 Sessions)

Introduction, Traditional vs E. Banking, Emergence of Electronic banking Products, ATM, Tele-banking, Internet banking, Electronic Fund Transfer, Electronic Cheque, Real time group settlement System (RTGS).

Unit IV (8 Sessions)

Reserve Bank of India & functions, Credit policy of RBI, Credit rating agencies, Basle-I & II, Merchant banking, Foreign currency dealing, Merchant banking (Pre issue and post issue)

SUGGESTED READINGS:

1. Varshcy P.N-Banking Law & Practice, Sultan Chand & Sons.
2. 2. Gordon-Natarajan-Banking theory Law & Practice-Himalaya Publishing House
3. Shekhar & Shekhar-Banking theory & practice- 19th Edition-Vikash Publishing House.
4. Machiraju H.R-Modern Commercial banking-Vikash
5. Reed/Cotter/Gill/Smith-Commercial Banking-Prentice Hall
6. Mishra B. & Debasis S., Indian banking system-, Mahamaya Publication.
7. B.K.Swain-Commercial banking-Excel Books.
8. Bihari & Baral, Modern Banking Management, Skylark Publications.
9. Parameswaran & Natarajan, Indian Banking, S. Chand

BASIC BIOLOGICAL SCIENCE (IIIA09BBS)

Objective: The objective of the course is to expose the students to basics of Biology to facilitate understanding of Health concepts.

Content:

Unit I (6 Sessions)

Human Anatomy and Physiology: Basic functions and importance of various systems in Human body - Digestive System-Respiratory system-Circulatory system-Central Nervous system, Muscular Skeletal system-Reproductive system-Excretory system-Endocrine Glands-Special Senses.

Unit II (6 Sessions)

Medical Terminology: Reasons for using medical terms-Glossary of medical terms: major diseases and medical specialties.

Unit III (7 Sessions)

Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit IV (5 Sessions)

Illness: Defining Health and illness: Direct and indirect causes-Classification and description of disease.

Unit V (6 Sessions)

Infection Control: Nosocomial infection-asepsis--Reservoir, carrier and mode of transmission of communicable diseases -Infection control measures-Disinfection -Sterilization and aseptic technique-Infection control committee-purpose, composition and duties.

SUGGESTED READINGS:

1. A Clinical Problem – Solving Approach - John V. Basmajian and Charles E. Slonecker
2. Review of Medical Physiology - William F. Ganong McGraw Hill, Boston
3. Stedman's Medical Dictionary
4. Biological Science - Taylor - Cambridge University

SEMESTER - IV

1. ENTREPRENEURSHIP AND MANAGEMENT OF INNOVATIONS – (IVA01EMI)

Objective: Developing entrepreneurship abilities in the students by exposing them to the business opportunities and imparting skills and techniques of exploring these opportunities through the formulation of a bankable project. It is also aimed to study the formalities of setting up of a company and its management. .

Content:

Unit I (6 Sessions)

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Unit II (6 Sessions)

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Unit III (6 Sessions)

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

Unit IV (4 Sessions)

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V (8 Sessions)

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

SUGGESTED READINGS:

- 1) Couger, C- *Creativity and Innovation* (IPP, 1999)
- 2) Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- 3) Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- 4) Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- 5) Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- 6) Singh P and Bhanderkar A- *Winning the Corporate Olympiad: The Renaissance Paradigm* (Vikas)
- 7) Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999).
- 8) Tushman, M.L. & Lawrence, P.R. (1997)- *Managing Strategic Innovation & Change*. Oxford .
- 9) Jones T. (2003)- *Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability*. Butterwork Heinemann, U. K.
- 10) Amidon, D. M. (1997)- *Innovation Strategy for the Knowledge Economy: The Kan Awakening*. Butterwork-Heinemann, New Delhi, India.

2. MANAGEMENT CONTROL SYSTEMS - (IVA02MCS)

Objective: The course intends to acquaint students with the control systems design and its implementation in profit as well as non-profit organizations in order to achieve desired goals and objectives.

Content:

Unit I (4Sessions)

An Overview: Nature, Scope and Concept of Management Control Systems. Organizational Goals, Strategic Planning and Implementations, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization Structure of an Organization.

Unit II (8 Sessions)

The 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. Analyzing Financial Performance Reports, Performance Measurement, Management compensation

Unit III (8 Sessions)

Management Control Structure: Responsibility Centre- Revenue and Expense centers e, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation-Qualitative and Quantitative, Investment Centre. Measuring and Controlling Assets Employed.

Unit IV (5 Sessions)

Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management, Human as a Part of Information Process. Learning Curves.

Unit IV (5 Sessions)

Variations in Management Control: control for differentiated strategies, modern control methods, service organizations, financial services organizations, Multinational organizations, management control of projects.

SUGGESTED READINGS:

1. Anthony, R.N and Govindarajan, V.- *Management Control Systems*, Irwin, Latest Edition.
2. Emmanuel, C and Otley, D.- *Accounting for Management Control*, Nostrand Reinhold, 1985.
3. Ghosh, P.K. and Gupta, G.S.- *Cost Analysis and Control*, Vision, 1985.
4. Glynn, J.J.- *Value for Money: Auditing in Public Sector*, Prentice Hall, 1985.
5. Maciariello, J. A and Kirby, C.J.- *Management Control System*, Prentice Hall, 1994.

3. MANAGEMENT RESEARCH PROJECT – II - (IVA03MRP)

The purpose of this course is to enable the students to study in-depth at least one specific issue related to any of the courses of study. The group consisting of two to three students will identify the issue in the beginning of the semester and will prepare detailed synopsis of the research project study. The project may be based on primary data or secondary data depending upon the nature of the topic and the research design. The project will be evaluated on the basis of written report, presentation and viva-voce.

4. PERSONALITY GROWTH LAB-II - (IVB04PGL)

Objective: This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. This involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and Government from time to time. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing, also in his inter personal relationship. Therefore the module is seminal to a personality, which believes in goal-setting and accomplishment without any interference from his private and personal space-time.

Content:

Workshops on following aspects of Personality:

- Understanding self and Others: Johari's Window and Transactional Analysis (TA). Meaning of personality: What personality is? Personality pattern; Symbols of Self; Molding the personality pattern; Persistence and change.
- Evaluation of personality: Sick personalities and Healthy Personalities 24 Carats of Winning Personality
- Facility of expression stemming from clarity of thought, Unity of Thought-Speech- Action, Negotiation Skills, Presentation Techniques, Telephonic Conversation, Preparing CV, One to one discussion / consultation, Facing an Interview and Interviewing Skills, Job Interviews + Taking an Interview.
- Panel discussion-monitored / anchored, Group discussions with a leader or controlling authority, Open forum-discussions, Presentations at a Seminar / AGM etc., Stress Management, Effective Selling Techniques.
- Facing an irate mob, Crisis Management, Event management, Taking a Press Conference, Power Etiquette, Wit & Humor.

SUGGESTED READINGS:

- 1) Friedman- *Personality: Classic Theories and Modern Research* (Pearson, 2nd edition) 2004.
- 2) Hurlock E- *Personality Development* (Tata McGraw-Hill).
- 3) Iyer V- *How to Develop a Powerful & Positive Personality* (Sterling Publishers).

MARKETING ELECTIVES

5. SERVICES MARKETING – (IVA05SMA)

Objective: To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.

Content:

Unit I (4 Sessions)

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing. Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Role of Services in Economy.

Unit II (6 Sessions)

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit III (8 Sessions)

Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship management, designing of service strategy.

Unit IV (8 Sessions)

Marketing of Services in Practice - Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services. Marketing of Educational Services, Marketing of Public Services.

Unit V (4 Sessions)

Services in global perspective: International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition).
- 3) Zeithaml, V. A and Bitner, M. J. - *Services Marketing* (Tata McGraw-Hill).
- 4) S. L. Gupta *Marketing of Services* (Sultan Chand).
- 5) Rama Mohana Raok *Services Marketing* (Pearson Education).
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press).
- 7) P.Srinivasan- *Services Marketing*. PHI.
- 8) Bhattacharjee- *Services Marketing*, Excel Books.
- 9) Nargundkar – *Service marketing*, TMH.
- 10) Nimit & Monika Chowdhary- *Text book of Marketing of Services: The Indian Experience*, MacMillan India Limited
- 11) Jha – *Service Marketing*, Himalaya.
- 12) Andersen & Kotler- *Strategic marketing for Non Profit Organisations*, PHI/Pearson.
- 13) Kotler, Bowel & Makens- *Marketing for Hospitality and Tourism*, Pearson.
- 14) T K Panda- *Customer Relationship Management in Service Industry*-Excel.
- 15) Rama Mohana Rao, K.- *Services Marketing*, Pearson Education.
- 16) Newton M. P. Payne, A.- *The Essence of Services Marketing*. New Delhi, PHI.
- 17) Ravi Sankar- *Services Marketing*, Excel Books.
- 18) Clow & Kurtz- *Services Marketing*, 2e, Biztantra.

6. STRATEGIC MARKETING AND BRAND MANAGEMENT - (IVA06SMB)

Objective:

To have an understanding and application of marketing tools and techniques in a strategic perspective. To study different aspects of brand management.

Content:

Unit I (15 Sessions)

Strategic Marketing: Introduction to Strategic Marketing, Opportunity Analysis. Formulating Marketing Strategies for New Market Entries, Growth Markets. Matured Markets, Decline Markets, Marketing Strategies for the new Economy. Organizing and Planning for Effective Implementation, Measuring and Delivering Marketing Performance.

Unit II (15 Sessions)

Brand Management: Strategic Issues in Brand Management. Brand Equity. Brand Building, Brand Loyalty, Lessons in Branding, Brand Valuation. Emerging Horizons in Branding. Myths in Branding. Contemporary Issues In Strategic Marketing & Brand Management.

SUGGESTED READINGS:

1. Cravens, D W. - *Strategic Marketing*, Homewood Illinois, Richard D. Irwin.
2. Kaynak, E and Savitt, R. - *Comparative Marketing Systems*. New York, Praegar.
3. Porter, M. E. - *Competitive Advantage: Creating, Sustaining Superior Performance*. New York, Free Press.
4. Aaker, David, A. - *Managing Brand Equity*. New York, Free Press.
5. Cowley, Don. - *Understanding Brands*,. London, Kogan Page.
6. Murphy, John, A. - *Brand Strategy*. Cambridge, The Director Books.
7. Steward, P. - *Building Brands Directly*. London, Macmillan.

7. RETAIL MANAGEMENT – (IVA07RMA)

Objective:

This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

Content:

Unit I (4 Sessions)

Overview of retailing environment. Definition, importance, functions and scope of Retailing; Evolution of Retail Competition, - The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats. Types of Retail Outlets, Market structure and control; Planning and development.

Unit II (8 Sessions)

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non-store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Retail promotions-Staying ahead of competition. Retail store location-Traffic flow and analysis-population and its mobility-exterior and layout-Customer traffic flows; Trading-area analysis; Site selection; Store design and layout; Display.

Unit III (10 Sessions)

Managing retail business: Retail organization and HRM; Operations management: financial and operations dimensions; Supply Chain Management-Warehousing-Role of IT in supply chain management. Merchandise Planning-Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space. Managing retail services; Service characteristics; Branding: perceptions of service quality.

Unit IV (4 Sessions)

Delivering the product: Retail Information Systems; Developing and implementing plans; People in retailing; Out-of-store retailing: different types.

Unit V (4 Sessions)

International retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management. Emerging formats-Issues and Options; Retail Equity, Technology in Retailing.

SUGGESTED READINGS:

- 1) Levy IM. And Weitz B.A (2004), *Retailing Management*, 5th ed., Tata McGraw Hill.
- 2) Berman B. Evans J. R. (2004), *Retail Management*, 9th Edition, Pearson Education.
- 3) Bajaj C; Tuli R., Srivanstava N.V. (2005), *Retail Management*, Oxford University Press, Delhi.
- 4) Dunne P.M, Lusch R.F. and David A. (2002), *Retailing*, 4th ed., South-Western, Thomson Learning.
- 5) Newman A J and Cullen P- *Retailing: Environment and Operations* (Vikas, 2002)
- 6) Varley R and Rafiq M- *Principles of Retail Management* (Palgrave, 2004)
- 7) Lamba- *The Art of Retailing* (Tata McGraw-Hill, 2001)

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FINANCE ELECTIVES

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5. WORKING CAPITAL MANAGEMENT- (IVA05WCM)

Objective: The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management

Content:

Unit I (4 Sessions)

Concept of working capital management-Importance-Kinds-Factors determining working capital-Estimating working capital requirements.

Unit II (7 Sessions)

Management of Cash-Motives-Cash System-Cash Flow Management-Types of Collection Systems-Cash Concentration Strategies-Disbursement Tools; Forecasting Cash Flows; Managing Corporate Liquidity, Determining the Optimum Level of Cash Balances-Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.

Unit III (7 Sessions)

Receivables Management-Determining appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

Unit IV (7 Sessions)

Inventory Management-Kinds of Inventories, Benefits and Costs of Holding Inventories; Inventory Management and Valuation, Inventory Control Models; Short Term Financing.

Unit V (5 Sessions)

Programming Working Capital Management; Integrated Working Capital Management and Capital Investment Processes; Monetary System; Money Market in India; Working Capital Control; Instruments of the International Money Market.

SUGGESTED READINGS:

1. Bhalla, V.K. - *Working Capital Management: Text and Cases*, 4th Edition, Anmol.
2. Hampton, J. J. and Wagner, C. L. - *Working Capital Management*, John Wiley and Sons.
3. Mannes, T.S. and Zietlow, J. T. - *Short-term Financial Management*, West Pub. Co.
4. Scherr, F. C. - *Modern Working Capital Management*, Prentice Hall.
5. Smith, K. V. and Galliger, G. W. - *Readings on Short-term Financial Management*, West Pub. Co.

6. INTERNATIONAL FINANCIAL MANAGEMENT- (IVA06IFM)

Objective: To impart an understanding of the global corporate financial management environment with tools and techniques of financial decision-making.

Content:

Unit I (4 Sessions)

Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.

Unit II (6 Sessions)

Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc.

Unit III (10 Sessions)

Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI. Relationship of Money market and foreign exchange market.

Unit IV (5 Sessions)

Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Management of interest rate risk: interest rate options, currency options etc.

Unit V (5 Sessions)

Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE. FDI and FII in India.

SUGGESTED READINGS:

- 1) Apte- *International Financial Management* (Tata McGraw-Hill, 2002) 8th ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2nd edition) 2003.
- 5) Vij M-*International Financial Management* (Excel books) ,2003.
- 6) Gupta, S.L.- *Financial Derivatives : Theory , Concept and Problems* , PHI.
- 7) Hull- *Options, Futures and other Derivatives*, Pearson.
- 8) Vohra, N.D. and Bagri, B.R.- *Futures and Options* , TMH.
- 9) David A. Dubofsky and Thomas W. Miller , J.R.- *Derivatives : Valuation and Risk Management*, Oxford .

7. STRATEGIC FINANCIAL MANAGEMENT - (IVA07SFM)

Objective: This course attempts to identify sources of competitive advantage and to devise financial strategies, which will serve as a link between a company's financial function and the overall goals.

Content:

Unit I (6 Sessions)

Finance and the financial manager – comparing NPV with investment decision tools - Sensitivity analysis, Break even analysis, Monte Carlo simulation, Real option and decision trees - Corporate financing and market efficiency.

Unit II (8 Sessions)

Overview of corporate financing – Leasing and Hire Purchase: Industry. Size and scope. Parties involved. Evaluation of Lease transaction. Types of lease and their implications. Hire purchase and lease- differences and implications for the business. Others: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money.

Unit III (8 Sessions)

Takeovers, mergers and Acquisition. Types of Mergers. Reasons for mergers, takeovers and Acquisitions. Legal and Procedural Aspects, Tax Implications. Cross border acquisitions and International acquisitions. Valuation: Financial Methodology, DCF valuation, Principle of valuation, Increasing value of the organization, calculating growth rate.

Unit IV (8 Sessions)

Corporate Restructuring: Introduction, concepts and framework, types of restructuring – Enhancing shareholder and corporate value through corporate restructuring – Key implementation issue and legal issue in corporate restructuring – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps.

SUGGESTED READINGS:

1. M.Y. Khan, *Financial Services*, TMH.
2. Gordon and Natrajan, *Financial Market and Services*, Himalaya Publishing.
3. Sudarshanam, *Mergers & Acquisition*, PHI.
4. Weston, Siu & Johnson, *Takeovers, Restructuring and Corporate Governance*, Pearson, 2002.
5. Shiva Rama, *Strategic alliances*, Response Books.
6. Weston, Chung, Hoag, *Mergers, Restructuring & Corporate Control*, PHI.
7. Marshal J.F., Bansal V.K., *Financial Engineering*, PHI.

HUMAN RESOURCE ELECTIVES

5. LEGAL ENVIRONMENT OF HRM- (IVA05LEH)

Objective: The objective of the course is to acquaint the students with the legal issues related to and affecting Human Resource Management.

Content:

Unit I (8 Sessions)

Labour Legislation: Need, objectives scope, growth of labour legislation in India. Legislations on working conditions-Factories Act, 1948, Mines Act, 1952, Contract Labour (Regulation & Abolition) Act, Child Labour (Prohibition & Regulation Act-1986, Interstate Migrant Workmen (RECS)-1979.

Unit II (8Sessions)

Legislations concerning wages- Minimum wages Act, 1948, Payment of wages Act, 1936, payment of Bonus Act 1965, Equal Remuneration Act, 1976.

Unit III (8 Sessions)

Social Security Legislations: The workmen's compensation Act, 1923, Employees' state insurance Act, 1948, The Employees Provident Fund Act, 1952, Maternity Benefit Act 1961, payment of Gratuity Act 1972, EPF Act-1952 and 1995.

Unit IV (6 Sessions)

Industrial Relations Legislations: Indian Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act, 1947.

SUGGESTED READINGS:

- 1) Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- 2) Sinha, & Shekar - *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson Education)
- 3) Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4 edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003).
- 5) Kapoor N.D – *Labour Laws*, Sultan chand.
- 6) Malhotra O.P. – *The law of Industrial Disputes – Vol –I and II*,
- 7) Mallik P.L. – *Handbook of Industrial Law*, Eastern Book .
- 8) Ratna Sen - *Industrial Relation in India – Macmillan*.
- 9) Saini, Debi S- *Redressal of Labour Grievances Claims and Diputes*, Oxford & IBH.
- 10) A.M. Sharma – *Industrial Jurisprudence & Labour Legislation*, Himalaya

6. STRATEGIC HUMAN RESOURCE MANAGEMENT - (IVA06SHR)

Objective: Focuses on the integration of business strategy and human resources strategy. The module prepares the students to understand the linkages and impact of HR programs on the successful execution of business strategy and to develop HR strategies that are aligned with business strategy, culture and employee motivation.

Content:

Unit I (4 Sessions)

The HRM Environment: Evolution of HRM, HRs New Role Orientation, HRM for Competitive Advantage, HR and Organizational Performance.

Unit II (8 Sessions)

Investment perspective of HR: Investment in Training & Development, Investment Practices for Improved Retention, Non-traditional Investment Approaches: Investment in Disabled Employees, Employee Assistance Programmes etc.

Unit III (9 Sessions)

Strategy and HR Planning: Importance of Human Resources to Strategy, Overview of Theoretical Foundations of Strategic Concepts, Strategy Driven Role Behaviors and Practices, Integration of Strategy and HR planning, Determinants of Integration and Problems with Integration.

Unit IV (9 Sessions)

Strategy Implementation and Workforce Utilization: Selection of Employees, Strategically Oriented Performance Management and Compensation Systems. The Role of Strategic HR Leader, Future Roles and Leadership Competencies, Managing Workforce Diversity, Cultural Issues of Expatriates.

SUGGESTED READINGS:

1. Kandula S. R. (2001). Strategic Human Resource Development. Eastern Economy Edition, PHI.
2. Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Mcmillan.
3. Mello, J. A. (2002). Strategic Human Resource Management. Thompson Learning.
4. Rothwell, W. J., Prescott, R. K. & Taylor, M. W. (2005). Strategic Human Resource Leader. Jaico.
5. Purcell, J. (2001). Human Resource Management: A Critical Text. London: Thompson Learning.

7. INTERNATIONAL HUMAN RESOURCE MANAGEMENT- (IVA07IHR)

Objective: This course addresses the major strategic issues that managers face as they attempt to manage human resources across national boundaries. It incorporates an overview of current international human resource management theory and research and it focuses on issues which evolve from the internationalizing of the HRM processes. It aims at helping students develop an understanding of the international and comparative factors (such as national culture) that shape human resource management. The management of expatriates, and functional issues concerned with international recruitment, selection and assessment along with comparative rewards will be discussed.

Content:

Unit I (7 Sessions)

Global Business Environment and Human Component: Global Business Environment and Human and Cultural variables and Cross cultural differences and managerial implication; cross cultural research methodology and Hofstede study.

Unit II (5 Sessions)

Cross Cultural management: Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation.

Unit III (9 Sessions)

International human resource management: Approaches; International Recruitment and Selection, Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

Unit IV (9 Sessions)

Key issues in International Labour Relations: Labour Unions and International Labour Relations, HRM practices in countries especially in Japan, Germany, Netherlands, Scandinavian Countries, and USA. HR Issues and Activities in International Joint Ventures, HR Issues and Activities in International Mergers & Acquisitions.

SUGGESTED READINGS:

1. Doweing , P.J. – *International Dimensions of Human Resource Mgt.*, End Edition, Words Worth.
2. G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
3. Deresky- *International Management*, PHI/Addison Wesley.
4. Aswathappa, *Human Resource & Personnel Mgt.*, TMH.
5. Meraic, D and Puffer, S.- *Management International Cross Exercises and Reading*, West Publishing.
6. Mangaraj, S.,- *Globalization and Human Resource Management*, Excel Books.
7. S. C. Gupta- *Text book of International HRM*-Macmillan.
8. Tayeb- *International HRM*- Oxford.
9. Dowling, Welch & Schuler,- *International H.R.M.* Excel Books.

INTERNATIONAL BUSINESS ELECTIVES

5. SERVICES MARKETING – (IVA05SMA)

Objective: To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.

Content:

Unit I (4 Sessions)

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing. Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Role of Services in Economy.

Unit II (6 Sessions)

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit III (8 Sessions)

Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship management, designing of service strategy.

Unit IV (8 Sessions)

Marketing of Services in Practice - Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services. Marketing of Educational Services, Marketing of Public Services.

Unit V (4 Sessions)

Services in global perspective: International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition).
- 3) Zeithaml, V. A and Bitner, M. J. - *Services Marketing* (Tata McGraw-Hill).
- 4) S. L. Gupta *Marketing of Services* (Sultan Chand).
- 5) Rama Mohana Raok *Services Marketing* (Pearson Education).
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press).
- 7) P.Srinivasan- *Services Marketing*. PHI.
- 8) Bhattacharjee- *Services Marketing*, Excel Books.
- 9) Nargundkar – *Service marketing*, TMH.
- 10) Nimit & Monika Chowdhary- *Text book of Marketing of Services: The Indian Experience*, MacMillan India Limited
- 11) Jha – *Service Marketing*, Himalaya.
- 12) Andersen & Kotler- *Strategic marketing for Non Profit Organisations*, PHI/Pearson.
- 13) Kotler, Bowel & Makens- *Marketing for Hospitality and Tourism*, Pearson.
- 14) T K Panda- *Customer Relationship Management in Service Industry*-Excel.
- 15) Rama Mohana Rao, K.- *Services Marketing*, Pearson Education.
- 16) Newton M. P. Payne, A.- *The Essence of Services Marketing*. New Delhi, PHI.
- 17) Ravi Sankar- *Services Marketing*, Excel Books.
- 18) Clow & Kurtz- *Services Marketing*, 2e, Biztantra.

6. INTERNATIONAL FINANCIAL MANAGEMENT- (IVA06IFM)

Objective: To impart an understanding of the global corporate financial management environment with tools and techniques of financial decision-making.

Content:

Unit I (4 Sessions)

Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.

Unit II (6 Sessions)

Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc.

Unit III (10 Sessions)

Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI. Relationship of Money market and foreign exchange market.

Unit IV (5 Sessions)

Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Management of interest rate risk: interest rate options, currency options etc.

Unit V (5 Sessions)

Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE. FDI and FII in India.

SUGGESTED READINGS:

- 1) Apte- *International Financial Management* (Tata McGraw-Hill, 2002) 8th ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2nd edition) 2003.
- 5) Vij M-*International Financial Management* (Excel books) ,2003.
- 6) Gupta, S.L.- *Financial Derivatives : Theory , Concept and Problems* , PHI.
- 7) Hull- *Options, Futures and other Derivatives*, Pearson.
- 8) Vohra, N.D. and Bagri, B.R.- *Futures and Options* , TMH.
- 9) David A. Dubofsky and Thomas W. Miller , J.R.- *Derivatives : Valuation and Risk Management*, Oxford .

7. GLOBAL SUPPLY CHAIN MANAGEMENT (IVA07GSC)

Objective: The objective of this paper is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

UNIT I

Overview of Logistics & SCM Introduction,

Nature & Concepts, Effectiveness, Components functions of logistics, framework for supply chain solutions, Supply chain relationships. Outsourcing, 3 PLs, 4PLs.

UNIT II

Elements of L & SCM,

Introduction, logistical information system, Introduction Nature & Components ,Forecasting Methods & Process.

UNIT III

Inventory Management

Introduction, concept types, functions of inventory in logistics & supply chain Management. Elements of Inventory costs, Just in time system, Quick response system, Warehousing Counts, Types, Functions, costs, Warehousing strategy & design.

UNIT IV

Transportation & Material Handling

Elements model, selection of transportation model. Transportation network transportation Decision (Pricing, Rate). Unitization Material Handling, Packages functions, costs package design, package Materials Containerization,

UNIT V

Logistics Administration

Basic organizing principles of logistics & SCM, Factors influencing organizational structure, Central Process Performance Measurement Report Logistics audit.

UNIT VI

Customer service

Introduction, nature concept, components, customer service costs, effective customer service strategy. Supply Chain Management in Retail Sector.

UNIT VII

Contemporary Issues in Global Supply Chain Management

Recommended Books

1. Business Logistic Management – R.H. Ballou
2. Logistic Management & World Seaborne Trade – K. Muthaiah, Himalaya Publishing House Ltd., 1999
3. Logistics in International Business-- Rajiv Aserkar, Shroff Publication And Distribution Ltd., 2004
4. Supply Chain Management---Sunil Chopra , Printice Hall Publication, 2004
5. Supply Chain Performance Management—S. Jaikrishna,, Icfai Unit Press
6. Logistics &Supply Chain Management-- Raghoramay,, MacMillan India Ltd
7. Logistics Management—Donal J. Bowersok , Tata McGraw Hill Publication, 2000

SECTOR ELECTIVE

MANAGING HOSPITALITY SERVICES (IVA08MHS)

Objective: The objective of the course is to familiarize the students with the tourism and hospitality industry.

Content:

Unit I (6 Sessions)

Introduction to the Hospitality Industry: Definition and structure of Hospitality Industry (introduce include all sub-sectors of hospitality industry), Organisation structure of a large hotel in the luxury category (Make special explores on department & staff hierarchy), Hotel classification on-size, ownership & star classification system, International Trends in hotel and resort development (Illustrate through appropriate case studies and discussions).

Unit II (6 Sessions)

The Rooms division Functions of the Rooms Division & Organisational Structure (A overview of Front Office dept. and Housekeeping dept.), Types of Rooms and in-room facilities in various categories of hotels, Basis of charging room rates, mechanics of pricing and issues that influence pricing decision, Managing customer satisfaction through quality services by different depts.. of the hotel.

Unit III (9 Sessions)

The Food & Beverage Division Functions and organization chart of the F & B Dept, Types of food service and catering establishments types of restrutures, fight catering, and institutional catering school mid-day meals, industrial catering; Food & Beverage cost controls: Introduce the control function, budgeting and cost-volume-profit analysis.

Unit IV (9 Sessions)

Hospitality Law and Hospitality Automation Objectives, need for law, principal & secondary sources, Sarai Act-1867, Consumer protection Act-1986, the prevention of food Adulteration Act-1954, The water (prevention and control of pollution) Act-1981, Licenses and permits for hotels & restaurant, procedures renewal, suspension & termination. The application of computer in various departments of the Hotel, The case study on the Automation of the Hospitality Industry: F.O, H & K & F & B.

SUGGESTED READINGS:

1. Hotel Management Theory-Dr. B.K.Chakravarti APH Publishing Corporation.
2. The Hospitality Industry, Tourism & Europe-Rhodri Teare with Debra Adams.
3. Marketing in Hospitality and Tourism-Richard Teare, Joset A. Mazanec, Simon Creawford Information Technology in the Hospitality Industry Martin Peacock
4. New directions in Hospitality and tourism-Richard Teare.
5. Managing Projects in Hospitality Organizations-Richard Teare with Debra Adams
6. The management of food service operations-Peter Jones & Paul Merricks

RURAL MARKETING (IVA08RMA)

Objective: The objective of the course is to explore the students to rural market environment and emerging challenges in the globalization of the economics.

Content:

Unit I (6 Sessions)

Nature, Characteristics and the potential of rural markets in India, Socio-Cultural economic & other environmental factors affecting rural marketing.

Unit II (7 Sessions)

Attitudes and Behaviour of the rural consumers and farmers; Marketing of Consumer durables and non-durable goods and services in the rural markets with special reference to product planning, Media Planning, Planning of Distribution channels and organizing personal selling in rural markets in India.

Unit III (8 Sessions)

Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; organization and functions of agricultural marketing in India. Classification of Agricultural products with particular references to seasonality and perishability, Marketing Structure and Performance. Processing facilities for different agricultural products.

Unit IV (9 Sessions)

Role of Warehousing; Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of Central and State Governments. Institutions and Organizations in agricultural marketing. Unique features of commodity markets in India. Problems of agricultural Marketing ; Nature, scope and role of Co-operative marketing in India.

SUGGESTED READINGS:

1. Arora, RC. Integrated Rural Development, 1979. S. Chand, New Delhi
2. Kashyap & Raut, The Rural Marketing, Biztantra.
3. Rudra, Ashok. Indian Agricultural Economics. Myths and Realities. 1982. Allied, New Delhi.
4. Stalk, George. Competing Against Time. 1990 Free Press, New York.
5. Mishra, SN, Politics and Society in Rural India. 1980. Inter India, Delhi
6. Porter, Michael E. Competitive Strategy. 1980. Free Press, New York.
7. Desai, Vasnat, Rural Development. 1988, Himalaya, Bombay.

INSURANCE MANAGEMENT (IVA08IMA)

Objective: Following the opening of the Insurance industry the terms, trends, thrusts and throughputs have been updated and accordingly the presentation of present position and progress of Insurance sector have been focused in the course.

Content:

Unit I (7 Sessions)

History of Insurance, Principles of Insurance, Rural & Social obligations, Actuarial Services, Practice of General Insurance, Product Profile, Re-Insurance, Tariff Advisory Committee – relevance in current scenario, Life Insurance vs. General Insurance, Fire insurance & margining and their principles.

Unit II (7 Sessions)

Registration of Insurance Companies, Government Control, Insurance Regulatory & Development Authority, Licensing of Insurance Agents & Surveyors, Loss Prevention Association, Less assessors

Unit III (7 Sessions)

Capital formation and insurance: Insurance as financial Intermediaries, insurance vs other financial intermediaries, privatization of insurance sector, Major challenges: Mindset, adequacy of capital, market related policies, cost consciousness, competitive strength, Technology, Global integration, marketing of insurance products, Direct marketing and company employees, Channels-Brokers, Franchisees, Bancassurance. PLUS, Study in Risk Management.

Unit IV (7 Sessions)

Protection of Policy Holders Interests, Claims Management and claim settlement, Niche Areas – Health, Third party administrators and pension scheme implemented by insurance companies.

SUGGESTED READINGS:

1. Mishra M.N.Modern concepts of insurance, Sultan Chand & Co Ltd.
2. George Rajda, Principles of Risk Management and Insurance, Pearson education.
3. Emmett. J. Vaughan and Therse vallghan, Fundamental of Risk and Insurance, John willey & sons.
4. Insurance Regulatory & Development Autlority or IRDA Act.
5. Ganguly, Anand, Insurance Management, New Age International Publication.
6. Baral, S.K. & Bihari, S.C., Insurance Management, Skylark Publications.
7. Mishra & Mishra, Insurance Principles & Practice, S. Chand.

HEALTH RELATED LAWS AND ETHICS (IVA08HRL)

Objective: The objective of the course is to familiarize the students with the Health related Laws and importance of Ethical practices for Health Management.

Content:

Unit I (6 Sessions)

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital.

Unit II (6 Sessions)

Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source.

Unit III (6 Sessions)

Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

Unit IV (6 Sessions)

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case –Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

Unit V (6 Sessions)

Laws pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco control.

SUGGESTED READINGS:

1. The Law of Health Care Administrations – Stuart Showalter
2. Dynamics of Industrial Relations – C.B.Memoria
3. Industrial laws – N.D.Kapoor