

**MASTER OF BUSINESS ADMINISTRATION**  
(Two Year Full Time Programme)

**RULES, REGULATIONS AND COURSE CONTENTS**



**KUMAUN UNIVERSITY**

**DEPARTMENT OF MANAGEMENT STUDIES**  
**BHIMTAL – 263136**

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# **KUMAUN UNIVERSITY, NAINITAL**

## **Department of Management Studies**

### **FACULTY OF COMMERCE AND MANAGEMENT**

#### **RULES, REGULATIONS AND SYLLABI FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**

##### **1. Definition**

The title of the programme shall be Kumaun University's Master of Business Administration.

The Master of Business Administration (MBA) Programme shall be a full-time two-year (four-semester) programme of teaching and learning.

These ordinances shall be called the ordinances for MBA Programme of Kumaun University.

'Faculty' refers to Faculty of Commerce and Management, Kumaun University, Nainital.

'Dean' refers to the Dean, Faculty of Commerce and Management, Kumaun University, Nainital.

'DC' refers to the Departmental Committee and 'BOS' (management) refers to the Board of Management Studies

A separate department of Management Studies has been established under the Faculty of Commerce and Management.

##### **2. Number of Seats**

2.1. The number of seats in the MBA Programme be as prescribed and approved by the competent authority of the University/ Government from time to time. Out of these seats reservation shall be applicable as per University rules.

2.2. Admission to the reserved seats shall be given according to the order of merit of the candidates belonging to these categories as per rules.

2.3. If the required number of candidates in any of the reserved category is/are not available, the vacancies under such circumstances will be filled up automatically out of the general category candidates provided such general category candidates are eligible/qualified otherwise.

##### **3. Eligibility**

Only such graduates of any faculty/discipline, except fine arts, of a statutory University, who have secured at least 50% marks in aggregate at the first degree examination. A relaxation of 5% marks in aggregate shall be admissible to the candidates belonging to SC/ST and OBC categories.

##### **4. Admission/Entrance Test**

4.1 The candidates shall be selected on the basis of the All India advertisement as per the following test processes:

- (i) Score of MAT/CAT/CMAT/etc. or Test Conducted by the Department
- (ii) Group Discussion
- (iii) Personal Interview

4.2 The nature, scope and other necessary details of the admission test and the rules of admission shall be such as may be decided and notified by the University/State government from time to time.

4.3 The candidates who fulfill the eligibility conditions as enumerated above shall be allowed to take admission only if they submit the duly filled application form on or before the last date specified for the purpose.

## 5. Fee

- 5.1 Fee payable per semester/year shall be such as may be decided by the State Government/University from time to time.
- 5.2 The fee shall be payable through a crossed demand draft drawn in favour of Finance Officer, Kumaun University, Nainital.
- 5.3 A candidate selected for admission shall be required to pay the prescribed fees in full and should secure admission on or before the last date notified for the purpose. Failure to do so will result in forfeiture of his/her claim for admission and the vacant seat will be offered to the next candidate in order of merit.
- 5.4 Any fee, once paid shall not be refundable.
- 5.5 As and when necessary, the Head of the Department may propose necessary appropriations in the scheme of Expenditure and when the same are approved by the University on the basis of the written advice note of the Head of the Department, the scheme of Expenditure shall stand amended accordingly.
- 5.6 (i) The receipts and grants shall be utilized exclusively on facilities to be provided for smooth running of the MBA Programme.  
(ii) A Provision of scholarships shall be made on the basis of means-cum-merit subject to availability of funds.

## 6. Scheme of Evaluation

The System of evaluation shall be as follows:

- 6.1 Each paper will carry 100 marks of which 30 marks shall be reserved for internal assessment based on mid term tests, class participation, seminar, Assignment, Industrial Visit, Attendance etc. The weightage given to each of those factors shall be as follows.
- |      |   |   |           |
|------|---|---|-----------|
| i)   | Mid term test                             | - | 15        |
| ii)  | Presentation/Seminar/Assignment/Quiz etc. | - | 05        |
| iii) | Class participation/conduct/Discipline    | - | 05        |
| iv)  | Attendance                                | - | <u>05</u> |
|      | Total                                     |   | <u>30</u> |

Any student who fails to participate in classes, seminars, term papers, tests, viva-voce, practical and laboratory work will be debarred from appearing in the examination in the paper and also no internal assessment marks will be awarded. His/Her internal assessment marks will be given when he/she attends regular classes in the papers in the next appropriate semester. No special classes will be conducted for him/her during other semesters.

- 6.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours.
- 6.3 The final semester project report will carry 100 marks and it will be evaluated jointly by internal and external examiners. In addition of this, there shall be a viva-voce examination conducted jointly by internal and external examiners which shall carry 100 marks. Candidates who have already received the minimum pass marks in the project report at the University examination shall not be allowed to reappear in the examination concerned.

If a candidate fails to qualify the examination in respect to Project Evaluation and Viva-voce based thereon, he/she will have to do this exercise de novo. The evaluation of this revised project will take place alongwith the following semester. For this purpose a special fee will have to be paid by the candidate as prescribed by the University from time to time. In case the candidate can afford to wait for one year in submitting the revised project which will be evaluated alongwith the fourth semester of the next year, he/she shall not be required to pay any special fee for this purpose. However, he/she will be required to pay the normal examination fee of that particular semester as prescribed by the University.

- 6.4 The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in the aggregate of the semester.
- 6.5 Candidates shall be allowed to appear in back paper examination only in the regular examination of the appropriate semester in the subsequent academic session. However, candidates appearing in the final semester examination may be allowed to appear in all the back papers subject to payment of special fee as decided by the appropriate authority of University.

The students of final semester will be provided the facility of special back paper. They will have to apply for special back within one month after the declaration of result of final semester.

Back paper facility shall be available in viva-voce examinations as per university rules.

Provided further that internal assessment marks of back papers shall not be changed for a promoted candidate or an ex-student. However, if a failed candidate seeks readmission then candidate's internal marks shall be awarded again.

- 6.6 A candidate to be admitted to the examination in any semester who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in the aggregate may reappear in any or all of those papers subject to a maximum of three papers of that semester concerned in which/he/she has secured less than 50% in order to be able to secure the minimum marks prescribed to pass in the aggregate. However, to be promoted to MBA Part – II, the candidate shall have to pass nine out of twelve papers of MBA Part I, i.e. Semester I and II combined. Provided that candidate who fails to secure 45% marks in more than three papers in the first semester of MBA Part – I shall have to seek readmission/continuation in the subsequent academic session. Provided further that a candidate who fails to secure 45% marks in more than three papers of M.B.A. Part I (first and second semester combined) shall not be allowed to pursue a course of M.B.A. II and shall have to appear in all papers of M.B.A. Part I examination in the subsequent academic session as a regular or an ex-student.
- 6.7 Every candidate shall have to undergo Summer Training for six to eight weeks in a reputed Business/Industrial organisation. Upon completion of the training, each student will be required to submit one copy of the written 'Summer Training Report' to their organisation and two copies of the detailed report to the Department within four weeks of the completion of training. The Summer Training report shall be evaluated out of a total of 100 marks as follows:
- a) Written Report : 60 Marks evaluated jointly by external and internal examiners.

- b) Oral presentation : 40 marks conducted jointly by external and internal examiners.

Provided that if the candidate secures less than 50 per cent marks (oral presentation & written report combined), he/she shall be required to undergo the training afresh. After training the candidate shall have to defend his/her training in the same manner as stated above.

- 6.8 If a candidate is found indulging in unfair practices of the University written examination (theory papers), the case shall be reported to the University for necessary action. In case the guilt is established by the University on the candidate, the maximum punishment which the University, in its wisdom, may decide could be the cancellation of the entire written theory examination of that semester in which the candidate was found indulging in unfair practice. However, his/her marks in respect of Project Evaluation, Viva-voce examination thereof and internal assessment in each subject of that particular semester would remain the same as communicated by the H.O.D. to the Examination Branch of the University earlier.

## 7. Award of Degree

Successful candidates shall be classified on the basis of the combined results of Part I and Part II examinations as follows:-

First Division with Distinction	75% marks in aggregate or above
First Division	60 % marks in aggregate or above but less than 75%
Second Division	50 % marks in aggregate or above but less than 60%

However, if any candidate obtains less than 50 per cent marks in aggregate of Part I and Part II examinations combined shall have to appear for improvement in any or all papers of M.B.A. Part II in which he/she has obtained less than 50 per cent marks in the subsequent academic sessions to make 50 per cent marks in aggregate as an ex-student.

Provided that if any candidate obtains less than 50 per cent marks in aggregate in M.B.A. Part I paper, shall be allowed to appear for improvement in a maximum of three papers along with the M.B.A. Part II examination in the subsequent academic session.

8. No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Department to have attended the three-fourths of the total number of lectures, tutorials and seminars conducted in each semester during his/her course of study. The Head of the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10 per cent of the lectures , tutorials, seminars and case discussions conducted during the first/second/third semester for the course provided that he/she fulfils other conditions but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
9. Inter institute/department migration of students will not be permitted.
10. Guidelines for paper setting shall be as provided in the Annexure- I.

## MISCELLANEOUS

- (i) The Department of Management Studies can make any change in the scheme, particularly in respect of the courses prescribed, with a view to adopt and cope with the rapidly changing management scenario on the one hand, and to meet the requirements of the jobs, created in different sectors of the economy, on the other.
- (ii) Out of the different specialized areas, the students shall be allowed to opt only those areas and courses for which the facilities exist in the Department.
- (iii) Out of the different specialized areas, which are actually offered by the Department, students shall be required to select any two areas of specialization in Third Semester and the same area of specialization will have to be offered by them in the Fourth Semester.
- (iv) A student who has failed at the M.B.A. Part – II examination, as per the rules, shall not be entitled to study as a regular student and will appear as an Ex-student.
- (v) Academic calendar for the Management programme shall be prepared each year by the University preferably by the end April of the current academic year for the subsequent academic year.
- (vi) Industrial tours/ visits shall be organized by the department for the students of both years.
- (vii) No person shall be admitted as a candidate for the examination for any of the parts after the lapse of four years after admission to the first year M.B.A. Course.
- (viii) Any aspect not explicitly mentioned in these ordinances shall be decided by the Vice-Chancellor in consultation with Head of the department and which will be final and binding on all concerned.

## Annexure – I

### Two Year MBA Programme

#### GUIDELINES FOR PAPER SETTERS

1. The question paper shall be of 70 marks.
2. The question paper shall have three sections-A, B and C. The division of marks as well as specific instructions for each section are given below.
3. An appropriate note may be prepared by the paper setter for each section.

#### **Section-A**

**15 marks**

- i) This section shall contain only a case study/ caselets which shall be compulsory. It shall carry 15 marks.
- ii) There will be no objective type questions in this section.
- iii) This section is compulsory.

#### **Section-B**

**(5x5) 25 marks**

- i) This section shall contain 8 questions out of which 5 questions are to be attempted. Each question shall carry 5 marks.
- ii) The questions shall be covering the entire syllabus.
- iii) Length of each answer should be about 200 words.
- iv) Numerical questions may be given in quantitative type papers.

#### **Section-C**

**(2x15) 30 marks**

- i) This section shall contain Two long answer type questions with internal choice (i.e. for each question there will be an internal choice, therefore total number of questions in this section shall be Four.)
- ii) Examinees are required to attempt all the questions. Each question shall carry 15 marks.
- iii) Numerical questions may be given in quantitative type papers.

### **Guidelines for Paper Setters (MBA Programme)**

1. The question paper shall be of 70 marks.
2. The question paper shall have three sections- A, B and C. The division of marks as well as specific instructions for each section are given below.
3. An appropriate note may be prepared by the paper setter for each section.

#### **Section – A (15x1 mark = 15 marks)**

- i) This section shall contain 15 objective type questions of 1 mark each. These questions may be multiple choice type, fill-in-the blanks or true/false type. The questions shall be covering the entire syllabus.
- ii) In lieu of questions, a case study/ case lets may be given in the questions paper especially in non-numerical subjects.
- iii) This section is compulsory.

#### **Section – B (5x5 mark = 25 marks)**

- i) This section shall contain 8 questions out of which 5 questions are to be attempted. Each question shall carry 5 marks. The questions shall be covering the entire syllabus.
- ii) Length of each answer should be about 200 words.
- iii) Paper setter is free to give internal/ open choice.
- iv) Numerical questions may be given in quantitative type papers.

#### **Section – B (2x15 mark = 30 marks)**

- i) This section shall contain 04 questions out of which 2 are to be attempted. Each questions shall carry 15 marks.
- ii) The length of each answer should not be less than 600 words.
- iii) The paper – setter is free to give internal/ open choice.
- iv) Numerical questions may be given in quantitative type paper.

**Note:** *The contents of these guidelines may be modified by the convener as and when felt necessary.*



**Guidelines for Summer Training (MBA/BBA)**

1. The summer training should be undertaken in an established organisation having an annual turnover of at least Rs. 50 Cr.
2. The no. of students in a single organisation shall not be more than 5 in any case
3. The organisation shall give an appraisal report of the student on a prescribed proforma provided by the department. This shall be in addition to the usual certificate being provided by the organisation.
4. Students shall undergo training in the organisation for the duration prescribed in the ordinances.
5. When more than one student are working on the same project, they will have to submit their report, individually prepared by them which should not be same in any case.
6. After completion of their training, students are required to submit a handwritten manuscript (draft) of their training for evaluation by the department before preparing the final training report which should be in a specific format prescribed by the department.

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**PROGRAMME STRUCTURE**

The Master of Business Administration (M.B.A.) Programme will be in two parts- Part I and Part II and each paper in both parts will comprise of minimum of 42 hours of classroom teaching.

**PART –I**

The Schedule of Part –I examination shall comprise of two semesters viz., Part – I Semester I and Semester – II.

The Schedule of papers prescribed for Part – I M.B.A. Examination shall be as follows:-

### **PART-I : SEMESTER I**

Paper	101	Management Concepts & Organisational Behaviour
Paper	102	Managerial Economics
Paper	103	Accounting for Management
Paper	104	Quantitative Methods
Paper	105	Business Environment
Paper	106	Computer Application in Management (60 marks theory, 40 marks Practical to be evaluated jointly by external and internal examiner)
Paper	107	Comprehensive Viva-Voce (to be conducted by one external and one internal examiner)

### **PART – I : SEMESTER II**

Paper	201	Management Information System (MIS)
Paper	202	Financial Management
Paper	203	Quantitative Techniques
Paper	204	Marketing Management
Paper	205	Human Resource Management
Paper	206	Production & Operations Management
Paper	207	Comprehensive Viva-Voce (to be conducted by one external and one internal examiner)

## **Summer Training**

### **PART – II**

Admission to Part II MBA course shall be open to those who have cleared successfully at least ten papers offered for the MBA Part – I courses comprising I and II Semesters taken together. However, he/she would have to clear the remaining papers while studying in MBA Part –II.

Part – II M.B.A. course shall comprise of two semesters viz.  
Part – II : Semester III and Semester IV.

The schedule of papers prescribed for M.B.A. Part-II Examination shall be as follows:-

## **MBA Part – II : Semester III**

In addition to two compulsory papers, students will have to choose any two of the following 6 (six) elective groups.

### **COMPULSORY PAPERS:**

Paper	301	Summer Training Report
Paper	302	Corporate Legal Environment

## **ELECTIVE GROUPS**

### **Group – A : Finance**

Paper	311	Capital Investment & Financial Decision Making.
Paper	312	Financial Inclusions
Paper	313	Security Analysis & Portfolio Management.

### **Group – B : Marketing**

Paper	321	International Marketing
Paper	322	Advertising Management
Paper	323	Consumer Behaviour.

### **Group – C : Human Resource Management**

Paper	331	Human Resource Development.
Paper	332	Management of Industrial Relations.
Paper	333	Compensation Management.

### **Group – D : International Business**

Paper	341	International Trade and Bussiness
Paper	342	Manpower Development for Technical Change

Paper 343 Technology Acquisition, Transfer & MNCs.

## **MBA PART – II : Semester – IV**

In addition to one compulsory paper and a project report, students will have to choose any two of the following six elective groups:

### **COMPULSORY PAPERS**

Paper 401 Strategic Management

Paper 402 Project Report (Viva 100 + Project Report 100)

### **ELECTIVE GROUPS**

#### **Group – A : Finance**

Paper 411 International Finance

Paper 412 Financial Derivatives

#### **Group – B : Marketing**

Paper 421 Sales and Distribution Management

Paper 422 Industrial and Rural Marketing.

#### **Group – C : Human Resource Management**

Paper 431 Legal Framework Governing Human Relation

Paper 432 Management Training and Development.

#### **Group – D : International Business**

Paper 441 International Finance & Forex Management

Paper 442 Cross Cultural & Global Management.



# M.B.A. Part – I

## SEMESTER – I (COMPULSORY PAPERS)

### 101 – M Management Concepts and Organizational Behavior

#### Objectives

The objective of this course is to provide an understanding of the tasks and functions of management and to familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization, which in turn are influenced by the environment enveloping it; so that the ability of the students in predicting and controlling of human behavior in an organization is enhanced.

#### Course contents

##### Unit I

Introduction to management, the evolution of management thoughts: Classical, Behavioral, Quantitative and Modern management approaches; Contribution of Taylor, Fayol & Bernard to Management Science; Ethical behavior & social responsibility.

##### Unit II

The functions of managers; planning, organizing, staffing, leading, co-ordination & controlling. Planning; nature, types & steps, Decision-making; types, process & rationality

##### Unit III

Foundations for organizational behavior; contributing disciplines & challenges, Managing Individual Behavior; Personality, Perception, Attitude, Learning, Values and Job satisfaction. Motivation: Theories, financial and non-financial incentives in motivation.

##### Unit IV

Foundations of group behavior: Group dynamics & Teams, Communication; process & barriers, Power and Politics, Leadership; types & theories, Transactional analysis, Conflict & its management, Management of Change.

##### Unit V

The organization system: Organization structure , Departmentation , Span of control , Centralization , Decentralization , Delegation of authority , Line and Staff , Formal & Informal Groups, Organizational culture , Organization change and Stress management.

#### Suggested readings

- 1- Luthans . *F. Organizational behavior*. Mc-graw hill , new York
- 2- Koontz o' donnell & wehrich. *Principles of management*. Tata Mc-Graw hill New Delhi
- 3- Robbins S.P *Organizational behavior*. Prentice hall of India .New Delhi
- 4- Terry Franklin. *Principles of Management* AITBUS publication
- 5- Ashwathappa, *Organizational Behavior*. Himalaya publishing house. new Delhi
- 6- Griffin.w.ricky. *Fundamentals of Management* Houghton Mifflin company Boston New York
- 7- Tripathi & reddy. *Principles of management* Tata Mc-Graw hill. New Delhi
- 8- Schermerhorn, *Management* .Wiley India pvt ltd , New Delhi
- 9- Drucker peter .*The Practices of Management*. Allied publishers New Delhi
- 10- Sherlekar, *Principles of Management* .Himalaya Publishing House New Delhi
- 11- Staw B.M *Psychological Dimensions of Organizational Behavior*. Englewood cliffs. New Jersey Prentice Hall.
- 12- Stoner *management* prentice hall of India New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **102- M Managerial Economics**

### **OBJECTIVES**

The basic objectives of this course are to familiarize the students with the concepts and tools of Managerial Economics as applicable to decisions making in contemporary Business Environment.

### **COURSE CONTENTS**

#### **Unit- I**

Nature and scope of Managerial Economics. Tools in Managerial Economics: Opportunity Cost Concept, Incremental Concept, Principle of Time Perspective, Discounting Principle and Equimarginal Principle.

#### **Unit -II**

Demand Analysis : Demand determinants, Demand functions, income and substitution effects, Marginal utility and Indifference curves. Various elasticities of demand, Revenue concepts, Demand forecasting and methods of forecasting demand.

#### **Unit -III**

Cost and production analysis: Cost concepts and classification, Cost output relationships, Economies and diseconomies of scale, Production function and Managerial uses of Production function.

#### **Unit-IV**

Pricing: Price and output decisions under different market structures, Perfect Competition, Monopoly, Monopolistic competition and oligopoly.

#### **Unit -V**

Macro Economics: Consumption function, Multiplier, Determination of income and output. The supply and demand for money and the rate of interest.

#### **Unit -VI**

Money supply : Monetary policy and Fiscal policy, WPI, CPI and Inflation.

#### **Suggested Readings:**

1. Adhikary, M. *Managerial Economics*. Khosla Educational Publishers, Delhi.
2. Ahuja H.L. *Business Economics Micro & Macro*. S. Chand & Co., New Delhi.
3. Baumol, W.J. *Business Behaviour: Value and Growth*. Macmillan, New York.

4. Baumol, W.J. *Economics Theory and Operations Analysis*. PrenticeHall of India, New Delhi.
5. Baumol, W.J., Panzar, J.C. and Wilig, R.D. *Contestable markets and the Theory of Industry Structure*. Harcourt Brace and Jovanovich, New York.
6. Chopra, O.P. *Managerial Economics*. Tata McGraw-Hill, New Delhi.
7. Cyert, R.M. and March, J.G. *A Behavioural Theory of the Firm*. Prentice-Hall Englewood Cliffs, N.J.
8. Hays, D.A. and Morris, D.A. *Industrial Economics*. Oxford University Press. London.
9. Keat, Paul G & Philips K.Y. Young, *Managerial Economics*, Prentice Hall, New Jersey,
10. Koutsoyiannis, A. *Modern Microeconomics*. Macmillan Press, New York.
11. Kreps, D. *A Course in Microeconomic Theory*. Princeton University Press, N.J.
12. Shapiro, Edward. *Macroeconomic Analysis*. Galgotia Publications, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **103-M Accounting For Management**

### **Objective**

The course is designed to provide an understanding of the role and relevance of accounting function in an organization and also the use of costing information in managerial decision-making.

### **COURSE CONTENTS**

#### **Unit – I**

Basic Accounting Principles: Concepts & Conventions, Forms of Accounting and users of Accounting information, Rules of recording Business Transactions, Preparation of Journal and classification of journals, Ledger posting, Preparation of Trial balance.

#### **Unit – II**

Income Statement: Presentation of Profit and Loss Account and Balance Sheet. Cash flow and Funds flow statement, Ratio Analysis.

#### **Unit- III**

Classification of cost, Preparation of cost sheet, Inventory valuation - LIFO, FIFO, Weighted average method, Introduction to Activity Based Costing, Target costing & Life Cycle costing.

#### **Unit- IV**

Cost Analysis for Decision –Making: Cost Volume Profit Analysis- its assumptions and calculation, Managerial uses of Break –Even Analysis, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting. EVA and Performance measurement.

#### **Unit- V**

Standard Costing and Variance Analysis: Calculation of Material, Labour and Overhead Variances uses and limitation of standard costing.

### **Suggested Readings:**

1. Anthony, R.N. and Welsch, Glenn A.. *Fundamentals of Management Accounting*. Richard D. Irwin, Housewood, Illinois.
2. Bhattacharya, S.K. and Dearden, J. *Accounting for Management: Text and Cases*. Vikas Publishing House, New Delhi.
3. Bierman, H. *Financial and Management Accounting: An Introduction*. Macmillan, New York.
4. Gupta, R.L. and Radhaswamy, M. *Advanced Accountancy*. Sultan Chand and Sons, New Delhi.
5. Hetiger, L.E. and Matulich, Serge. *Financial Accounting*. McGraw-Hill, New York.



6. Hingorani, C.T. Ramanathan, A.R. and Grewal, T.S. *Management Accounting*. Sultan Chand & Sons, New Delhi.
7. Horngren Charfles, T. *Accounting for Management Control, an Introduction*. Prentice-Hall of India, New Delhi.
8. Jawaher Lal. *Cost Accounting*. Tata McGraw- Hill, New Delhi.
9. Khan & Jain. *Theory and Problems of Management and Cost Accounting*. Tata McGraw Hill, New Delhi.
10. Maheshwar, S.N. *Management Accounting & Financial Control*, Sultan Chand & Sons, New Delhi.
11. Murthy, G.P., *Management Accounting*. Himalaya Publishing House, New Delhi.
12. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company,...
13. Nigama, Narang & Sehgal. *Principles and Practice of Cost Accounting*. Sultan Chand and Sons, New Delhi.
14. Pande, I.M. *Management Accounting*. Vikas Publishing House, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **104- M Quantitative Methods**

### **OBJECTIVE**

The basic aim of this course is to impart knowledge of basic statistical tools and Operation Research techniques and their role in Managerial Decision Making.

### **COURSE CONTENTS**

#### **Unit -I**

Measure of Central tendency -Mean, Median, Mode, Measures of Dispersion Range, Quartile Deviation, Mean Deviation, Standard Deviation; Moments, Skewness & Kurtosis, Correlation and Regression analysis including Scatter diagram method, Karl Pearson's coefficient of correlation, Spearman's rank correlation and Least – Square Methods.

#### **Unit-II**

Introduction to Probability - Addition & Multiplication rule Probability Distribution; Binomial, Poisson and Normal Distribution, Queuing Theory (Waiting line) including M/M/I, M/M/K Models.

#### **Unit -III**

Introduction to Operations Research, linear programming Problems including Graphical, Simplex method, Duality; Game theory.

#### **Unit -IV**

Transportation, Assignment, Transshipment, Routing problems.

#### **Unit -V**

Decision Making Decision tree analysis, Introduction to PERT and CPM Analysis, Simulation.

### **Suggested Readings:**

1. Chadha, N.K. *Statistics for Behavioral and Social Scientists*. Reliance Publishing House, Delhi.
2. Chikodi CM. *Business Statistics*. Himalaya Publishing House, New Delhi.
3. Dean, Burton V Sasieni, Maurice Wand Gupata, S. K. *Mathematics for Modern Management*. Wiley Eastern, New Delhi.
4. Gupta, S. P. and Gupta, M. P. . *Business Statistics*. Sultan Chand & Sons, New Delhi.
5. Kazmier, L.J. and Pohl, N.F. *Basic Statistics for Business and Economics*. Mc Graw Hill, New York.
6. Levin, Richard and Rubin, David S. *Statistics for Management*. Prentice Hall of India, India.
7. Narag, A. S. *Linear Programming and Decision Making*, Sultan Chand and Sons, New Delhi.
8. Rajaram Y. *A Text Book of Business Mathematics*. Himalaya Publishing House, New Delhi.
9. Sancheti , Kapoor. *Business Mathematic.*, Sultan Chand & Sons, New Delhi.

10. Stephen, K. C. *Applied Business Statistics: Text, Problems and Cases*. Harper and Row. New York.
11. Sharma J.K. *Operations Research in management* Macmillian Publication.
12. Bohara N.D. *Quantitative Techniques in Management*, Tata MC Graw-Hill , New Delhi
13. Gordon Gilbert; *Quantitative Decision Managing in Business* Prentice Hall, Engle wood Cliffo, N.Y.
14. Gupta P.K. *Problems in Operation Research*. Sultan Chand & Sons, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **105-M Business Environment and Management**

### **OBJECTIVES**

The objective of this course is to expose the future managers to the corporate macro-environmental forces that may affect their present decision making and future strategies. A proper identification, analysis and forecasting of the corporate environment will be helpful to managers in achieving their desired goals.

### **COURSE CONTENTS**

#### **Unit- I**

Theoretical Framework of Business Environment and Political Environment:

Concept, significant and nature of business environment; elements of environment-internal and external; changing dimensions of business environment; techniques of environmental scanning and monitoring. Competitive structure of industries, Competitor analysis, value chain, environmental analysis.

Critical elements of political environment: Govt./constitution/ judiciary; Government and business; Directive principles of State Policy. Government policies-Industrial Policy.

#### **Unit – II**

Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic reforms in India: Cause, reforms, current status. Economic planning in India; Fiscal & Monetary policy.

#### **Unit – III**

International and Technological Environment: Multinational corporations; foreign collaborations and Indian business; non-resident Indians and corporate sector; International economic institutions – WTO, world Bank, IMF and their importance to India; foreign Trade Policy; Regional Trade Blocks: NAFTA/SAFTA/BRIC. Technological environment in India; policy on R & D, IPR; technology transfer, EXIM Policy, FEMA.

#### **Unit – IV**

Global Environmental Issues and Corporate Governance: Global Warming/ Climate change; Carbon Trading, Energy, Management , Bio-diversity , Eco system and their application in business, Industrial ecology and recycling industry, Pollution and waste management, Salient features of Environment protection act 1986. Concept of Corporate Social Responsibility and practices in India: Industry examples of ITC/ P & G / TOI group / TATA/ Infosys. Role of civil societies.

## **Unit – V**

Major global events and happenings that changed the world:

Russian Revolution, World War I & II : Causes and Effects. The Great Depression 1938-Reasons, Causes and Effects, Bhopal Gas Tragedy, South Asian Currency Crisis, Sub-prime Financial Crisis.

### **Suggested Readings:**

1. Aswathappa, K. *Business Environment for Strategic Management*. Himalaya Publishing House New Delhi..
2. Cherunilam, Francis, *Business Environment*. Himalaya Publishing House, New Delhi.
3. *Economic Survey (Annual), India*, Ministry of Finance.
4. Mohanty, S.K. *Environment & Pollution Law Manual*. Universal Law Publishing, G.T New Delhi.
5. Reserve Bank of India. *Report on Currency and Finance (Annual)*, RBI, Bombay.
6. Tata Economic Consultancy Service. *Business Environment*.
7. Uberoi, N.K. *Environmental Management*. Excel Books, New Delhi.
8. Adhikary, M. *Economic Environment of Business*. Sultan Chand and Sons, New Delhi.
9. Harley, Nick. *Environmental Economics*, Mac Millan India Ltd., New Delhi.
10. Jalan, B. *India's Economic Crisis*. O.U.P., New Delhi.
11. Kolstad, Charles D. *Environment Economics*. Oxford University Press.
12. The World Bank. *The World Development Report*, (Annual), World Bank Washington D.C.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **106 –M Computer Applications in Management**

### **OBJECTIVES**

The purpose of this course is to develop a basic understanding of computers and their use in business organizations.

### **COURSE CONTENTS**

#### **Unit -I**

Introduction to Computers: Component of a Computer System, Generation of Computer Technology, Programming Languages, Data Communication and Networking; LANs and WANs , MANs, Business Applications of Computers, Role of Computer in Management.

#### **Unit -II**

Management of Data Processing System in Business Organisation, Data Hierarchy, Data File Structure, Data Base Management System, An Introduction to Disk Operation System, Windows Spreadsheet, Creating a Presentation on PC.

#### **Unit -III**

Introduction to E-Commerce and its Applications in Business, E-Commerce Framework, The E-Commerce Transaction, EDI, Categorization of E-Commerce Solution, Digital Document, Bar coding, Digital Economy, Digital Copyrights.

#### **Unit- IV**

Electronic Payment System, On-line Commerce, Electronic Fund Transfer, SWIFT, Smart Cards, Internet Governance, Internet Marketing, E-Commerce in India, Dot Coms, Emerging Trends, Social and Ethical Issues Related to E-Commerce.

#### **Unit- V**

Introduction to Programming Approach and Techniques, Overview of HTML.

### **Suggested Readings :**

1. Aitken, Peter. *10 minutes Guide to Word for WINDOWS*. Prentice Hall of India, New Delhi.

2. Ajay Kakkar, Preeti Sharma. *An Introduction to Computers*. Himalaya Publishing House, New Delhi.
3. Block Uyles,.*Computer Networks*. Prentice Hall of India, New Delhi.
4. Burch, John and Grudnitski, Gary., *Infonnation Systems: Theory and Practice*. John Wiley, New York.
5. CSV Murthy. *Fundamentals of Information Technology*. Himalaya Publishing House, New Delhi.
6. David, Van Over. *Foundations of Business Systems*. Fort Worth, Dryden,
7. Haueisenn, William D and Camp, James L, *Business Systems of Microcomputers: Concept, Design and Implementation*. Prentice Hall of India, New Delhi.
8. Kroeber, Donald Wand Hugh H Watson. *Computer Based Information Systems: A Management Approach*. Macmillan, New York.
9. Long, L. *Computers*. Englewood Cliffs, New Jersey, Prentice Hall Inc. .
10. Pinter, Summer, M. . *Computers Concepts and Uses* . Englewood Cliffs, New Jersey, Prentice Hall Inc.
11. Rajaraman, Dharma. *Computer Primer Ram B, Computer Fundamentals*, Nea Pvt Ltd.
12. Ramaraman V. *Principles of Computer Programming*. Prentice Hall of India, New Delhi.
13. Grimes, Galen, A. *10 Minute Guide to Internet and the World Wide Web*, Prentice Hall of India, New Delhi.
14. Krishnamurthy K , *Electronic Commerce*, Himalaya Publishing House,New Delhi.
15. Parag Diwn, Sunil Sharma. *e-commerce*, Excel Publications, New Delhi.
16. S. Jaiswal. *E-commerce*. Galgotia Publications. New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

# M.B.A. PART –I

## SEMESTER- II (COMPULSORY PAPERS)

### 201-M Management Information System (MIS)

#### OBJECTIVES

The purpose of this course is to develop a basic understanding about the business information systems and their management. The students are also familiarized with concepts such as Decision Support Systems and Artificial Intelligence for business organizations.

#### COURSE CONTENTS

##### Unit-I

Meaning and Role of Management Information Systems, Comparison of manual and computerized information system. Types of Information Systems, Managerial use of Computerized Information System, Development of Management Information System, Systems Development Life Cycle (SDLC), Prototyping, Organization for Management Information System.

##### Unit -II

Meaning, needs and dimension of Management Information System Plan, Strategic Planning for Management Information System, Steps in Planning Information System, Steps in short and long-range planning.

##### Unit -III

Information Elements and Data Sources, System Analysis, System Design, Constraints in MIS design, System Development Tools (System Flow Charts, DFD, Data Dictionary, Decision Tree, Decision Table, Structured English), Forms, Documentation in MIS.

##### Unit -IV

Implementation, Evaluation and Maintenance, Methods and Tasks in Implementation, Planning for Implementation, Behavioural implications in MIS, Selection of Computer System Software and Hardware, System and Users Training, Evaluation of the MIS, Control and Maintenance of the system.

#### Suggested Readings:

1. O'Brien J. A. *Management Information System*. Galgotia Publications, New Delhi.
2. Aawryoz Kiewycs, IT. *Introduction to System Analysis and Design*. Prentice Hall of India, New Delhi.
3. Basu D.K., *Computer Systems and Data Analysis*, Narora Publishing, New Delhi.
4. Burch, John and Grudnitski, Gary. *Information Systems. Theory and Practice*. John Wiley, New York.
5. Cleland D I. *System Analysis & Project Management*. Tata McGraw -Hill, New Delhi.
6. Davis GB, *Management Information System*, Tata Mc Graw -Hill, New Delhi.
7. Davis, Gordon B and Olson Margrethe H *Management Information Systems Conceptual Foundations, Structure and Development* Tata McGraw-Hill, New Delhi
8. E Dwards Chris. *The Essence of Information System*, Prentice Hall of India, New Delhi.

9. Goyal D. P. *Management Information System*, Macmillan, New Delhi.
10. Krishnamurthy K. *Management Information System*. Himalaya Publishing House, New Delhi.
11. Kroeber, Donald Wand Watson, Hugh J. *Computer Based Information Systems. A Management Approach* . McMillan, New York.
12. Lucas, Henry C. *Information Systems Concepts for Management*. McGraw-Hill, New York.
13. Merdick Robert G. *Information to System for Modern Management*. Prentice Hall of India, New Delhi.
14. Mohan P. *MIS*, Himalaya Publishing House, New Delhi.
15. Murdick, Robert G Ross, Joel E and Claggert, James R. *Information Systems for Modern Management* Prentice Hall of India, New Delhi .

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **202-M Financial Management**

### **OBJECTIVES**

The objective of this course is to develop a conceptual framework of finance function and to acquaint the students with the tools, techniques and processes of financial management.

### **COURSE CONTENTS**

#### **Unit- I**

Nature, scope and objectives of Financial Management, Financial Analysis and control, Sectional and time series analysis, Combining Financial Statement and Non-Financial Information, Cost-Volume- Profit Analysis, Measuring risk and return; Time value of money.

#### **Unit-II**

Cost of Capital and its measurement, Cost of different sources of raising capital , Weighted average cost of capital, Capital structure decisions, Theories of capital structure, Making optimal capital structure decisions, Operating and Financial Leverage.

#### **Unit- III**

Capital budgeting: principles and techniques of appraisal of capital, investments, capital rationing , risk analysis in capital budgeting, Financial modelling.

#### **Unit- IV**

Sources of short-term financing, Management of Working Capital-Concept, Need and influencing factors, Operating cycle concept, Management of cash, receivables and inventory.

#### **Unit – V**

Sources of Long-Term Finance, Corporate Securities, Valuations and rates of return, Capital Markets, SEBI, Internal financing and Dividend Policy- Dividend theories, Dividend payout decisions, Bonus shares.

### **Suggested Readings:**

1. Archer, Stephen H. Choate, G. Marc and Racette George. *Financial Management* . John Wiley, New York.
2. Bhalla, V.K. *Financial Management* Khosla, Delhi.
3. Brealey, Richard A and Myers Stewart C. *Principles of Corporate Finance*. New Delhi. McGraw Hill,
4. Hampton, John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Pandey L.M. *Financial Management*. Vikas Publishing House.
6. Peterson, D.E. *A Quantitative Framework for Financial Management* . Richard D. Irwin; Homewood, Illinois.

7. Pinches, George E. *Essentials of Financial Management* . Harper & Row, New York.
8. Prasanna Chandra *Financial Management*. Tata McGraw- Hill, New Delhi.
9. Solomon, Ezra and Pringle, John J. *An Introduction to Financial Management* . Prentice Hall of India, New Delhi.
10. Van Home, James C. *Fundamentals of Financial Managemen* . Prentice Hall of India, New Delhi.
11. Winger, Bernard and Mohan, Nancy. *Principles of Financial Management*. Macmillan Publishing Company, New York.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **203 – M Business Research Methods**

### **OBJECTIVES**

The objective of this course is to develop an understanding of research procedures and apprise the students with the basic tools of research methodology.

### **COURSE CONTENTS**

#### **Unit –I**

Research Methodology: An Introduction Meaning of Research, Objective of Research, Types of Research, Significance of Research, Criteria of Good Research, What is a Research Problem. Meaning of Research Design, Need for Research Design, Features of a Good Design, Types of design,

#### **Unit - II**

Sample Design, Census and Sample Survey, Steps in Sampling Design Characteristics of a Good Sample Design, Types of Sample Designs, Probability and non probability sampling, Scaling and Scaling Techniques including Thurstone Likert and semantic differentials.

#### **Unit - III**

Methods of Data Collection: Collection of Primary and Secondary Data, Selection of Appropriate method for Data Collection, Case Study Methods, Guidelines for Constructing Questionnaires, and Successful Interviewing.

#### **Unit - IV**

Testing of Hypotheses: t-test, z test, chi-square test Analysis of Variance and Covariance, (ANOVA- one way and two way).

#### **Unit- V**

Interpretation and Research report writing, Use of SPSS for data analysis and interpretation.

### **Suggested Readings:**

1. Kumar Ranjeet “Research Methodology”. Pearson Education.
2. Young V. Pauline, “Scientific Social Surveys and Research”.
3. Gopal, M.H. “An Introduction to Research Procedure in Social Sciences”.
4. Kothari C.R. “Research Methodology” Vikas Publication.
5. Michael, V.P. “Research Methods in Management”. Himalaya Publishing House.

## **204-M Marketing Management**

### **OBJECTIVES**

The main objective of the course is to provide the students an understanding of basic concepts of modern marketing and to familiarize them with the various tools and techniques used in this area.

### **COURSE CONTENTS**

#### **Unit- I**

Introduction of Marketing Management: Meaning, scope, role and importance of Marketing, Tasks and philosophy of Marketing Management, Selling Concept, Modern Marketing Concept, Strategic marketing and Marketing process, Marketing Mix.

#### **Unit -II**

Marketing Opportunities and Analysis: The Marketing Environment, Buyers behaviour and Models, Market Segmentation, Bases for Market Segmentation, Market Forecasting, Market Research and Marketing Information System.

#### **Unit- III**

Product Strategy and Planning: Product and product line, New Product Development Strategy, Product Life Cycle, Product positioning and targeting, Branding, Packaging & Labeling.

#### **Unit -IV**

Management of Marketing Effort: Pricing decisions, channels of distribution, Channel member and choice of channels, Retailing and Logistics, Integrated Marketing Communication- Advertising, Sales Promotion, Personal Selling, Publicity & Public Relation, Direct Marketing.

#### **Unit -V**

Administering the Marketing Programme: Marketing Organisation, Service Marketing: Introduction, nature and scope, Relationship Marketing, E-Marketing, Societal Marketing, Ethical and Legal aspects of marketing.

### **Suggested Readings:**

1. Bull, Victor P. *Marketing Management: A Strategic Planning Approach*. McGraw Hill, New York.
2. Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. Prentice Hall of India, New Delhi.
3. Kotler, Philip and Armstrong, Cary. *Principles of Marketing*. Prentice Hall of India, New Delhi.
4. Neelamegham, S. *Indian Cases in Marketing*. Vikas, New Delhi.
5. Stanton, William, J. *Fundamentals of Marketing*. McGraw Hill, New York.
6. Rama Swamy, Nama Kumari *Marketing Management*. Macmillan, New Delhi.
7. Subhash C. Mehta, *Marketing (Environment, Concepts and Cases)* Tata McGraw- Hill, New Delhi.
8. Sherlekar, S.A., *Marketing Management*, Himalaya Publishing House, Mumbai.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## 205 – M Human Resource Management

### OBJECTIVES

The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations.

### COURSE CONTENTS

#### Unit- I

Concept, nature, scope and significance of Human Resource Function in modern organizations. Human Resource Management in a changing environment, Corporate objectives and Human Resource Development.

#### Unit- II

Human Resource Planning: Quantitative and Qualitative dimensions, Work load analysis, Work force analysis, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion, and Discharge. Career and Succession Planning.

#### Unit- III

Development of Human Resource: Nature and objectives, Scope of Training and Development, Needs for Managerial and Non-Managerial personnel, Techniques of training and their evaluation, Performance appraisal and potential evaluation.

#### Unit -IV

Compensation Management: Job evaluation, Wage Determination, Incentive Plans.

#### Unit -V

Industrial Relations Concept, Machinery for settlement of Industrial Disputes in India, Changing role of trade unions in the globalised scenario.

### Suggested Readings:

1. Armstrong, M. *A Handbook of Personnel Management*. Kogan and Page, London.
2. Aswathappa, K. *Human Resource and Personnel Management* Tata Mc Graw Hill, New Delhi,
3. Cascio, W.F. *Managing Human Resources*. McGraw-Hill, New York.
4. DeCenzo, D.A. and Robbins, S. *Personnel and Human Resource Management*. Prentice Hall of India, New Delhi.
5. Dessler, Gary. *Human Resource Management*. Prentice Hall of India, New Delhi.
6. Monappa, A & Saiyadain M. *Personnel Management*. New Delhi. Tata Mc-Graw Hill.
7. Pace , R.W. Philip C. Smith and Mills, G.E. *Human Resource Development*. Prentice Hall, Englewood Cliffs, N.J.
8. Rao, T.V. and Pereira, D.F. *Recent Experiences in Human Resource Development*. Oxford and IBH, New Delhi.
9. Saiyadain, M. *Human Resource Management*. Tata MacGraw -Hill, New Delhi.
10. Stone, Lloyd and Leslie W. Rue, *Human Resource and Personnel Management*. Richard D. Irwin, Illinois .
10. Werther,Davis. *Human Resources and Personnel Management* McGraw- Hill, Inc.New York.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## 206 – M Production and Operation Management

### OBJECTIVE

This course is designed to acquaint the students with decision making in planning, scheduling and control of Production/Operation function and the effective acquisitions, storage and flow of materials in both manufacturing and service organizations so as to achieve total productivity.

### COURSE CONTENTS

#### Unit – I

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

Plant location, Process types in manufacturing: Project, job, batch, line, mass, continuous; Process types in services: Professional services, services shops, mass services, Layout planning.

#### Unit – III

Production planning techniques for various process choices, techniques of production control aggregate planning techniques, Purchase Management, Material Requirement Planning, Inventory Management , JIT, Material handling, Store management.

#### Unit-IV

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, Acceptance sampling statistical process control chart; Quality assurance; Total quality management (TQM) model, concept of Six Sigma and its application.

#### Unit – V

Introduction to Work Study; Method study; Work measurement: Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance, Total productive maintenance (TPM), ISO-9000, ISO-14000.

### Suggested Readings:

1. Adam, Everett E. and Ebert, Ronald J. *Productions and Operations Management: Concepts, Models and Behaviour*. Prentice Hall of India, New Delhi..
2. Buffa Elwood S. and Sarin Rakesh K. *Modern production/Operations Management*. Jhon Wiley, New York.
3. Chase, R.B. and Aquilano, JJ. *Production and Operations Management*. Richard D. Irwin, Homewood, Illinois
4. Dobler, Donald W and Lee, Lamer. *Pruchasing and Materials Management*. McGraw Hill, New York.
5. McClain, John O. and Joseph, Thoms L. *Operations Management : Production of Goods and Servies*. Prentic Hall of India, New Delhi.
6. Muhlemann, Alan; Oakland, John and Lockyer, Keith. *Production and Operations Management* Macmillan India, New Delhi..
7. Shroeder, Roger G. *Operations Management*. McGraw Hill, New York.
8. Starr Martin K. *Managing Production and Operations*. Prentice Hall Englewood Cliffs, N.J.
9. Chary- *Production and Operations Management*.
10. Hill T-*Operations Management* (Palgrave, 2000)
11. Dale H. Besterfield, Carol Besterfiled Machna *Total Quality Management* .

# M.B.A. (PART- II)

## SEMESTER – III – COMPULSORY PAPERS

### 301- M Summer Training Project

#### Unit- I

**Law of Contract:** Definition, Essentials and Types of Contracts, Offer definition and essentials, Acceptance-definition and essentials, Consideration- definition and essentials, Exceptions to the rule 'no consideration, no contract,' Capacity of Parties, Free Consent, Quasi Contract, Legality of Object, Performance Termination and Breach of Contract; and Remedies.

#### Unit –II

**Law of Agency:** Essentials, kinds of agents, Rights and Duties of Agent and Principal, Creation of Agency, Termination of Agency Bailment and Pledge –Bailment, Definition, Essential Elements, Rights and Duties of Bailor and Bailee. Pledge- Essentials, Rights and Duties of Pledger and Pledgee.

#### Unit - III

Negotiable Instruments Act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instruments. Law of Insurance – General Principles of Insurance and Life Insurance.

#### Unit -IV

Companies Act 1956: Definition, Characteristics and Kinds of Companies, Steps in Formation of Company. Memorandum of Association, Articles of Association and Prospectus. Shares: Kinds of Shares, Kinds of Debentures. Directors: Appointment, Powers, Duties and Liabilities; Modes of Winding-up of a Company.

#### Unit –V

FEMA: Meaning, Objectives and Scope. Intellectual Property Rights: Meaning, objectives and scope. Information Technology Act, Competition Act.

### 302-M Corporate Legal Environment

#### OBJECTIVES

The basic objective of this course is to apprise the students about the legal environment affecting the business.

#### Suggested Readings:

1. N D Kapoor-Elements of Mercantile Law-Sultan Chand
2. Legal Aspects of Business – Akhileshwar Pathak, 3rd Edition, Tata Mc Grwaw Hill.
3. M C Kuchhal – Business Law-Vikas, 4/2, 2005

## **311-M Capital Investment & Financial Decision Making**

### **OBJECTIVES**

The objective of the course is to impart an intensive knowledge of the finance function in specified decision areas.

### **COURSE CONTENTS**

#### **Unit –I**

Nature of capital Expenditure decisions, Identification of potential Investment Opportunities, Criteria for preliminary screening, Aspects of Project Appraisal, Defining costs and benefits, Preparing Cash Flow Projections, Appraisal Criteria- Pay back period, ARR, NPV, IRR, BCR.

#### **Unit -II**

Futurity- Uncertainty- Risks, Types and sources of Risks, Measurement of Risk, Capital Expenditure Decision under conditions of Risk and Uncertainty, Decision-tree Analysis, Sensitivity Analysis.

#### **Unit- III**

Business Failure and Re-organisation- Application of Discriminant Analysis, C-V-P Analysis under conditions of uncertainty, Corporate debt capacity Management Decision.

#### **Unit – IV**

Financing of Capital Investment : Financing through Financial Institutions, Internal sources of financing, Venture Capital, Leasing- concept , Advantages, Legal Aspects, Leasing Vs borrowing, Decision, Status in India.

#### **Unit – V**

Mergers and Acquisitions, Takeover code, Goodwill and Valuations of Shares, Dividend Valuation Model, Determination of Exchange Ratio, Legal and procedural aspects of Merger Decision.

### **Suggested Readings:**

1. Bhalla, V.K. *Financial Management And Policy.*, New Delhi, Anmol, Delhi.
2. Bierman, J.R. Harold. *Lease Vs. Buy Decision.* Prentice Hall, Englewood Cliffs. N.J.
3. Fogler, R.H. and Ganpathy, S. *Financial Econometrics.* Prentice Hall, Englewood Cliffs. N.J.
4. Levy, H. and Sarnat, M. *Capital Investment and Financial Decision* Prentice Hall Englewood Cliffs. N.J.
5. Pinches, George E. *Essentials of Financial Management.* Harper & Row, New York.
6. Smith, K.V. *Management of Working Capital.* West, New York.
7. Solomon, Ezra and Pringle, John J. *An Introduction to Financial Management.* Prentice-Hall of India, New Delhi.
8. Srivastava, S.S. and Yadav R.A. *Management and Monitoring of Industrial Sickness.* Concept, New Delhi.
9. Van Horne, James C. *Fundamentals of Financial Management.* Prentice Hall of India, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

**312 -M**

**SYLLABUS: FINANCIAL INCLUSION:**

**Objectives :**The Main objectives of this course is to make the student understand the basic concept of financial inclusion and to make them aware of the latest development in the field of financial Inclusion .

**Unit -1:** Indian Economy and Financial Exclusion :

Concept of Growth &Development , Relationship between growth &development. Planning in Indian Economy- Planning commission, Objective , Priorities , Strategies, Five year plans, Inclusive Growth , Constitution and Function of NITI Ayog.Financial Exclusion : Definition,

Magnitude of financial exclusion in India & Globally, Reasons and consequence of Financial exclusion.

**Unit -2:**Financial Inclusion:

Introduction to the concept, need for financial Inclusion, various definitions of financial inclusion, Barriers to Financial Inclusion , recommendation of various committees on financial inclusion (Rangarajan committee, Nachiketmor committee, Mohanty committee).

**Unit – 3:** Initiation of FI in India:

Nationalization of banks, priority sector lending , lead bank scheme, RRB, service area approach, SHG-Bank Linkage etc. Initiatives taken by GOI, RBI and NABARD to promote F.I . International experience : Measuring FI at global level ( global FINDEX), review of current status of financial inclusion .

**Unit -4 :**Models for F.I and Business Correspondent agents (BCA):

Branch – banking model, b) Micro finance model : SHG-Bank linkage, MFI-NBFC, c) ICT-based model d) Mobile Banking Model, e) business correspondent / business facilitator model. Business correspondent agents (BCAs): meaning , eligibility criteria, scope of activities.Framework of BCAs model: a) corporate agent model b)standalone model, c)customer pay model.

**Unit – 5 :**Role of micro- finance institution in FI, role of India post in FI, Digital financial inclusion & Technological Channels for Delivery of Financial Services , payment banks ,various new schemes undertaken by GOI towards F.I.(PMJDY,APY,MudraYojana, NPS,Make In India etc), Financial literacy and Credit counselling centers(FLCCs), R-SETI.

References:

1. RBI Report
2. N.Mani. (2015) ,Financial Inclusion in India ,New Century Publication, New Delhi.
3. Kunt,Klapper,Singer, PV(2015). THE LITTLE Data Book on Financial Inclusion. Washington ,D.C:World Bank Group.

## **313-M Security Analysis and Portfolio Management**

### **OBJECTIVES**

The objective of this course is to impart an in-depth knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

### **COURSE CONTENTS**

#### **Unit – I**

Investment: Concept nature and process. Return and risk. Valuation of securities: The Value Price relationship, Valuation of Fixed Income Securities, Valuation of Equity Shares, Objectives of security analysis.

### **Unit – II**

Operations of Indian Stock Market: Organisation, Regulation and functioning, Market Indices and Return; Investment Alternatives-Government securities, Non-Security form of Investment, Investment Instruments of money-market.

### **Unit –III**

Stock Market Analysis: Fundamental Analysis, Economy, Industry and Company Level Analysis, Technical Analysis, Efficient Market Theory; Recent developments in the Indian stock market.

### **Unit – IV**

Introduction to Portfolio Management, An optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion(MVC) – The nature of Investment Risk, MVC and Portfolio selection, Portfolios of two risky Securities, The Efficient Frontier, Tracing the Efficient Frontier, The relationship between the Unleveraged and Leveraged Portfolio, Sharpe-Single Index Model, Application of Market Model in Portfolio construction, Capital Asset Pricing Model.

### **Unit – V**

Investment Training and Portfolio Revision, Institutional and Managed Portfolio-Performance Evaluation of Managed Portfolios, Investment Companies, Mutual Funds, International Diversification.

### **Suggested Readings:**

1. Amling, Frederic. *Investment*. Prentice Hall, Englewood Cliffs, N.J.
2. Bhalla, V.K. *Investment Management: Security Analysis and Portfolio Management* S. Chand, New Delhi.
3. Dougall, Herbert E. and Gaumnitz. *Capital Markets and Institutions*. Prentice-Hall Englewood Cliffs N.J.
4. Gupta, L.C. *The Changing Structure of Industrial Finance in India* Oxford University Press, New Delhi.
5. Haugen, Robert H; *Modern Investment Theory* Prentice Hall Englewood Cliffs, N.J.
6. Hempel, George H. and Yawitz. Jess B. *Financial Management of Financial Institutions*. Prentice-Hall Englewood Cliffs N.J.
7. Huang, Stanley S.C. and Randall, Maury R. *Investment Analysis and Management*. Allyn and Bacon, London.
8. Kane, Joseph A. *Development Banking*. Lexington Books, D.C. Toronto.
9. Polak Off, Murray E etc. *Financial Institutions and Markets*. Houghton, Boston.
10. Rose, Peter S. and Fraser Donald R. *Financial Institutions*. Irwin Dorsey, Ontario.
11. Simha, SLN. *Development Banking in India..* Institute for Financial Management and Research, Madras.
12. Van Horne, James C. *Functions and Analysis of Capital Market Rates*. Prentice-Hall Englewood Cliffs N.J.
13. Vij, Madhu. *Management of Financial Institutions in India*. Anmol, New Delhi.
14. Yeager, Fred C. and Setiz, Nail E. *Financial Institution Management: Tax and Cases*. Prentice-Hall Englewood Cliffs N.J.

## **Group – B : Marketing**

### **321- M International Marketing**

#### **OBJECTIVES**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

## **COURSE CONTENTS**

### **Unit-I**

Nature, scope and challenges in International Marketing. Alternative Strategies, Difference between International Marketing and Domestic Marketing, Prerequisites for success in International Marketing.

### **Unit -II**

Recent Trends in India's foreign trade, Liberalisation, Institutional infrastructure for Export promotion, Export financing, Role of Export House, Risks in Foreign Trade, EPZ & SEZ.

### **Unit- III**

World Market Analysis: International Marketing Research and its problems, Socio-economic, Geographic, Business, Custom and Legal Factor's impact on International Marketing Strategies relating to products, Channels of physical distribution, Pricing and promotion in the area of International Marketing.

### **Unit- IV**

International Economic Institutions: WTO, UNCTAD, IBRD, IMF, Regional Economic Integration and Strategic Implications, EU, NAFTA

### **Unit -V**

Ex-im Policy, Marketing Protection and Barriers, Multinational and Joint Ventures, The Role of MNCs in International Marketing.

### **Suggested Readings:**

1. Bhattacharya, B. *Export Marketing, Strategies of Success* . Global Business Press, New Delhi.
2. India, Ministry of Commerce. *Import/Export Policy*.
3. Indian Institute of Foreign Trade and International Trade Centre, Geneva, *Comodity Market Surverys*.
4. Indian Institute of Foreign Trade. *Cases in International Marketing: Indian Experience*. IIFT, New Delhi.
5. Johri, Lalit M. *International Marketing: Strategis for Success*. Faculty of Management Studies, University of Delhi, Delhi.
6. Keegan, Warren, *International Marketing Management* . Prentice Hall, Englewood Cliffs, N.J.
7. Pathak Arvind V. *Managing Multinational Corporations* . Praeger, New York.
8. Rathor, B.S. & Rathor, J.S. *International Marketing*. Himalaya Publishing House, Bombay.
9. Varshaney, R.L. *International Business*. S. Chand and Co, New Delhi.
10. Walter, I. And Murray, T. *Handbook of International Business* . John Wiley, New York.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **322- M Advertising Management**

### **OBJECTIVES**

The aim of this paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

## **COURSE CONTENTS**

### **Unit -I**

Concept, Scope, Objectives and functions of Advertising, Role of Advertising in Marketing Mix and the Advertising Process.



## **Unit -II**

Legal, Ethical and Social aspects in Advertising, Publicity as a form of Advertising, Difference between Publicity and Advertising.

## **Unit -III**

Model of the Advertising Communication System, Perception process, Interpretation, Research, Diffusion and Personal Influence.

## **Unit- IV**

Determination of Target Audience, Advertising Media and their choice. Advertising message, Layout of advertisements and advertising appeal.

## **Unit-V**

Advertising Budget, Role of Advertising Agencies and their selection, Evaluation of advertising effectiveness.

### **Suggested Readings:**

1. Aaker, David A. and Myers, John G.. *Advertising Management*. Prentice-Hall of India, New Delhi.
2. Anand, M.M. *Marketing Communication Text and Cases*. Faculty of Management Studies, University of Delhi..
3. .Border, William H. *Advertising*. Jhon Wiley, New York.
4. Chunawallar et.al. *Advertising : Theory and Practice*, Himalaya Publishing House, Bombay.
1. M.N. Mishra; *Sales Promotion andaAdvertising Management*. Himalaya Publishing House, Bombay.
2. Peebles, D.M. and Ryan, J.K. *Management of International Advertising: A Marketing Approach*. Allyn and Bacon, Boston.
3. Sengupta, Subrot *Cases on Advertising and Communications Management in India* Indian Institute of Management, Ahmedabad.
4. Sengupta, Subroto. *Brand Positioning, Strategies for Competitive advantages*. Tata McGraw Hill, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **323-M Consumer Behaviour**

### **OBJECTIVES**

The basic objective of this course is to develop an understanding about the consumer decision-making process and its applications in marketing functions of firms.

### **COURSE CONTENTS**

#### **Unit -I**

Consumer's needs and motives, Consumer as a Perceiver and Learner, Influence of personality and attitude on buying behaviour, Cultural, Social and Economic factors affecting Consumer Behaviour, Consumer attitude formation and change.

### **Unit- II**

Factors affecting purchase decision, Fundamental process of Sensation, Perception, Emotion, Motivation, Cognition.

### **Unit -III**

Group Influences: Role, Status, Norms; Family influences, Life Cycle Effects, Family decision making.

### **Unit -IV**

Models of Individual and Industrial Buying Behaviour.

### **Unit -V**

Communication with Consumer: Two-Stem Flow of Communication, Theory, Adoption, and Diffusion of Innovation, Cognitive Dissonance. Socio-Economic and Cultural aspects of Indian Consumer Market.

### **Suggested Readings:**

1. Asseal, Henry. *Consumer Behaviour and Marketing Action*. Kent, Boston.
2. Blattberg, R.C. and Neslin, S.A. *Sales promotion Concepts, Methods and Strategies*. Prentice-Hall, New York.
3. Costa, G.A., *Gender Issues of Consumer Behaviour* Sage Publications, New Delhi.
4. Nicosia, Francesco M. *Consumer Behaviour*. Prentice-Hall, Englewood Cliffs, N.J.
5. Schiffman, L.G. and Kanuk, L.L. *Consumer Behaviour*. Prentice-Hall of India, New Delhi.
6. Sheth, Jagdish N. *Models of Buyer Behaviour*. Harper and Row, New York.
7. Sternthal, B. and Craig, C.S. *Consumer Behaviour: an Informations Processing Perspective*. Prentice-Hall Englewood Cliffs N.J.
8. Webster, F.E. and Wind, Yoram. *Organisational Buying Behaviour*. Prentice-Hall of India, New Delhi.
9. Wilke, WI. *Consumer Behaviour*. Jhon Wiley, New York.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **Group – C : Human Resource Management**

### **331- M Human Resource Development**

#### **OBJECTIVES**

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

## **COURSE CONTENTS**

### **Unit- I**

Field of HRD- concepts, goals, challenges, HRD climate and practices in India, Staffing HRD Function.

### **Unit -II**

Developing HR Strategies; HRD System design principles, Design and administration of HRD Systems.

### **Unit -III**

HRD for Workers, HRD Intervention.

### **Unit -IV**

HRD approaches for coping with Organisational Changes.

### **Unit -V**

Case Studies of HRD in Indian organizations.

### **Suggested Readings:**

1. Brinkerhoff, Robert O. *Achieving Results from Training: How to Evaluate HRD to Strengthen Programs and Increase Impact*. Jossey Bass, San Francisco.
2. Maheshwari, B.L. and Sinha, Dharni, P. *Management of Change Through HRD* Tata McGraw Hill, New Delhi.
3. Mathur, B.L. *Human Resources Development*. Arihant, Jaipur.
4. Pareek, U.Padkhi, R. and Nair, MRR. *Managing Transitions: The HRD Reponse*. Tata McGraw Hill, New Delhi.
5. Rao, T.V. Verma, K.K. Khandelwal, Anil K. and Abraham, S.J. *Alternative Approaches and Strategies of Human Resources Development*. Rawat, Jaipur.
6. Silvera, D.N. *HRD: The Indian Experience*. New India, Delhi.
7. Kandula, Srinivas R. *Strategic Human Resource Development*. Prentice Hall of India, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **332-M Management Of Industrial Relations**

### **OBJECTIVES**

Organisational efficiency and productivity are closely related to the dynamics of labour-management. This course is concerned primarily with the conceptual and practical dimensions of industrial relations in the Indian context. It will examine the structure and process of trade unionism collective bargaining, participative management and related issues.

## **COURSE CONTENTS**

## **Unit – I**

Industrial Relations Perspectives, Industrial Relations and emerging Socio-Economic scenario, Legal framework of industrial relations, The role of State, Trade Unions and Employers Organisation in the Industrial Relations, Forms and trends of Industrial unrest in India.

## **Unit – II**

Trade Unionism and Workers Education: Historical Development, Nature, role and future of Trade Unions in India, Trade Union and employee, Trade Union and the Management, Politicisation, Multiplicity and Intra and Inter-Union rivalry, Workers Education in India: rationale and objectives, Functions of CBWE, Workers Education through Five Year Plans.

## **Unit – III**

Industrial dispute: causes, settlement, Discipline and Grievance Management.

## **Unit – IV**

Negotiation and collective settlement: Collective bargaining definition, Types and Prerequisites, Procedures of negotiation and administration of collective agreements, Status of Collective Bargaining in India, Code of Discipline, Tripartite System, Arbitration, Gandhian Trusteeship System.

## **Unit – V**

Workers Participation: The concept forms of workers' participation in Management- Participative Management and Co-ownership, Productive Bargaining and gain sharing, Employee Empowerment and Quality Management, Industrial Relations and technological change.

## **Suggested Readings:**

1. Baststone, E. *Working Order*. Basil Blackwell, Oxford.
2. Flanders, A. *Collective Bargaining*. Faber and Faber, London.
3. Hyman, R. and Streeck, W. *New Technology and Industrial Relations* Basil Blackwell, Oxford.
4. Joseph J. *Strategic Industrial Relations Management*. Global, New Delhi.
5. Kochan, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. Homewood, Illinois.
6. Mamkootam, K. *Trade Unionism: Myth and Reality*. Oxford University Press, New Delhi..
7. Misra, S.N. *Labour Industrial Laws* Allahabad Law agency, Allahabad.
8. Niland J.R. etc. *The Future of Industrial Relations*. Sage, New Delhi.
9. Papola, T.S. & Rodgers, G. *Labour Institutions and Economic Development in India*. ILO, Geneva.
10. Ramaswamy, E.A. *Worker Consciousness and Trade Union Response*. Oxford University Press, New Delhi.
11. Sarma, A.M. *Aspects of Labour Welfare and Social Security*. Himalaya Publishing House, Bombay.
12. Srivastava, S. *Labour Laws and Industrial Relations*. Vikas, New Delhi.
13. Varadani, G. *Social Security and Industrial Workers*. Deep and Deep, Delhi.
14. Virmani, B.R. *Participative Management vs. Collective Bargaining*. Vision Books, New Delhi.
15. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*. Longman, Melbourne.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **333-M Compensation Management**

### **OBJECTIVES**

The course is designed to promote understanding of issues relating to compensation management in the corporate sector and public services, and to impart skills in designing compensation management, system policies and strategies.

### **Unit- I**

Compensation Management: Concept, objectives & philosophy, compensation as motivational tool, strategic perspective of compensation & benchmarking, economic & behavioral theories related to reward management.

## **Unit – II**

Internal & External equities in compensation system, understanding inter & Intra-industry compensation differentials, Designing pay structures, Broadband & job family pay structure.

## **Unit-III**

Compensation of special group: Corporate directors, Chief executives, senior managers & R & D staff, Compensation of professional & knowledge workers, Sales compensation plans.

## **Unit – IV**

Understanding different components of compensation packages like fringe benefits, incentives & retirement plans, compensation practices of multinational corporations.

## **Unit – V**

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions role of trade unions in compensation management.

### **Suggested Readings:**

1. Armstrong, Michael and Murlis, Helen. *Reward Management: A Hand Book of Salary Administration*. Kogan Page, London.
2. Belcher, David W. *Compensation Administration*. Prentice Hall, N.J.
3. Bragess, Lenard R. *Wage and Salary Administration*. Charles E. Merrill, London.
4. Henderson, Richard I. *Compensation Management: In A Knowledge-Based World*. Prentice Hall Inc, N.J.
5. Johri, C.K. *Industrial Policy and Industrial Relations*. Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
6. Lanham, Elizabeth. *Administration of wages and Salaries*. Harper & Row, New York.
7. Lupton, Tom. *Payment Systems*. Penguin Books, London.
8. Papola, T.S. *Principles of Wage Determination*. Somaiya Publications, Bombay.
9. Pramod, Verma. *Wages Determination: Concept and Cases*. Wiley Eastern, New Delhi.
10. Rock, Micton. *Hand Book Wage and Salary and Administration*. McGraw Hill, New York.
11. Subramanian, K.N. *Wages in India*. Tata McGraw Hill, New Delhi.
12. Suri G.K. *Wages Incentives Theory and Practice*. Shri Ram Centre for Industrial Relations and Human Resources, New Delhi.
13. Taylor, George W. and Dunlop, Jhon T. *New Concept in Wage Determination..* McGraw Hill, New York.

## **Group – D: International Business**

### **341-M International Trade & Business**

#### **OBJECTIVES**

The objective of this course is to acquaint the students with the problems of international trade and business and its related concepts.

#### **COURSE CONTENTS**

### **Unit-I**

Management of International Trade: Introduction, Meaning, Need, Difference between domestic and international trade, International Business (Trade) theories-classical, Neo-classical, Modern and need for separate Theory of International Trade, The Balance of Payments, Gain from Trade and Terms of trade, Trade Policies- Free vs Protection.

### **Unit -II**

Mechanism of International Payments and Control : Instruments of External Payments, Foreign Exchange Market, Causes of fluctuations in Exchange rates, Need for Exchange Control, Techniques and methods of Exchange Control.

### **Unit -III**

Management Process and Control of International Trade/Business: Management of Human Resources in MNCs, International Production and Logistic System, Multinational Corporate Culture, Information and Control System, Measurement Methods and Evaluation of Performance.

### **Unit -IV**

International Financial Institutions: IMF, IBRD, IDA, IFC, Organization of European Union and its impact, Euro-Dollar exchange market.

### **Suggested Readings:**

1. Bhalla, V.K. & Shiva Rama *International Business; Environment and Management.*
2. Verma, M.L. *Foreign Trade Management.*

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **342-M      Manpower Development For Technical Change**

### **OBJECTIVES**

The objective of this course is to develop a conceptual as well as a practical understanding of Human Resource in a global perspective.

### **COURSE CONTENTS**

#### **Unit -I**

Growth of Human Management in International Scenario, Planning of Human Resource in the Global Perspective, Recruitment, Selection, and Placement in the global organization, e-Recruitment.

### **Unit -II**

Performance appraisal, Promotion, Transfer, Demotion in Multinational Levels, Performance Appraisal- A comparative study of different countries.

### **Unit- III**

Training & Development in global perspective, preparing managers for International Markets and challenges, Motivational Factors, Comparative study of different cultures.

### **Unit -IV**

Industrial Relations and its relevance in global companies, Labour Laws in India, America, Japan, China and ILO, Personal Audit & Research, Involving concepts of Human Resource Management.

### **Suggested Readings:**

1. Balaji Chandrashekher and Dutta Rajan, *Leading Change Through Human Resource; Towards a Globally Competitive India.*
2. Pareek, *HRD in New Millennium.*
3. Rao, T.V. Silveita, Srivastava and Vidyasagar, *HRD in the New Economic Environment.*

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **343-M Technology Acquisition, Transfer & MNCs**

### **OBJECTIVES**

The basic objective of this course is to provide the knowledge and insight of the present day technological changes and management's role in analyzing and adapting to it.

### **COURSE CONTENTS**

#### **Unit -I**

MNCs & their growth: Transfer Pricing, Country Risk, Government Involvements, Public Relation, Transactional Dimension of International Trade.

## **Unit -II**

Technology selection: Concepts & Definition, Technology scanning, Searching for- window of opportunities, Matching Internal /external competencies, Evolving Risk Vs potential for success, Product, Process and market Positioning, Short-term Vs Long-term considerations.

## **Unit-III**

Technology assessment: Origin and evolution of technology assessment, Recent trends and directions in T.A., Methodologies in T.A., Problem issues in T.A., Organization and Management of T.A., Key issues of T.A. in Developing Countries.

## **Unit -IV**

Technology Transfer: Modes of Transfer, International U.N. System in Transfer, Transfer from Advanced/Industrialized Economy, Inter-firm Transfers, Direct and Indirect Cost, Legal Framework, Technology Transfer – Communication Model.

## **Unit -V**

Managing Patents and Intellectual Property: Concept of Patent and Intellectual Property Rights, Rationale and Evolution of Patent System, Patent System in India, How to Secure Patents, Strategic uses of Patents.

### **Suggested Readings:**

1. Bhalla V.K. & Shiva Ramu, *International Business Environment and Management*.
2. Chanda, *The Second Coming: Irrigates on Corporate Turnaround Management*.
3. Selvaraju, R., *Cooperation in the New Millennium*.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **M.B.A. PART –II**

### **SEMESTER- IV COMPULSORY PAPERS**

#### **401-M Strategic Management**

##### **OBJECTIVES**

The course on Strategic Management deals with the formulation and implementation of policy in business. The problems considered and the point of view assumed in analyzing and dealing with them are those of the top management. The purpose of instruction is to develop in students a general management point of view rather than a specialist departmental orientation. Extensive



case studies of a variety of companies provide the basis of comprehensive analysis and for the continuous assessment, formulation and implementation of broad commitments. Students will be familiarized with the commonly used strategic alternatives.

## **COURSE CONTENTS**

### **Unit- I**

Nature and objective of Strategic Management, Process of Strategic Management. Concept of Strategy, Defining business purpose, Mission and objectives.

### **Unit -II**

Analysis and diagnosis for Strategic Management: Components, analysis and diagnosis of Business Environment, Factor Analysis and diagnosis of Strategic Advantage.

### **Unit-III**

Strategy Formulation: Levels of Strategy Formulation Evaluation of Strategic Alternatives, Major Types of Strategies, Strategic Choice, Determination of Strategic Plan.

### **Unit -IV**

Strategy Implementation: The Process of Strategy Implementation, Resource Allocation ,Control and Information systems in implementing strategy, Organisational Functional Policy and Leadership Adaptation.

### **Unit -V**

Strategy Evaluation and Reformulation: Evaluation of strategy, Strategy and Structure Stages of Corporate Development, Implementation of Mergers and Acquisition, Comparative Management Practice abroad.

### **Suggested Readings:**

- 1 .Budhiraja, S.B. and Athreya M.B. *Cases in Strategic Management* Tata Mc-Graw Hill, New Delhi.
2. Hunger,D.T. and Wheeler T. *Strategic Management*. Addison Wesley,Califronia.
3. Jauch ,G. *Business Policy and Strategic Management*. Mc-Graw Hill,N. Y.
4. Michael,V.P. *Globalisation, Liberalisation and Strategic Management*. Himalaya Publishing House,Bombay.
5. Pearce,J.A and Robinson R.B. *Jr.Strategic Management* AITBS, New Delhi.
6. Ramaswamy,V.S. and Namakumari,S. *Strategic Planning:Reformulation of Corporate Strategy*. Macmillan, New Delhi
7. Thompson, Strickland. *Strategic Management:Concepts and Cases*. Tata Mc-Graw Hill, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **402-M Project Report**

**(Viva 100 Marks+ Project Report 100 Marks)**

## **Semester IV : Elective Group**

### **Group – A : Finance Group**

## **411-M International Finance**

### **OBJECTIVES**

The objective of this paper is to give students an overall view of the International Financial System and how multinational corporations operate.

## **COURSE CONTENTS**

### **Unit -I**

Scope and significance of International Financial Management: International Financial Institutions, Instruments in International Financial Markets.

### **Unit- II**

Theories of Exchange Rates: Exchange Risks-Hedging and Swaps, Techniques of Financing, Cross Border Finance, Tax Havens.

### **Unit -III**

Money and Banking in International Markets.

### **Unit -IV**

International Capital Markets: Globalisation of Capital Markets, International Capital Flows, U.S. Capital Markets, Asian Capital Markets.

### **Unit -V**

Investment in Foreign Securities, International Risk and Returns, Emerging Opportunities.

### **Suggested Readings:**

1. Abdullah, F.A. *Financial Management for the Multinational Firm*. Prentice Hall, Englewood Cliffs, N.J.
2. Bhalla, V.K. *International Monetary Co-operation*. Anmol, New Delhi.
3. Buckley, Adrian. *Multinational Finance*. Heritage Delhi.
4. Eiteman, David K. and Stonchill, Arthur I. *Multinational Business Finance*. Addison- Wesley, New York.
5. Holland, John . *International Financial Management*. Basil Blackwell, London.
6. Levi, M. *International Financial Management and International Economy*. McGraw-Hill, Singapore.
7. Rodriguez, Rita M. and Carter E.E. *International Financial Management*. . Prentice Hall of India, New Delhi.
8. Shapiro, Alan C. *Multinational Financial Management* . Allynand Bacon, London.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **412 – M Financial Derivatives**

### **OBJECTIVES**

The objective of this course is to give an in-depth knowledge of the functioning of derivative securities market.

## **COURSE CONTENTS**

### **Unit-I**

Derivatives: Meaning, types and uses; Forward contracts, Other Derivative securities, Types of Traders; General Approach to pricing derivative Securities; Swaps – Interest rate swaps, Currency swaps; Interest rate Derivative Securities.

### **Unit – II**

Options: Definition, rationale; Put and call options; Properties of stock option Prices- Factors affecting option Prices, Put-call parity; Trading strategies involving options; options on stock Indices.

### **Unit-III**

Option Pricing : Black – Scholes Model, Binomial Model, Options Markets, Future Contracts: meaning, types. Forward and Futures prices.

### **Unit –IV**

Futures Markets and the use of Futures for Hedging: Interest rate Futures and Currency Future, Critique of Derivatives, Derivatives Market in India.

### **Suggested Readings:**

1. Alexander, Gordon J. Sharpe, William, F. *Fundamentals of Investment*. Prentice Hall, Englewood Cliffs, N.J.
2. Brahmaiah, B. and Subbha Rao, P. *Financial Futures and Options*. Himalaya Publishing House, New Delhi.
3. Cohen, Zinbarg and Cohen, Zieker. *Investment Analysis and Portfolio Management*. Richard D. Irwin, Homewood, Illinois.
4. Curley, Anthony J. and Ber, Robert M. *Investment Analyses and Management*. Harper & Row, New York.
5. Elton, Edwin J. and Gruber, Martin J. *Modern Portfolio Theory and Investment Analysis*. John Wiley, New York.
6. Fischer, D. M. and Jordan, R.J. *Security Analysis and Portfolio Management*. Prentice Hall, Englewood Cliffs (N.J.)
7. Fuller, Russel, J. and Farrell, James L. *Modern Investment and Security Analysis*. McGraw Hill, New York.
8. Jarrow, R. and Turnbull, S., *Derivative Securities* Team Spriti (India) Pvt. Ltd. Ahmedabad.
9. Lee, Cheng F. Finnerty, Joseph E. and Wort, Donald H. *Security Analysis and Portfolio Management*. Foresman, Scoot.
10. Patwari, D.C. *Options and Futures in an Indian Perspective*. Jaico Publishing House, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **Group- B : Marketing Group**

### **421- M Sales & Distribution Management**

#### **OBJECTIVES**

The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound policy and in organising and managing the sales force. This course will also deal with physical distribution activities, as an integrated system.

## **COURSE CONTENTS**

### **Unit- I**

Introduction to Sales Management, Sales Function and its relationship with other Marketing Functions, Nature and Scope of Personal Selling, Setting Personal Selling Objectives, Formulating Personal Selling Objectives, Personal Selling and Salesmanship.

### **Unit- II**

Basic Marketing Planning for the Sales Manager, Role of Sales in Marketing Mix, Determining Sales Related Marketing Policies, Sales Forecasting Methods, Sales Budget, Sales Territories and Quotas.

### **Unit -III**

Recruiting and Selecting Sales Personnel, Training; Motivation and Compensation of the Field Sales Force and Sales Executives, Developing and Managing Sales Evaluation Programme.

### **Unit -IV**

An overview of marketing channels, their structure, functions and relationships, Channel Intermediaries: Wholesaling and Retailing, Logistics of Distribution;

### **Unit -V**

Channel Planning , Organisational patterns in marketing, Managing Marketing Channels, Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing performance of marketing channels; International Marketing Channels.

### **Suggested Readings:**

1. Anderson, R. *Professional Sales Management*. Prentice Hall, Englewood Cliffs N .J .
2. Buskirk, R. H. and Stanton, W. J. *Management of Sales Force*. Richard D. Irwin, Homewood (Illinois).
3. Dalrymple, D. J. *Sales Management, Concepts and Cases*. John Wiley, New York.
4. Forsyth P. *Sales Management Handbook*. Jaico Publishing, New Delhi.
5. Johnson, E. M. Kurtz, D. L. and Schewing. E. *Sales Management : Concept Practices and Cases*. McGraw Hill, New York.
6. Lowe, Phil. *Selling Skills*,. Kogan Page, London.
7. Mishra M N, *Sales Promotion and Advertising Management*, Himalaya Publishing House, New Delhi.
8. Patty-Hite. *Managing Sales People*. Prentice Hall, Englewood Cliffs N.J.
9. Russel, Beach and Buskrik.. *Text tBook of Salesmanship*. McGraw Hill, New York
10. Singh V K, Dewan J.M. *Sales Management*., Commonwealth Publishers,New Delhi.
11. Stern, LW, Aansari AIE, *Marketing Channels*. Prentice Hall of India, New Delhi.
12. Still Richard R.,*Sales Management*. Prentice Hall of India,New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **422 – M Industrial And Rural Marketing**

### **OBJECTIVES**

With the advent of economic growth, marketing function is becoming increasingly important and specialized in India. The objective of this course is to lay a foundation for an understanding of the

complex dimensions of the Industrial and Rural marketing and to equip the students with the latest developments in the field of management science in dealing with problems currently facing two such specialized areas viz. Industrial and Rural.

## **COURSE CONTENTS**

### **Unit -I**

Industrial Marketing Concept, Nature of Industrial Marketing, Industrial v/s Consumer Marketing, Nature of Industrial Buying Behaviours, BuyGrid Model, Sheth Model of Industrial Marketing.

### **Unit -II**

Assessing Marketing opportunities, Industrial Marketing Strategies, Product strategy in Industrial Marketing, Formulating Channel Strategy, Role of various Channel Participants in Industrial Marketing, Industrial Distributor.

### **Unit -III**

Formulating Marketing Communication Planning: Managing Advertising, Sales Promotion and Publicity Strategy, Pricing Strategy, Pricing Decision Analysis, International Industrial Marketing.

### **Unit -IV**

Rural Community in India: Cultural, Sociological and Demographic Characteristics, Profile of Rural Markets, Marketing Consumer goods in Rural Areas.

### **Unit -V**

Problems in Marketing of Agricultural Inputs in Rural India: Chemicals Fertilisers, Certified Seeds and Agricultural Equipments, Tractors, Engines, Pumping Sets etc., Marketing of Agricultural Produces, Co-operative Marketing.

## **Suggested Readings:**

1. Ames, Charles B. and Hlavacek James D. *Managerial Marketing for Industrial Firms*. Random House, New York.
2. Arora R.C. *Integrated Rural Development*. S Chand and Company, New Delhi.
3. Corey, Raymond E.. *Industrial Marketing*. McGraw Hill, New York.
4. Desai, Vasant .. *Rural Development*. Himalaya Publishing House, Bombay.
5. Dodge, Robert H. *Industrial Marketing*. McGraw Hill, New York.
6. Gopaldaswamy T.P. *Rural Marketing – Environment, Problems and Strategies*. Wheeler Publishing, New Delhi.
7. Haas, Robert W., *Industrial Marketing Management*. Kent, Boston.
8. Hill, Richard S. Alexander, Ralph and James S. Cross, *Industrial Marketing* , Ricard D. Irwin, Homewood, (Illinois).
9. Reeder, Robert R, Brierty, Edward G, and Reeder, Brierty, H., *Industrial Marketing: Analysis, Planning and Control*. Prentice Hall, Englewood Cliffs, N.J.
10. Rudra, Ashok., *Indian Agricultural Economics. Myths and Realities*. Allied Publishers, New Delhi.
11. Webster, Fredrick E., *Industrial Marketing Strategy*. John Wiley, New York.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **Group – C: Human Resource Management**

### **431- M Legal Framework Governing Human Relations**

#### **OBJECTIVES**

The course is designed to promote a critical understanding of substantive and procedural labour laws. The approach is to develop skills in handling legal issues in industrial relations and other labour matters.

#### **COURSE CONTENTS**

##### **Unit –I**

Emergence and objectives of Labour Laws and their Social Economic Environment

##### **Unit – II**

Industrial Relation Laws: Laws relating to Industrial Disputes, Trade Unions and Standing Orders, Laws relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

##### **Unit –III**

Social Security Laws: Law's relating to Workman's Compensation, Employees State Insurance, Provident Fund, Gratuity and Maternity Relief, Wages and Bonus Laws

##### **Unit –IV**

The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

##### **Unit -V**

Laws relating to working conditions: The laws relating to factories, Establishment and contract labour, Interpretations of Labour laws, their working and implications for Management, Union, Workmen, The Economy and the Industry.

#### **Suggested Readings:**

1. Ghaiye, B.R. *Law and procedure of Department Enquiry in Private and Public Sector..* Eastern, Lucknow.
2. India, Ministry of Labour, Employment and Rehabilitation. *Report of the National Commission on Labour.* New Delhi.
3. Indian Law Institute *Labour Law and Labour Relations: Cases and Material.* N.M. Tripathi, Bombay.
4. Kothari, G.M. *A Study of Industrial Law* N.M. Tripathi, Bombay.
5. Malhotra, O.P. *The Law of Industrial Disputes. Vol. I and II.* Bombay, N.M. Tripathi
6. Malik, P.L. *Industrial Law.* Eastern, Lucknow.
7. Saini, Debi S. *Labour Judiciary, Adjudication and Industrial Justice.* Oxford, New Delhi, Saini, Debi S. *Redressal of Labour Grievances, Claims and Disputes,* Oxford & IBH, New Delhi.
8. Seth, D.D. *Industrial Dispute Act, 1947. Vol. I & II* N.M. Tripathi Bombay..
9. Srivastava S.C. *Industrial Relations and Labour Law,* Vikas Publishing House, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

### **432 – M Management Training and Development**

#### **OBJECTIVES**

The purpose of this course is to advance and understanding of concepts, methods and strategies underlying the development of executives.

#### **COURSE CONTENTS**

## **Unit – I**

Training Process- on over view; Role, Responsibilities and challenges to Training Managers.

## **Unit – II**

Organization and Management of Training Function; Training needs Assessment , Instructional Objectives and Lesson Planning.

## **Unit –III**

Learning Process; Principles of Learning, Learning and Behaviour, Training Climate and Pedagogy

## **Unit – IV**

Developing Training Modules; Training methods and techniques.

## **Unit -V**

Training Evaluation; Training and Development in India

### **Suggested Readings:**

1. Anderson, Alan H. *Successful Training Practice for Managers*. Beacon Books, New Delhi.
2. Beunet, Roger ed. *Improving Training Effectiveness*. Aldershot, Gower.
3. Bienvenu, B.J. *New Priorities in Training* 1969. American Management Association.
4. Binsted, Don *Developments in Interpersonal Skills Training* . Grower, London.
5. Brinkorhoff, Robert O. *Achieving Results from Training: How to evaluate HRD to Strengthen Programs and Increase Impact*. Jossey Bass, San Francisco.
6. Buckley R & Caple, Jim. *The Theory & Practice of Training*. Kogan & Page, London. .
7. Craig, Robert L. *Traning and Development Handbook*. McGraw Hill, New York.
8. Kinlaw, Dennis C. *Developing Superior Works Teams: Building quality and Competitive Edge*. University Associate, California.
9. Lynton, Rolf P and Pareek, Udai *Training for Development* Richard D. Irwin, Homewood, Illinois.
10. Mathur, B.K. *Human Resources Development*. Arihant, Jaipur.
11. Papper , Allan D. *Managing the Training and Development Function*, Aldershot, Gower, .
12. Rae, Lesile *The Skills of Human Relations Training: a Guide for Mangers and Practitioners* Gower. England.
13. Rao, T.V. Verma, K.K. Khandelwal, Anil K. and Abraham, S.J. *Alternative Approaches and Strategies of Human Resource Development*, Rawat, Jaipur.
14. Reid, M.A. etc. *Traning Interventions: Managing Employee Development*, IPM, London .
15. Robinson, Kenneth R. *A Handbook of Traning Management*. Kogan Page Ltd, London.
16. Singh, P.N. *Training for Management Development* . Forum of Asian Mangers Bombay.
17. Truelove, S. *Training and Development-A Handbook*. Infinity Books, New Delhi.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **Group – D : International Business**

### **441- M International Finance & Forex Management**

#### **OBJECTIVES**

The objective of this course is to provide acquaintance with International Finance framework and the nuances of foreign exchange management with respect to current international scenario.

#### **COURSE CONTENTS**

##### **Unit -I**

International Financial Environment: International Economic Issue and dimensions, Finance Function in a Multi-National firm, International Financial flows: The Balance of Payments Framework, International Financial System and Institutions.

### **Unit -II**

Foreign Exchange Markets: Cash and Spot Exchange Markets, Eurocurrency Markets, The Indian Forex Market, The Hawala Market FEMA, FOREX market instruments.

### **Unit -III**

Forex Risk Management: Exchange Rate Determination and forecasting, Measuring & managing Accounting Exposures, Measuring & Managing Transaction Exposures.

### **Unit -IV**

International Working Capital Management: Financing Foreign trade, International Cash Management, International receivables and Inventory Management.

### **Unit -V**

International Financial Regulation & Strategies: Forex Regulation & control, International Financing Decision, International Investment Strategy.

### **Suggested Readings:**

1. Abdullah, F.A.. *Financial Management for Multination Firm*, Prentice Hall, Englewood Cliffs, N.J.
2. Bhall, V.K. *International Monetary Co-operation*, Anmol, New Delhi.
3. Shapiro, Alan, C.. *Multinational Financial Management*. Allynand Bacon, London.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## **442 – M Cross Cultural & Global Management**

### **OBJECTIVES**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

### **COURSE CONTENTS**

#### **Unit- I**

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications



**Unit- II**

Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations.

**Unit -III**

Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation.

**Unit-IV**

Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment.

**Unit -V**

Compensation and Appraisal in Global Perspective, MNC and Compensation System.

**Suggested Readings:**

1. Adler, N.J. *International Dimensions of Organisational Behaviour*. Boston, Kent,.
2. Bartlett, C. and Ghoshal, S. *Transnational management: Text, Cases and Readings in Cross Border Management* Irwin ,Chicago.
3. Dowling, P.J. etc. *International Dimensions of Human Resource Management*. Wadsworth, Calafornia.
4. Marcic, D. and Puffer, S.M. *Management International: Cases, Exercises and Readings*. St. Paul, West Publishing.
5. Mead, R. *International Management: Cross-Cultural Dimensions*. Blackwell, Camb., Mass.

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