

Syllabus

School of Law And Management

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Master of Business Administration

MBA I Semester:

Sr.No.	Code	Name of Subject	L	P	U
1.	MBA 111	Management Concepts	4	0	4
2.	MBA 112	Business Communication	4	0	4
3.	MBA 113	Managerial Economics I	4	0	4
4.	MBA 114	Business Statistics	4	0	4
5.	MBA 115	Accounting for Managers	4	0	4
6.	MBA 116	Computer Applications in Management	4	4	8
7.	MBA 117	Organizational Behavior	4	0	4
8.	MBA 118	Marketing Management	4	0	4
9.	MBA 119	Exploring Corporate Strategy-I	4	0	4

MBA II Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 221	Human Resource Management	4	0	4
2	MBA 222	Financial Management	4	0	4
3	MBA 223	Production & Operations Management	4	0	4
4	MBA 224	Business Research Methodology	4	0	4
5	MBA 225	Management Information System	4	0	4
6	MBA 226	Quantitative Techniques in Management	4	0	4
7	MBA 227	Macro Economics	4	0	4
8	MBA 228	Educational Leadership & Management	4	0	4
9	MBA 229	Exploring Corporate Strategy-II	4	0	4

MBA III Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 331	International Business Management (M)*	4	0	4
2	MBA 332	Business Environment (M)	4	0	4
3	MBA 333	Strategic Retail Management-I (M)	4	0	4
4	MBA 334	Social Entrepreneurship (M)			
		Marketing (M)			
4	MBA-MM-335	Advertising Management	4	0	4
5	MBA-MM-336	Consumer Behavior	4	0	4
6	MBA-MM-337	Brand Management	4	0	4
7	MBA-MM-338	Industrial Marketing	4	0	4
		Human Resource (O)*			
1	MBA-HR-339	Performance Management	4	0	4
2	MBA-HR-340	Training & Development	4	0	4
3	MBA-HR-341	Labour Legislation	4	0	4
		Finance (O)			
1	MBA-FM-342	Project Appraisal Planning & Control	4	0	4
2	MBA-FM-343	Management of Financial Services	4	0	4
3	MBA-FM-344	Tax Planning & Management	4	0	4

* Mandatory

* Optional

MBA IV Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 441	Business Law (M)*	4	0	4
2	MBA 442	Entrepreneurship Development (M)	4	0	4
3	MBA 443	Strategic Management (M)	4	0	4
4	MBA 444	Environment Management (M)	4	0	4
		Marketing (M)			
4	MBA-MM-445	Services Marketing	4	0	4
5	MBA-MM-446	International Marketing	4	0	4
6	MBA-MM-447	Sales and Distribution Management	4	0	4
7	MBA-MM-448	Rural Marketing	4	0	4
		Human Resource (O)*			
1	MBA-HR-449	Compensation Management	4	0	4
2	MBA-HR-450	Manpower Planning	4	0	4
3	MBA-HR-451	Performance Management	4	0	4
		Finance (O)			
4	MBA-FM-452	Security Analysis & Investment Management	4	0	4
5	MBA-FM-453	International Financial Management	4	0	4
6	MBA-FM-454	Working Capital Management	4	0	4
7	MBA-FM-455	Derivatives	4	0	4

* Mandatory

* Optional

I Semester

Management Concepts

MBA

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Objective: To provide a basis of understanding to the students with reference to working of business organization through the process of management. On completion, student will understand the basic principles of management -will acquaint himself with management process, functions and principles. Student will also get the idea about new developments in management.

Module 1:

Basic Concept of Management - Management Defined, Functions of Management, Managerial Roles, Levels of Managers , Managerial Skills , Competencies for Managers in 21st century. Historical Foundations of Management - Classical Perspective - Scientific Management, Administrative Management, Bureaucratic Management Behavioral Perspective, Contributions of Mary Parker Follet, Elton Mayo, Douglas McGregor and Chester Bernard. Quantitative Perspective, Systems Perspective, Contingency Perspective, Introduction to Organizations - Defining "Organization" , Discipline of Organizational Behavior , The Organizational Context of the 21st Century

Module 2:

Introduction of Planning - Meaning, Nature, Importance, Process.
Introduction of Organizing - Meaning, Nature, Importance, Process, Formal and informal Organization. Introduction of Staffing - Meaning, Nature, Importance, Process.
Introduction of Directing - Meaning, Nature, Importance, Process. Supervision, Communication, Motivation. Introduction of Controlling - Meaning, Nature, Importance, Process.

Module 3:

Decision Making - Definition and Classification of Decisions, Decision Making Process, Creativity in Decision Making, Knowledge Management

Module 4:

Cases and Problems

Suggested Readings:

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra: Organizational Behaviour. Vikas Publishing.

Business communication

MBA 112

Objective: To develop proficiency in communication techniques laying emphasis on oral and verbal communication.

Module 1-

Importance, Nature and Role, Legal aspects of Business communication, Negotiation.

Module 2-

Process of business communication, objectives, media of business communication, Non-Verbal Communication, Oral communication, public speaking, body language, leading and participation in meeting and conferences

Module 3-

Types of communication, barriers in communications, principles of communication, essentials of good communication,

Module 4-

Business report writing, structure, steps toward report writing, style of report writing, written & oral presentation of reports, and preparation of office orders, memo, and circulars.

Module 5-

Letter Writing Principals, structure, planning, types of letters in Business Communication, Modern office techniques.

Suggested Readings:

1. Pal, Rajendra & Korlahalli, J.s. :- “Business communication” Sultan chand & sons
2. Rai, S.m. & Urmila “Business communication” HPH
3. Sinha, k.k. “Business communication”.

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Module 1: Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. microeconomics and business.

Module 2: Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants. Demand as multivariate function.

Module 3: Theory of Consumer Behavior: Utility analysis, indifference curve analysis, applications of indifference curves.

Module 4: Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

Module 5: Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve and price leadership.

Suggested Readings:

1. Peterson – HC and Lewis – Managerial Economics, 3rd 1995 (Himalaya)
2. Trivedi – Managerial Economics (Tata McGraw-Hill, 2002)
3. Dwivedi – Managerial Economics (Vikas, 6th edition) 2001
4. Gupta – Managerial Economics (Tata McGraw-Hill, 1990, 8th ed.)
5. Koutsyannis A – Modern Microeconomics (Macmillan), 1979, 6th ed.
6. Maheswari and Gupta – Managerial Economics (Sultan Chand)

Objective: The objective of this course is to familiarize students with the statistical framework in business and to understand its applications.

Module I: Introduction, definition of statistics, statistical data, statistical methods, function of statistics, scope of statistics, limitations of statistics, collection of data, secondary data, internal data, primary data, presentation of data, classification of data, formation of frequency distribution, classification according to class intervals, principals of classification, tabulation of data.

Module 2: Measures of central tendency

Objective of averaging, characteristics of a good average, arithmetic mean, geometric mean, harmonic mean, median, mode, skewness, and kurtosis.

Module 3: Probability

What is probability, elements of set theory, counting techniques, events, additive law, conditional probability, multiplication law, dependent events, independent events, Bayes theorem, and problems?

Module 4: Probability distributions

Random variable, probability function, Binomial distribution, Poisson distribution, Normal distribution, Uniform distribution, Exponential distribution.

Module 5: Tests of Hypothesis and chi square and t square test

Introduction, procedure of testing hypothesis, type I & Type II errors, one-tailed and two-tailed tests, test hypothesis concerning large samples, testing hypothesis about population mean, Chi-square distribution, Chi-square test

Core Text Book: G V Shenoy, VK Shrivastava and S C Sharma. Business Statistics

Reference Books:

- R. S. Bhardwaj. Business Statistics
- S P Gupta. Business Statistics

Objective: The objective of this course is to familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards. Students are expected to analyze and interpret financial statements in this course.

Module 1:

Concept, importance, scope of financial and management accounting and basic accounting standards, principles and concepts, overview of accounting process, Concepts and conventions, Indian Accounting Standard vs. International Accounting Standard.

Module 2:

Double Entry System of Accounting, Journalizing of Transactions, Profit and Loss Account, Balance Sheet, Adjustments in Final Accounts, Policies Related with Depreciation; and inventory and intangible assets valuation and estimation.

Module 3:

Ratio Analysis; comparative Statements; Trend Analysis; Cash Flow Analysis; Funds Flow Analysis; Common Size Statement, Comparative balance & trade analysis of manufacturing, service & banking organizations, Financial Statement Analysis

Module 4:

Meaning and concept of Budget, Budgeting and Budgetary control, Types of Budget, Fixed and Flexible, Performance budgeting; and zero-based budgeting. Forecast and Budget, Budgetary control as a management tool.

Suggested readings

1. Wheldon : Cost Accounting and Costing Methods.
2. Homgren Charges I: Intorduction to Management Accounting.
3. Keller and Ferrara : Management Accounting for Profit Control.
4. Accounting for Managers : S.K. Bhattacharya & John Dearden.
5. Management and Cost Accounting : Robert S. Kaplan.

Computer Applications in Management

MBA 116

Objective: To develop basic understanding of computers and their application in management.

Module 1 : Introduction to Computers

Components of a computer system; input/output devices; on line and off line devices; secondary storage devices; generations of computer technology and programming languages; data communication and networking, distributed data processing; software; and popular operating system.

Module 2 : Applications of Computer

Role of computer in management; computers and various functional areas of management; file organization; master and transaction files; personal computers and their use in business, common application packages in business computer based information systems and managing data processing in organization.

Module 3 : Practical I

GUI (Graphical user interface), Advantages of GUI, Introduction to Windows, Introduction to Excel, Entering Text, values, formulas, range shortcut, menus, tool bars, copying, moving entries, inserting, deleting cell, formatting basic graphics function.

Module 4 : Practical II

Introduction to MS Word, modifying document, formatting text, work processing tools, introduction to Access, database management tools.

Module 5 : Practical III

Practice of financial package (Tally), multi media preparation (Power Point) and SPSS package.

Suggested Readings:

- Saxena: A first Course in Computers. Vikas Publishing House.
- Computer fundamental – P.K. Sinha.
- Fundamental of computer and IT-D.P. sharma, Amit Choudhary

Objective: To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. It is also to develop greater insight into their own behavior in interpersonal and group team situations and acquire skills in influencing people in organizations.

Module 1: Introduction to Organizations - Defining "Organization" , Discipline of Organizational Behavior. Individuals in Organizations. Personality - Personality Formation , Self Esteem , Locus of Control , Type A and B Personalities. Perception- The Perceptual Process , Stereotyping , Halo-and Horn Effect.

Module 2: Attitudes - Attitudes Formation, Attitude Change, Job-Related Attitude ,Groups in Organisations , Formal & Informal Groups , Stages of Group Development , Group Cohesiveness, Group Effectiveness ,Self Managed Teams ,

Module 3: Conflict in Organisation - Functional and Dysfunctional Conflict, Conflict Management. Stress in Organisations- Nature and causes of stress , Individual and organizational Consequences of Stress , Burnt , Managing Stress. Contemporary Issues in Organization Behaviour and Management. Ethics in Organization - Ethical and Unethical Behaviour, Managing for Ethical Behaviour. Multiculturalism and Cross cultural Differences, Learning Organisations

Module 4:
Cases and Problems

Suggested Readings

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra : Organizational Behaviour Vikas
- Luthans, Fred : Organizational Behaviour
- Mirza Saiyadain : Organizational Behaviour, TH
- Chandan : Organizational Behaviour, Vikas
- Helga Drummond : Organizational Behaviour, Oxford
- Senge, Peter : The Learning Organization
- Harriss & Martman : Organizational Behaviour, Jaico.

Objective: To understand macroeconomic theories and their relation to the overall business environment.

Module 1: Macroeconomics: meaning, nature and scope. Basic concepts used: Stock and flow variables, partial and general equilibrium, static and dynamic analysis. Economy as a circular flow of income and expenditure.

Module 2: National income: Concepts and measurement through double entry, sectoral accounting and matrix approaches. Classical theory of output and employment, Say's law of markets.

Module 3: Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment equilibrium.

Module 4: Consumption: Meaning determinants and importance. Theory of consumption: Absolute income hypothesis, relative income hypothesis, permanent income hypothesis, life cycle hypothesis.

Module 5: Theory of investment: Types of investment determinants of investment, marginal efficiency of capital, net present value, and internal rate of return, interest rate determination, and classical, neoclassical and Keynesian theories.

Module 6: Theory of multiplier: Income generation in a static and dynamic setting, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, relevance of multiplier to developing countries.

Module 7: Inflation: Meaning, types, and theories.

Module 8: Stabilization policies: Monetary and fiscal policies.

Module 9: Money & its function and role: Quantity theory of money, Fisher and Cambridge equations. Keynes views about money and prices

Core Text Book: Ahuja, H.L. Macroeconomics: Theory & Policy. S. Chand Publishers

Suggested Readings:

- Ranagarajan, C. & Dholakia, B.H: Principles of Macroeconomics. Tata McGrawHill.
- Gupta, G.S. Macroeconomics- Theory and applications. Tata McGraw Hill.

Exploring Corporate Strategy-I

MBA 119

Objective: To develop an understanding of the main elements & concepts of corporate strategy and to know how they are making and breaking businesses. This would entail a deeper understanding of strategic management in businesses.

Module 1: Introducing Strategy- The nature of strategy and strategic decisions, Levels of strategy, Strategic management, Strategic choices, Strategic management in different contexts

Module 2: Understanding Strategy development- The strategy lenses, Strategy as ideas, Strategy development processes in organizations, Implications for strategy development, Strategic Leadership, Strategic management in uncertain and complex conditions

Module 3: The Environment- The macro environment, PESTEL framework, Differential impact of environmental influences, The five forces framework, Strategic groups, Organizational fields, Market segments, SWOT analysis

Module 4: Strategic Capability- Roots of strategic capability, Critical success factors, The strategic importance of resources, Competencies and core competences, Delivering value for money, Performing better than competitors, Robustness

Module 5: Expectations and purposes- Corporate governance, Stakeholder expectations, Business ethics, The cultural context, Communicating organizational purposes

Core Text Book: Johnson, Gerry & Scholes Kevan. Exploring Corporate Strategy. Pearson Education

Suggested Readings:

- Rowe, A.J. Others (1994)-Strategic Management A Methodological Approach, Reading, Mass: Addison-wesley.
- Prasad, L.M. (1995)-Business Policy & Strategy (New Delhi: Sultan Chand & Sens.)
- Jouch, L.R. & Glueck, W.F.-Business Policy and Strategy Management, (MC Grawhill).
- Michael, V.P. Globalisation, Liberalisation & Strategic Management, (Mumbai: Humalaya Publishing).
- Ramaswamy V.S. & Namakumari, S-Strategic Planning-formulation of Corporate Strategy, (Delhi:Macmillian India)
- Kazmi, Azhar: Business Policy and Strategic Management, Tata MCGraw Hill, New Delhi.

II Semester

Human Resource Management

MBA 221

Objective: To familiarize students with the functioning of the Human resource department and its interconnected dynamics.

Module 1:

HRM : Introduction, Definition, Objectives, Scope and Significance, Human Resource Management in Changing Environment, Human Resource Planning, Career Planning and Succession Planning. Job Analysis and Role Description

Module 2:

Recruitment – Methods and Techniques, Selection Process, Induction, Transfer, Promotion & Separations. Manpower Training and Development, Performance Appraisal, Job Evaluation – Wage once salary Administration

Module 3:

Employee Welfare and Benefits, Industrial Relations and Trade Unions, Dispute Resolution and Grievances Management, Employee Empowerment.

Suggested Reading:

1. C. B. Mamoria : Personnel Management
2. K. Aswathappa : Human Resource and Personnel Management
3. Robins S. P. & DA De Cenvo : Human Resource Management

Objective: To help students develop the requisite skills for interpreting business information and application of financial theory in managerial decision making.

Module 1:

Introduction to Financial Management: Nature of Financial Management – Scope and Objectives of Financial Management ,Related disciplines ,Financial Management & Accounting Management, Cash flow and Taxes, Analysis of financial statements, Financial Planning and forecasting financial statement, The financial Environment: Markets, institutions, and Interest rates.

Module 2:

Fundamental Concepts in financial management: Risk and return: The basics, Portfolio theory and Asset pricing Models, Time value of money

Module 3:

Securities and Their Valuation: Bonds and Stocks Valuation

Module 4:

Current Assets Management : Working Capital Management & Policy, Management of Cash and Marketable Securities, Receivables & Inventory Management ,Short term sources of financing.

Module 5:

Corporate Valuation: Cost of Capital, Corporate valuation and value based management, Dividend Policy and Valuation

Module 6:

Capital Budgeting: Evaluating cash flows, Cash flow estimation and risk analysis, Techniques of capital budgeting, long term sources of financing

Module 7:

Strategic Financing decisions: Capital structure decisions: The basics, Extensions, Distributions to shareholders: Dividends and repurchases.

Module 8:

Tactical Financing decisions: IPO, Investment banking and financial restructuring, Lease financial, Hybrid financing: Preferred stocks, Warrants and Convertibles

Module 9:

Special topics: Leasing and Hire Purchase, Mergers and Amalgamation ,Acquisition and take over, LBO's Bankruptcy, reorganization and Liquidation, Multinational financial management.

Suggested Readings:

- Financial Management by Eugene F. Brigham & Michael C. Ehrhardt, Brealey & Myers-Principles of corporate finance.
- Reference Books: Financial Management by I. M .Pandy, Prasanna Chandra, Financial Management By Khan & Jain.

Objectives: To develop understanding of the concepts and techniques of production & operations management.

Module 1: Operations Management- A systems view of Operations, framework for managing Operations, strategic role of Operations, trends in Operations Management

Module 2: Operations strategies for competitive advantage- Strategic planning, productivity and quality, international operations management, technology & mechanization

Module 3: Forecasting- forecasting models, behavioral dimension of forecasting

Module 4: Designing products, services and processes- product development, manufacturing process technology, Flexible Manufacturing Systems, Computer Integrated Manufacturing

Module 5: Operations capacity- capacity planning environment, capacity planning modeling

Module 6: Locating production and service facilities-facility location models, need for facility location planning, free trade and location alternatives

Module 7: Layout Planning- layout concepts, developing the process layout, developing the product layout, manufacturing cellular layouts

Module 8: Job design, Production and Operations standards, and Work Measurement- job design, work measurement

Module 9: Project Management- Project planning, project scheduling models

Module 10: Scheduling systems and Aggregate planning for production and services- Operations planning and scheduling systems, master scheduling, aggregate planning

Module 11: Operations scheduling- Intermittent systems, Loading, priority sequencing, finite loading, expediting, Optimized Production Technology (OPT)

Module 12: Inventory control fundamentals- Inventory concepts and costs, modeling

Module 13: Inventory control applications- Deterministic inventory models, stochastic inventory models, inventory control in application

Module 14: Materials requirements planning- applying MRP, detailed capacity planning, Manufacturing resource planning (MRPI) purchasing

Module 15: Japanese contributions to world class manufacturing- Just-in-Time manufacturing, application of Japanese manufacturing in the United States

Module 16: Quality analysis and control- process variation, statistical process control, inspection, acceptance sampling

Core Text Book: Adam, Everett E. & Ebert, Ronald. J. Production and Operations Management. Prentice Hall, India.

Suggested Readings

- Buffa E. S. & Sarin R. K. "Modern Production/ Operation Management John Wiley, New York, 1987.
- Chary S "Production and Operations Management" Tata McGraw Hill, New Delhi, 1988.
- Taha, A.H. Operation research: An introduction. Pearson/Prentice Hall

- Aronson, J.E & Zions. Stanley. Operations Research: Methods, models & applications. Greenwood Publishing
- Kasana, H.S. & Kumar, K.D. Introductory Operations Research: Theory & applications. Springer publications, Germany.

Objective: To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Module 1: Concept of Scientific Enquiry-Formulation of Research Problem. Hypothesis Building-Characteristic and Testing, Review of Literature. Exploratory, Descriptive and Experimental research Design. Qualitative Research Design. Data Collection-Sources, Constructing a questionnaire, the Interview, observation and Survey, Recording Information, Conducting Studies, Probability and Sampling

Module 2: Analysis of Data- Uni-variate, Bi-variate and Multi-variate Analysis. Using Software for analysis. Level of Significance-Parametric and Non-Parametric Test.

Module 3: Attitude Measurement-Motivational Research, Focus Group; Scaling Techniques-Socio-Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing-Organizing, Presentation, Bibliography and References.

Module 4: Cases and Problems.

Suggested Readings:

1. Goode, W.J. and Paul Hatt: "Methods in Social Research, McGraw Hill Book Co., Auckland
2. Siegal and N Castellan: Non Parametric Statistics for the Behavioural Sciences, McGraw Hill International Ed., New York.
3. Maxwell, Joseph : Qualitative Research Design-An Interactive Approach, Sage Publications, London.
4. Galting, John : Theory and Methods in Social Research.

Objectives: To create understanding of the concepts, techniques and application of management information systems and awareness about the role of information and computers in managerial decision making.

Module 1 : Introduction to Management Information Systems (MIS)

Concept, meaning, elements and characteristics of MIS organization, MIS Planning & building a business model, structure; elements of communication systems and distributed data processing.

Module 2 : Database and Communication

Definition requirements and user view of database, database material, DBMS, RDBMS Softwares; file, Structure; and distributed data processing.

Module 3 : MIS Technology

Definition of computer technology system and application software elements and support services elements.

Module 4 : Building and Installing MIS

Application Development Cycle, Analysis, Synthesis, and implementation of MIS, feasibility of installing MIS system.

Module 5 : Management and MIS

MIS aided decision making; DSS and EIS; education and training for MIS; management role in system development, Analysis of cases on MIS. Recent development in MIS.

Suggested Readings :

Davis G. B. and Olson M. H. "Management Information Systems", 2nd ed. McGraw-Hill, New York, 1985

Quantitative Techniques in Management

MBA 226

Objective: To develop an understanding of Quantitative Techniques used in management decision making,

Module 1: Introduction- management and decision making, Decision making and Quantitative Techniques

Module 2: Linear Programming I: Formulation and Graphic solution- formulation of Linear Programming problems, assumption underlying Linear Programming

Module 3: Linear Programming II: Simplex Method- conditions for application of Simplex method, solutions to maximization & minimization problems, Big-M method

Module 4: Linear Programming III: Duality & Sensitivity Analysis- Duality, economic interpretation of Dual, Sensitivity analysis

Module 5: Specially structured Linear Programmes I: Transportation and Transshipment problems- Production Scheduling and Inventory control- An application

Module 6: Specially structured Linear Programmes II: Assignment Problem- Assignment problem: A variant of the Transportation Problem

Module 7: Goal Programming- Integer & Goal programming, modified simplex method

Module 8: Sequencing- problems and illustrations

Module 9: Inventory management- Types of inventory, inventory management systems

Module 10: Queuing Theory- Queuing systems, characteristics and models

Module 11: Replacement theory- problems and illustrations

Module 12: PERT and CPM- PERT/CPM networks, resource analysis & allocation

Module 13: Decision Theory- Decision trees, Utility theory, Bayesian Decision rule

Module 14: Markov Chains- Brand switching example, Markov processes

Module 15: Theory of Games- Game models, problems & illustrations

Module 16: Simulation- Process of Simulation, problems & illustrations

Module 17: Investment analysis & break-even analysis- Time value of money, methods of incorporating risk into Capital Budgeting, Break-Even analysis

Module 18: Forecasting- Qualitative models of Forecasting, Time series models of Forecasting, Causal Models of Forecasting

Core Text Book: Vohra, N.D. Quantitative Techniques in Management. Tata McGraw Hill.

Suggested readings:

- Taha, A.H. Operation research: An introduction. Pearson/Prentice Hall
- Aronson, J.E & Zions. Stanley. Operations Research: Methods, models & applications. Greenwood Publishing
- Kasana, H.S. & Kumar, K.D. Introductory Operations Research: Theory & applications. Springer publications, Germany.

Objective: To introduce the students with basic concepts of marketing, various orientation that guide marketing and its key concepts, modern marketing – customer relationship management.

Module 1: Market, Marketing & Marketing Environment

Introduction – Meaning, Importance, Modern marketing concept, Social marketing, marketing process, functions, integrated marketing, marketing mix, relevance of marketing in a developing economy. Marketing Environment – Meaning, Definition, Environmental, threats & Opportunities, Environmental factor – Economic, Social, Political, Natural, Cultural etc. Organisational Environment, Market Environment, Demographic Environment, Social-Cultural Environment.

Module 2: Market Segmentation : Meaning and Definition, Ways to segment : No Segmentation, Complete Segmentation, Segmentation according to income, age, literacy etc. Characteristics of effective segmentation, Strategies towards market segmentation. Product Development and Product Life Cycle – Meaning, Process, Product concept, New Product Development, Product life cycle strategies.

Module 3: Pricing – Significance, Factor affecting price, pricing objective, Pricing of New Product, Skimming pricing, Product Mix Pricing. Channels of Distribution – Characteristics, Importance, Selection, Types & Services, Vertical, Horizontal, Multichannel.

Module 4: Advertising and Sales Promotion : Meaning, Publicity, Propaganda, Sales promotion and personal selling, DAGMAR approach, Media Selection, Media Mix, Message, Advertising effectiveness, Sales Promotion, Methods of Sales Promotion.

Core Text Book: Philip Kotler : Marketing Management (Analysis Planning and Control), Prentice Hall of Indian Pvt.Ltd., New Delhi.

Suggested Readings:

1. Ramaswamy & Namakumari : Marketing Management-MacMillan, New Delhi.
2. Raja Gopal : Marketing Management, Vikas.
3. William J.: Fundamentals of Marketing, McGraw Hill Ltd., New Delhi
4. Chudiff Still and Govoni : fundamentals of Modern Marketing, Prentice Hall of India Pvt.Ltd., Delhi.
5. Kaushal : Case Study Solutions-Marketing, McGraw Hill Ltd., New Delhi.
6. George D. Downing : Basic Marketing Charles E. Meril Publishing Company, Columbus, Ohino, USA.
7. Subhash C. Mehta: Marketing Environment, Concepts and Cases, Tata McGraw Hill, New Delhi.
8. Dholakia : Marketing Management-Cases and Concepts-MacMillan New Delhi.
9. Kottler/Armstrong : Principles of Marketing
10. Namakumari, Ramaswami: Marketing Management.
11. Czinkota Kotabe: Marketing Marketing Management.
12. Varshney Maheshwari : Marketing Management
13. U.C. Mathur : Marketing Management.
14. Skinner : Marketing Management
15. Nag : Marketing Stragegy-MacMillan, New Delhi.

Objective: To familiarize students with the conceptual framework of educational leadership and management. Students will learn different models of leadership and management and their correlation and application to educational institutions.

Module 1: The importance of leadership and management for education- What is educational management? What is educational leadership? Decentralization and Self-management, Instructional leadership

Module 2: Models of educational leadership and management- Formal Model: Bureaucratic models, Structural models, system models, Rational models, Heirarchical models

Module 3: Collegial models- Collegial models in higher education, secondary and primary schools. Transformational leadership, participative leadership, collegiality and gender

Module 4: Political models- Baldrige's political model, sources of power in education, political strategy in education, Transactional leadership

Module 5: Subjective models- Goals, structure, environment & leadership, postmodern leadership, Applying the model- Rivendell school

Module 6: Ambiguity models- The garbage can model, Applying the model- Oakfields school, contingent model

Module 7: Cultural models- societal culture, Handy's four culture models, developing a culture in South Africa, Moral leadership

Module 8: Conclusion- comparing the management models, comparing the leadership models, applying the models to schools and colleges

Core Text Book- Bush, Tony. Theories of educational leadership & management. Sage publications

Suggested readings:

- Kaushik Vijaya, K. Organization & management in secondary schools, 1998
- Vashisht, S.R. Educational administration in India. 1992

- Vashisht, S.R. Theories of Educational administration in India. 1992
- Lunenburg, Fred.C. & Ornstein, Allan.C. Education Administration-Concepts & practices. Thomas Brooks publishing.
- Rao. Management of education. 2009

Exploring Corporate Strategy-II

MBA 229

Module 6: Corporate Level Strategy- The corporate parent, The corporate rationale, The corporate portfolio, The extent of corporate diversity, Corporate control, Corporate-level competition

Module 7: Business Level Strategy- Force influencing business strategy, Bases of competitive advantage, sustaining competitive advantage, Competition and collaboration, Game theory, Competitive strategy in hypercompetitive conditions

Module 8: Directions and methods of development- Directions for strategy development, methods of strategy development, success criteria

Module 9: Organizing for success- Structural types, Processes, Relationships and boundaries, Configurations, Organizational dilemmas

Module 10: Enabling success- Managing people, managing information, managing finances, managing technology, integrating resources

Module 11: Managing Strategic Change- Diagnosing the change situation, Change management; styles & roles, Levers for managing strategic change

Core Text Book: Johnson, Gerry & Scholes, Kevan. Exploring Corporate Strategy. Pearson education

III Semester

International Business Management

MBA 331

Objective: To familiarize students with the importance of doing business in the international environment and the risk and challenges it offers.

Module 1:

International Business Concept, Approaches, International Business Decision, Domestic and International Business, Process of Internationalization (Globalization) -Decision Framework for Internationalization. International Trade Theories, Foreign Direct Investment Theories International Business Environment- Social, Political, Cultural and Legal.

Module 2:

Regionalization: MNCs, Regional Economic Integration in Europe, NAFTA , Role of Regional and International Institutions : WTO, IMF, UNCTED , SAARC in International trade, Foreign Exchange Market, International Monetary System.

Module 3:

Methods of Entry in Foreign Markets, Balance of Payment, International Business-Product Decision, Market Selection, Distribution Channel, International Pricing-Factors,.

Module 4:

Cases and Problems.

Suggested Readings:

1. Francis Cherunilam : International Business, Text and Cases, 3rd edition, Prentice Hall of India, New Delhi.
2. Charles W.L. Hill : International Business 4th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
3. John D Daniel. Lee H Radebaug : International Business Environment & Operations, 9th edition, Pearson Education, New Delhi.
4. Anant K Sundaram et al : The International Business Environment Text and Cases. Prentice Hall of India, New Delhi.

5. Warren J. Keegan : Global Marketing Management, Prentice Hall of India New Delhi.

Objective: To create an awareness of the external environment including the role of government and its impact on business.

Module 1: Business Environment and Society

Nature of Business environment; factors in business environment and their interaction, business ethics; social responsibility and social audit; consumerism and other environmentalist movements; sociocultural factors affecting business decision.

Module 2: Business and Economy

Circular flow of economics activities, national income in India; salient features of the Indian economy; inflation and its impact on business, emerging trends and structure of Indian economy; decision application of economic statistics.

Module 3: Business and Government

Political environment; Economic role of government planning in India and its implications for business decision.

Module 4: Business and Governmental Policies

Government policies and their implications for the business decision, policies towards sick units, BIFR.

Module 5: Business and Law

Main provision of company Act, 1956; Main provision of MRTP, competition Act, FEMA, and Consumer Protection Act; Regulation of stock exchange; and the role and functions of SEBI, current developments and analysis of business.

Suggested Readings:

1. Amarchand D “Government and Business” Tata McGraw Hill, New Delhi, 1991.
2. Ray S. K. “Indian Economy”, Prentice Hall, New Delhi 1987.

Objective: To familiarize students with the retail management concepts with strategy as the central issue. It would strive to enable the reader to become a good retail planner and decision maker and to help focus on change and adaptation to change.

Module 1: An overview of strategic retail management- frame work of retailing, importance of a retail strategy, building and sustaining relationships in retailing, value chain, retailer relationships, technology and relationships in retailing, strategic planning in retailing, situation analysis, identification of consumer characteristics and needs, opportunities and threat in global retailing

Module 2: Situation analysis- retail institutions by ownership, Franchising, retail institution by store based strategy mix, retail life cycle, mergers, diversification and downsizing, food oriented retailers, general merchandise retailers, forms of non traditional retailing, direct selling, electronic retailing

Module 3: Targeting customers and gathering information- identifying and understanding consumers, consumer needs & desires, shopping attitudes and behavior, retailers with mass, concentrated & differentiated marketing strategies, promotion strategy, methods of communication with customers, selection of promotion mix, environmental factors affecting consumers, information gathering and processing in retailing

Module 4: Choosing a store location- the importance of location to a retailer, Trading-area analysis, characteristics of trading areas, the nature of competition and the level of saturation, site selection

Module 5: case study discussions

Core Text Book: Berman, Barry & Evans, Joel.R. Retail management: A strategic approach. Prentice Hall of India

Objective: To help students understand the world of social entrepreneurs and their enterprises. To acknowledge social entrepreneurs' contribution to the society and to develop a deep interest in social entrepreneurship

Module 1: Defining Social Entrepreneurship- What is social entrepreneurship? When did it emerge as a global movement? Who are pioneers? What does a social enterprise do? What are social entrepreneurs like? What is the difference between social & business entrepreneurship? How is social entrepreneurship different from activism? Six qualities of a successful social entrepreneur

Module 2: Challenges of causing change- What are the main financial constraints? How to social entrepreneurs finance organization and enterprise? How to social entrepreneurs evaluate their impact? What is stopping social change?

Module 3: Envisioning an innovative society- How is social entrepreneurship changing minds? How could schools nurture social innovators? How is social entrepreneurship influencing business?

Module 4: Case study discussions

- Mohammad Yunus- Grameen Bank, Bangladesh
- Fabio Rosa- Rural electrification, Brazil
- Florence Nightangle- Nursing, England
- Javed Abidi- Disability rights, India
- James Grant- The child survival solution, USA
- Jeroo Billimoria- Child protection, India
- J.b.Schrammy- College access, USA
- Veronica Khosa- case for AIDS patients, South Africa
- Vikram Akula- SKS microfinance, India
- Erzsebet Szekers- Assisted living for the disabled, Hungary.

Core Text Books:

- Bornstein, David. How to change the world- Social entrepreneurship and the power of new ideas. Oxford University Press.
- Bornstein, David. Social entrepreneurship: What everyone needs to know. Oxford University Press.

Suggested Readings:

- Nichollas, Alex. Social entrepreneurship- new models of sustainable change. Oxford University Press.

Objective: To understand the dynamics of advertising and to learn the concepts and strategies for creating a successful advertisement

Module 1: The field of advertising management- The advertiser, facilitating institutions, perspectives on Advertising

Module 2: Advertising planning and decision making- marketing strategy and situation analysis, marketing plan, advertising plan, social, legal and global factors

Module 3: Integrated marketing communications- role of advertising within the marketing program, direct or database marketing, sales promotion, public relations

Module 4: Setting goals & objectives- functions of objectives, The DAGMAR approach

Module 5: How advertising works- Different research streams

Module 6: Segmentation & Positioning- segmentation & positioning strategy

Module 7: Attention & comprehension- from attention to recall, interpretation & comprehension, attention vs. comprehension

Module 8: Associating feelings with the brand- modeling the feeling, the role of classical conditioning, attitude towards advertisement

Module 9: Group influence and word-of-mouth advertisement- reference groups, influences on brand choice, word-of-mouth, How Ads can give Brands cultural meaning

Module 10: The Art of copywriting- the creative process, layout, types of television commercials, creative styles, Is execution more important than content?

Module 11: Advertising copy testing & diagnosis- copy testing strategy, tracking studies, validity & reliability

Module 12: Production and implementation- the advertising production process, a model of the creation and production process, the client agency relationship

Module 13: Media strategy: setting media budgets- economic analysis in setting and allocating budgets, studies of optimal repetition frequency

Module 14: Media tactics- media class decisions, media vehicle decisions, media option decisions, scheduling and timing, media buying, the media plan

Module 15: Advertising regulation- what is deceptive advertising? Remedies, self regulation

Module 16: Advertising and society- effects on values and lifestyles, economic effects

Module 17: Global marketing and advertising- globalization of the markets, global production and marketing, global branding and positioning, message strategy

Core Text Book: Aaker, David A., Myera John G., & Batra, Rajiv : Advertising Management (Pearson Education)

Suggested Readings:

- Zeigler et. AL. : Advertising; Mc Graw Hill Publications.
- Dirksen Kroeger and Nicossia : Advertising Principles Problems and Cases: D.B. Taraporewala & Sons, Bombay.
- A Borden and Marashall : Advertising Management-Text and Cases; D.B. Taraporewala & Sons, Bombay.

- Choudhary, Pran, Elliott, Ricky & Toop Alan: Successful Sales promotions. Orient Longman Limited, Hyderabad.
- Advertising & promotion management. Blech & Blech. Tata McGraw Hill.
- Ogilvy D.Longman publication : Ogilvy on Advertising
- Chunnawala : Advertising Management

Objective: To understand the basic tenets of consumer behavior and how they are affecting the purchase decisions.

Module 1: Consumer Behavior-Introduction, consumer needs and buyer motivation personality, self-concept and consumer behavior, consumer perception, consumer attitude, consumer as a learner, cases. Consumer psychographic, psychographics Vs. demographics. Group dynamics and consumer reference groups, family as a consuming unit.

Module 2: Social class, influence of culture and sub culture on behavior. Consumer i international perspective. Consumer decision process-Pre and post purchase behavior, purchase process. Rationality in buying. Models of buyes-Nicosia, Howard Sheth, Engle Blackwell Kollat Model.Organizational Buying Behavior.

Module 3: Marketing Research and marketing Information System. Defining and Planing Research, Research Design, Marketing Research Plans and Proposals. Data Collection, Sampling-Process, selection and size. Data processing, analysis and interpretation. Application of marketing research in new product development, Monitoring the product position, market analysis and forecasting advertising research, motivational research, industrial marketing research Marketing reseach softwares and latest development.

Module 4: Cases Study discussions

Suggested Readings:

- Schiffman and Kanuk : Consumer Behavior, Prentice Hall 4th ed.
- Sumathi : Marketing Research and consumer Behavior, Vikas Puth House.
- Shaughessy John O : Why People Buy ? Oxford University Press.
- Hill Rey W and Millar : Organizational Buying Behavior.
- Luck, wales, taylor, Rubin : Marketing Research.
- Green and Tull : Research for Marketing Decision.
- R.S. Alexander, James S : Industrial Marketing.

Objective: To help students conceptualized the theme of Brand Management and to understand what Brand is and how to build & sustain it

Module 1: Brand equity in question- Goodwill, source of value to the consumer and the company, brand assets to financial value

Module 2: The new rules of brand management- What does branding means? A brand is a contract, obstacles to the branding principles, implications of the brand equity concept, the logic of co-branding

Module 3: Brand identity: identity and image, the six facets of identity, sources of identity, analyzing a brand's potential

Module 4: Launching new brands- defining the brand's platform, brand campaign or product campaign? Choosing a name for a brand

Module 5: Sustaining a brand long term- the equilibrium of added value, renovations & innovations, invest in communication, create entry barriers, reinforcing brand loyalty, from brand equity to customer equity

Module 6: Brand Architecture- Branding strategies, product names: autonomy or affiliation, failure in brand product relationships, corporate brands and product brands

Module 7: Brand extension- why extend the brand? Economic consequences of brand extension, typology of brand extensions, a few classics errors, the marketing mix of brand extension

Module 8: Multi-brand portfolios- brand portfolios and market segmentation, multi brand strategies, the case of industrial brands, distributor's own brand portfolios

Module 9: Handling name changes and brand transfers- types of brand transfers, reasons for brand transfer, from Philips to Whirlpool, from GE to Black & Decker, from Chambourcy to Nestle, which brand to retain after the merger

Module 10: Declining, ageing & revitalization- the factors of decline, the ageing of brands, rejuvenating a brand,

Module 11: Making brands go global- geographical extension, from single name to global brands, conditions favoring global brands, disruption vs. optimization marketing, barriers to globalization

Module 12: Financial evaluation and accounting for brands- why include brands on the balance sheet, the accounting treatment, cost-based brand valuation methods, valuation by market price, and valuation by potential earnings

Module 13: Case Study Discussions

Core Text Book- Kapferer, Jean. Neol. Strategic Brand Management. Kogan page publishing

Industrial Marketing

MBA-MM-338

Objective: To familiarize students with the basic concepts of Industrial goods marketing and how it is different from other kinds of marketing,

Module 1: Dimensions of industrial marketing- nature of industrial marketing, understanding industrial markets, the industrial marketing environment

Module 2: Organizational buying and buyer behavior- the nature of industrial buying, the interpersonal dynamics of industrial buying behavior

Module 3: Strategy formulation in the industrial market- the strategic planning process, assessing market opportunities, industrial market segmentation, target marketing and positions.

Module 4: Formulating product planning- developing product strategy, strategic innovation and new product development

Module 5: Formulating channel strategy- marketing channel participants, marketing logistics: physical distribution and customer service

Module 6: Formulating marketing communication planning- developing the industrial sales force, planning organizing and controlling the selling function, managing advertising, sales promotion and publicity strategy

Module 7: Formulating pricing policies- Price determinants: customers, competition and costs, pricing decision analysis

Module 8: International industrial marketing- industrial marketing in the international environment

Module 9: Case study discussions

Core Text Book: Reeder, Robert, R., Brierty, Edward, G. and Reeder, Betty, H. Industrial Marketing. Prentice Hall of India

Suggested readings:

- Hawaldar, Krishna, K. Industrial marketing- text and cases. Tata McGraw Hill
- Webster, Frederic, E. Industrial marketing strategy. John Wiley & Sons

Objective: The purpose of this course is to develop an understanding of the various facets of Industrial Relations & Legal Environment

Module 1: A General Survey, Need, Objectives and Principles of Legal Environment. Legal Enactments in India, Influence of ILO on Indian Legislation.

Module 2: Quality of Work Life - Meaning, Specifications, Quality of Work Life and Productivity, Barriers, Strategies for improvement of QWL.

Module 3: Workers' Participation in Management and Quality Circles, Concepts to make Quality Circle process Effective, Objective of WPM, Essential conditions for Successful working of WPM, forms of WPM.

Module 4: Industrial Relations - Conceptual Analysis, Trade Unions, Grievance Procedure and Disciplinary Procedure, Collective Bargaining, Industrial Conflicts - Types, Working of different dispute prevention and Settlement Machinery.

Module 5: Public Policy on Industrial Relations, Tipcart, Legal Framework, Aspects of Employment, Dearness Allowances. Fringe Benefits & bonus Issues.

Suggested Readings:

- Yoder, Dale - Personnel Management and Industrial Relations, Prentice-Hall India, New Delhi.
- Myers, Charles A and Kannappan. S. -Industrial Relations in India, Asia Publication House,
- The Industrial Relations: CB Mamoria
- Human Resource Management: K. Ashwathapa

Objectives: In the context of global competition, Organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The broad objectives of the course are as follows:

Module 1: Overview, objectives, definition, system view, needs assessment, organizational analysis, employee obsolescence, multi skilling, Assessment of Training Needs-Triggers for Training, Needs Assessment Methods & Techniques.

Module 2: Job Analysis, Personal Analysis, designing a learning environment, learning patterns-what is to be learnt; building effective instruction; incorporate learning principles, conditions of transfers of learning.

Module 3: Development of training materials, training methods (benefits, limitations)- Traditional Instructional Approaches; On the Job Training; Classroom Instruction; Self Directed Learning Programmes; Simulated Work Settings; Emerging Training Technologies. Special training programs; employee orientation programs, training for teams, creativity training ,cross training, training for international assignments.

Module 4: Evaluation and Audit- Training Evaluation and validation ,Barriers to Evaluation, Criteria for Evaluation, Evaluation Process, Method of Evaluation.

Module 5: Learning System-Training & Learning Organization;Characteristics of Learning Organization,models,,Learning Organization, Challenges to become Learning Organization.

Core Text Book: Udai Pareek Training instruments for Health Management, Tata Mc Graw Hill, ND

Objectives: The purpose of this course is to provide an exposure to the students of PM&IR into the labour law administration.

Module 1:

Factories Act, 1948

Module 2:

Industrial Employment (Standing Order) Act, 1936,

Module 3:

Trade Union Act, 1926.

Module 4:

Industrial Disputes Act, 1947.

Module 5:

Payment of Wages Act, 1936.

Module 6:

Minimum Wages Act, 1948.

Module 7:

Payment of Bonus Act, 1965.

Module 8:

Maternity Benefit Act, 1961.

Module 9:

Employees Provident Funds (and Misc. Provisions) Act, 1952

Module 10:

Employees' State Insurance Act, 1948 (ESI Act)

Module 11:

Payment of Gratuity Act, 1972 (PG Act)

Suggested Readings:

- Indrajeet Singh: Labour Laws
- Mishra: Labour Legislation
- Kumawat: Labour Legislation
- N.D. Kapoor: Labour Laws

Objective: To learn and apply the concepts of Project Appraisal, Planning and Control

Module 1: Overview and feasibility study of capital investments, Strategic planning and capital allocation Generation and Screening of project Idea; Capital Expenditure ;Importance and Difficulties.

Module 2: Market Demand and Situational Analysis, Technical Analysis, Financial Analysis-Estimates and projections.

Module 3:Investment Criteria and cash flow estimation ,Analysis of Project Risk, Firm risk and Market risk; Social Cost and benefit Analysis, Multiple projects and Constraints.

Module 4: Financing of projects in national and international market, Network Techniques for Project Management.

Module 5: Project Financing in India Problem of Time and Cost Overrun in Public Sector Enterprises in India, Project Review and Administrative Aspects;

Suggested Readings:

- Prasanna Chandra “ PROJECT PLANNING ,ANALYSIS AND MANAGEMENT “
- V.K.Bhalla “ Financial Management And Policy “

Objective: To understand the functioning of financial institutions and services and to learn the running the financial system.

Module 1: Financial system, Function of Financial System, Financial markets, Money Market, Capital Market, Financial Institutions: Reserve Bank, Regulation of Money and Credit, Monetary Policy, General Credit Control, Fiscal Policy, Foreign Exchange Market.

Module 2: Rate of exchange, Major Foreign Exchange Instruments, Spot Market, Forward Market, Currency Option, Currency Futures, Financial Sector Reform in India, Financial Services, Banking services, Types of financial services.

Module 3: Commercial Bank, Function of Banks, Banking system, Banks in India, Interest Rate, Sources of funds and their utilization, Liquidity and Profitability, Management of Capital Fund, Commercial bank and Industrial Finance.

Module 4: Securitization, Mortgage Backed Securities (MBS), Development Bank, Indian Financial Institution- A Profile: IDBI, ICICI, IFCI, SIDBI, SFCs, SIDC, UTI, LIC, NHB, NABARD, RRBs, NBFCs.

Module 5: Life Insurance Corporation: Meaning, Benefit, Objective, Policies, Investment Pattern, General Insurance: Products, GIC and its Subsidiaries, Mutual Fund: Investment Options, Importance, Classification, Choosing a Mutual Fund, Mutual Fund Scheme in India

Suggested Readings:

- Prasanna Chandra : Financial Management?
- Pezzullo: Marketing Financial Services-MacMillan, New Delhi

Tax Planning & Management

MBA-FM-344

Objective: To understand the concepts of Tax planning and efficient Tax management

Module 1: Taxes: Characteristics, Objective, Types, Tax Planning Management, Scheme of Taxation, Tax Planning, Tax Management.

Module 2: Residential Status and tax Liabilities, Head of Income: Salary, Allowances, Perquisites, Valuation of Motor Car, Fringe Benefits, Deduction from Salaries (Section 16), Calculation of Tax, Tax Planning for Employer.

Module 3: Corporate Tax

Module 4: Wealth Tax

Module 5: Central Excise Act, 1944, Types of Excise Duties, Goods, Manufacturer, Valuation of Excisable Goods, CENVAT, Assessment, Demand, Recovery & Refund, Custom Act, 1962, Duty Draw Back

Suggested Readings:

- Agarwal, Kaushal Kumar. Corporate Tax Planning. Atlantic Publishers, New Delhi

IV Semester

Business Law

MBA 441

Objective: To understand the laws governing the businesses and their implications

Module 1: The Indian Contract Act, 1872; Essential of a valid contract, void agreement, performance of contracts, breach of contract and its remedies. Quasi-Contracts.

Module 2: The Companies Act, 1956; Nature and types of companies; formation; memorandum and articles of association, prospectus, shares and share capital, allotment of shares. Membership; borrowing powers, management and meetings account and audit comprise arrangements and reconstruction; prevention of oppression and mismanagement; winding up.

Module 3: The Sale of Goods Act, 1930; right of an unpaid seller, Consumer Protection Act

Module 4: The Negotiable Instruments Act, 1881; nature and types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument. Arbitration and Conciliation Act, 1996.

Suggested Readings:

- M.C. Kunchhal, Business Law
- N.D Kapoor, Elements of Mercantilelaw

Objective: To create a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup.

Module 1: Entrepreneurship: Definition of entrepreneur, entrepreneurial motivation & barriers, Internal & External Factors, Types of entrepreneurs, Theories of Entrepreneurship, And Classification of Entrepreneur.

Module 2: Creativity & Innovation- Creative Problem Solving, Creative Thinking, Lateral Thinking of De-Bono.

Module 3: Creative performance in terms of motivation and skills, idea generation, screening & project identification, creative performance.

Module 4: Feasibility analysis: economic, marketing, finance & technical, project planning, evaluation, monitoring & control, segmentation, targeting & positioning of product.

Module 5: Institutional support for new ventures, supporting organization, incentive and facilities, financial institution and small scale industries, govt. policies for SSI's, family and non-family entrepreneurs, role of professionals, professionalism vs. family entrepreneur, role of woman entrepreneur, sick industries, reason for sickness, remedies for sickness.

Suggested Readings:

- Desai A.N. "Entrepreneurship And Environment" 1990
- Bhargava, Arun. Everyday entrepreneurs-The harbingers of prosperity and creators of jobs. Vikas publishing house.
- Roy, Rajeev. Entrepreneurship Management. Oxford University Press
- Singh, Naunihal. Effective Entrepreneurship Management. Anmol Publications, New Delhi

Module 6: Managing a retail business- retail organization and human resource management, setting up a retail organization, organizational patterns in retailing, human resource management in retailing, operations management, profit planning, asset management, budgeting, resource allocation, store format, size and space allocation

Module 7: Merchandize management and pricing- developing merchandise plans, category management, implementing merchandise plans, logistics, supply chain management, inventory management, financial merchandise management, inventory valuation, merchandise forecasting, unit control systems, pricing, external factors affecting a retail price strategy, developing a retail price strategy

Module 8: Communicating with the customer- establishing and maintaining a retail image, encouraging customer to spend more time shopping, promotional strategy, elements of the retail promotional mix, planning a retail promotional strategy

Module 9: Integrating and controlling the retail strategy- retail audit, planning procedures and opportunity analysis, scenario analysis, retail effectiveness checklist,

Core Text Book: Berman, Barry & Evans, Joel.R. Retail management: A strategic approach. Prentice Hall of India

Objective: To spread the awareness about environmental degradation and how can it be contained. To learn the accountability issues of businesses towards the environment

Module 1: Environment management concepts- sustainable development, stakeholder concept, major environmental problems, environmental resources, environmental conflict

Module 2: Environmental Law- Stockholm conference, The Earth summit-the Rio declaration, environmental governance in India since 1972, environmental protection & fundamental rights, public participation

Module 3: Environmental Impact assessment- planning, relevance, significance, environmental impact assessment practices in India, future trends in environmental impact assessment

Module 4: Emergence of industrial response for environmental issue in India- regulatory and economic instruments, corporate environmental responsibility, ISO 14000 and environmental systems.

Module 5: Environmental ethics- ethical theories, ethical dilemma, environmental ethics & population, environmental ethics & pollution, environment and technology

Module 6: WTO & environmental issues- Trade & environment, The WTO, General agreement on Trade & services (GATS)

Module 7: Solid waste management- disposal of garbage, effects of garbage dumping, solid waste management in Mumbai

Module 8: Hospital waste management & biomedical waste management rules- hazardous wastes, standards for treatment & disposal, The 3R's of waste management

Case study discussions:

- EcoTaj (Taj Group of hotels)
- CNG and pollution in Delhi

Core Text Book:

Krishnamoorthy, Bala. Environment Management. Prentice Hall of India

Suggested readings:

Sawhney, Aparna. The new face of environment management in India. Ashgate publishing, England.

Objectives: To understand the importance of services marketing and its various dynamics.

Module 1: Understanding Service Products, Consumers, and Markets- Introduction to services marketing, consumer behavior in service encounters, positioning services in competitive markets

Module 2: Key Elements of Services Marketing- Creating the service product, designing the communication mix for service, pricing and revenue management, distributing services

Module 3: Managing the Service Delivery Process- designing and managing service processes, balancing demand and capacity, planning the service environment, managing people for service advantage

Module 4: Implementing Services Marketing- Managing relationships and building loyalty, customer feedback and service recovery, improving service quality and productivity, organizing for service leadership

Module 5: Analysis of cases and current developments.

Core Text Book: Lovelock, Christopher & Wirtz, Jochen. Services Marketing- People, Technology, Strategy. Pearson Education.

Suggested Reading:

1. Honon Woodruffe: Services Marketing, MacMillan India Ltd. New Delhi
2. Harsh V. Verma : Marketing of Services, Global Business Press, New Delhi
3. Adrian Payne: Services Marketing, PHI, New Delhi.
4. Ronald T Rust, Anthony J Zahorik and Timothy L. Koninghani Service Marketing, Harper Collins, New York.

5. Valario A. Zeithami, A. Parasuraman and Leonard L. Berry Delivering, Quality Service, The Free Press, New York.

International Marketing

MBA-MM-446

Objective: The purpose is to learn the techniques of International marketing, understand its significance in the global scenario and to distinguish the same from domestic marketing.

Module 1: Introduction: International Marketing Definition, Scope of international marketing, Factor effecting: controllable and uncontrollable factors, Different between international marketing, international trade and international business, Tariff and non-tariff barriers.

Module 2 : International institutions: World Bank (IBRD), International Monetary Fund, UNCTAD, WTO, Export promotion institutional infrastructure, Export promotion council, GATT, ECGC, IMF vs. World Bank.

Module 3 : International Investment, factors effecting international investment, Euro Currency market, Risk in International Market, Risk Management, Foreign Market identification and selection..

Module 4: Export finance, EXIM Bank, Dumping, anti- dumping, modes of entry in foreign market, export procedures and documentation.

Module 5: International distribution channel, international pricing, factor effecting price, price strategy, International product life cycle theory, identification of foreign market, classification of world market, international marketing research.

Suggested Reading:

1. Bhattacharya B “Export Marketing, Strategies for Success” Global Business Press, New Delhi, 1991.
2. Indian Institute of Foreign Trade “Cases in International Marketing, Indian Experience” IIFT, New Delhi, 1970
3. Pathak A. V. “Managing Multinational Corporations” Prager, NY 1974.
4. Terpstra V “International Marketing” Dryden Press, Chicago 1989.

Sales & distribution Management

MBA-MM-447

Objective: The purpose here is to understand the intricacies of S&D management

Module 1: Distribution channel management, creating and managing the dealers network, dealer selection, introducing the new dealers, managing the new dealers, component tasks in managing the dealers, determining the trade relation mix, serving and administering the dealers, securing shelf space and merchandising, support front dealers, dealer motivation, performance appraisal of dealers.

Module 2: dealer training and development, resolving channel conflicts, channel conflicts, types of conflicts, nature/causes of conflicts, channel conflict as a process, conflict resolution mechanisms, managing the conflict, negotiation as a mechanism for resolving conflict.

Module 3: Distribution management, characteristics of distribution channels, objective of distribution channels, function of distribution channel, factors influence channel decisions, role of the channels of distribution, types of channels, direct marketing channel (Zero Level), indirect marketing channel, typical indirect channels of distribution, factors determining length of channels.

Module 4: Participants of channel system, primary participants, wholesalers, function of wholesalers, types of wholesaler, services rendered by wholesalers. Strategic management of wholesalers,

Module 5: Retailers, function of retailers, essential elements for a successful retail trade, retailing functions in distribution, designing a channel system, distribution policies and strategy, distribution channel strategy, selling distribution objective.

Core Text Book: Still, Cundiff & Govani. Sales management. Prentice Hall India.

Suggested Readings:

- Sahu. Salesmanship & sales management. Vikas Publishing House
- Lancaster. Selling & sales management. MacMillan, New Delhi
- C. Glen Watters. Marketing Channels. Good Year Publishing Company. USA
- S.L.Gupta. Sales distribution Management

Objective: To familiarize students with the key concepts and strategies for rural marketing.

Module 1: Introduction: The state of the art, Corporate interests in rural markets, market size & penetration, rising disposable income

Module 2: Liberalized economy: impact on rural marketing, economic reforms, corporate response to the change, marketing in pre-reforms era, rural marketing in changed scenario

Module 3: The rural consumer in India- geographical spread, diversity, literacy. Lifestyles, brand preferences & loyalty, place of purchase

Module 4: Marketing of Agricultural Inputs- Agronomic potential, afro-economic potential, actual consumption, demand, media & competition, information & communication technology in rural India

Module 5: Marketing Research Methods & MIS- research in rural markets, major techniques of market research, multidimensional scaling (MDS) , Rural marketing information system (RUMIS)

Module 6: Marketing of consumer goods & durables- classification of products & markets, marketing myths undermined

Module 7: Rural distribution channels- village retailers, corporate strategy, Haats & fairs, mobile trader

Module 8: Marketing of services- Herbal hardsell, agricultural insurance, crop insurance

Module 9: Marketing for social development- marketing considerations, communication & promotion, corporate social responsibility

Module 10: Rural retailing- growth of rural markets, retail business in India

Module 11: Problems & challenges of rural marketing

Module 12: Rural marketing strategies for India

Core Text Book: Dogra, Balram & Ghuman, Karminder. Rural Marketing- concepts & practices. Tata McGraw Hill Publishing

Suggested readings:

- Singh, Awadhesh Kumar. Rural Marketing-India perspective
- Rao, G. Srinivas. Rural marketing in India- A case study. Anmol publications, Delhi
- Rajgopal. Understanding Rural marketing. Daya Publishing house, Delhi.
- Krishnamacharyulu, S.G & Ramakrishnan, Lalitha. Rural marketing- Text & cases. Pearson education

Objectives: The course is designed broadly to familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs; promote understanding of the nature of industrial employees compensation package ;principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy; impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Module 1: Historical Development of Payment Systems-Basic Concept-Definition of Compensation, an Introduction to Job Evaluation, Methods of Job Evaluation- the ranking method : description, advantage and limitations; the classification method : description, advantages and limitations ; factor comparison method : description, advantages and limitations; point rating methods : description, advantages and limitations; Hay guide chart – profile method : description, advantages and limitations.

Module 2: Wage Structure in the Plant, Labour Market: Concept, Broad Types of Labour Market, National Wage Policy: Objectives, Concepts, Wage Legislations-Payment of wages Act, Minimum wages Act, Payment of Bonus Act

Module 3: Company Wage Policy: Wage Determination, Pay Grades, Economic Principles, External Equity: Wage Surveys, Wage Components

Module 4: Dearness Allowance : Computation of CPI – Exercise; Wage Incentives – Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay; Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus; Fringe Benefits : Underlying Principles, Different Kinds of Fringe Benefits. Wage Administration: Pay Roll Management, Deductions etc.

Suggested Readings:

- Bhattacharya , Dipak Kumar” Human Resource Planning “Excel Books, Delhi
- Rynes, Sara, L. & Gerhart, Berry. Compensations- Theory, evidence & strategic implications. Sage publications
- Updhyay, S.S. Compensation Management: Rewarding Performance. Global India Publications, New Delhi
- Chingos, Peter, T. Paying for performance: a guide to Compensation Management. John Wiley & Sons
- Dewaker, Goel. Performance appraisal & Compensation Management: A modern approach. Prentice Hall India.

Objective: Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside so as to advise and assist the authorities concerned in their manpower planning and development activities. Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

Module 1: Manpower Planning-Objectives (Micro and Macro Levels), Benefits, Advantages, Limitations and Problems.HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.

Module 2: Manpower Planning: Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification, Job Evaluation, Skill, Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspect, Qualitative Aspects, Methodology

Module 3: Organisation as a Matrix of Jobs, Organisation Structuring,Traditional Concepts, Recent Trends, Role Clarity Job Enrichment/Job Enlargement, Career Planning/Succession Planning.

Module 4: Human Resource Planning (HRP) Process, Productivity & Technology, Recruitment, Selection & Induction. Human Resource Information System, Human Resource Costs, Recent Trends and issues in HR Planning.

Suggested Readings:

Bhattacharya , Dipak Kumar” Human Resource Planning “Excel Books, Delhi

Objective: To give students complete exposure to all aspects of performance appraisal and counseling, post appraisal and performance mgt.

Module 1: Performance Appraisal- Human Resource Development and Performance Appraisal: Meaning, Need, Purpose, Content. Designing your Performance: Key Business Process; Competitive Advantage; role Clarity, accountability and effectiveness Increasing Self awareness & understanding Self appraisal.

Module 2: Performance Appraisal Process & Methods- Performance Appraisal Process, Identifying KRAs KPAs, SMART goals; Focus and Priority Matrix; Preparing a Performance Plan ,Recent Performance Appraisal techniques:360 feedback system, HR accounting, Assessment centers, MBO & BARS

Module 3: Performance Scorecard- Balanced Score card, Employee Scorecard, HR scorecard, PcMM Model

Module 4: Performance Counseling and Mentoring- Meaning and Definition ;Principles of counseling;Process.Directive and Non Directive types of Counseling ;Characteristics of good counselor ;Post appraisal interviews; Potential Appraisal Performance Improvement Strategies.

Module 5: Performance Evaluation- Performance Evaluation,Common Performance Characteristics,Development & Implementation,Training,Frame of Reference Training.

Suggested Readings:

- Human Resource Management by Gary Desler pearson / PHI education 10th Edition
- Appraising and Developing Managerial Performance by T . V. Rao, Excel Books
- 360 Appraisal & management by T V Rao & Udai Pareek
- Performance Appraisal Methods (Chapter 14th) ‘Personnel and Human Resource Management’ by David Decenze & Stephen P Robbins – PHI Publications
- Managing Human Resource (Chapter 7, part IV) by Luis Gomez Mejia, David Balkin & Robert Cardy
- Performance Appraisals by Bob Havard – Kogan page publications
- Human Resource Development – by Randy Desimme, Jon Weener & David

Security Analysis and Investment Management MBA-FM-452

Objectives: The objectives of this course are to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents: Investment-Return and Risk; Operation of Indian Stock Market; New issue Market Listing of Securities; Cost of Investing in Securities; Mechanics of investing; Markets and Brokers; Investment Companies; Market indices and Return; Security Credit Ratings, Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Development in the Indian Stock Market.

Suggested Reading:

- Amling, Frederic. Investment. Englewood Cliffs, New jersey, PHI, 1983.
- Bhalla, V. K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand, 2001.
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th ed., New Delhi, PHI, 1995.

Objective: The purpose is to understand how International financial system works and how its constituents are managed.

Module 1: Foundations of International Financial Management

Globalization and Multinational firm, International monetary system, Balance of payments, The Markets for foreign exchange, International parity relationship and forecasting foreign exchange rates.

Module 2: World financial markets and institutions

International banking and Money markets, International Bond and equity markets, Capital and money markets – GDRs, ADRs, ADS – Bonds, FRNs –Cross currency rates and interest rate arbitrage, Future and Options on foreign exchange, Currency and interest rate swaps.

Module 3: Foreign exchange and exposure

Management of economic, transaction and Translation Exposure

Module 4: Financial Management of the Multinational firm

FDI, International capital structure and the cost of capital, International capital budgeting, Exports and imports. Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long Term Financing

Suggested Readings:

- Cheol S. Eun & Bruce G. Resnick (TATA McGraw-Hill Edition)
- Abdullah, F A. Financial Management for the Multinational Firm, Engteewood Cliffs. New Jersey, Perntice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management; 2nd ed., New Delhi, Anmol, 2001.
- Buckley, Adrian. Multinational Financial. New York, PHI 1996
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb, 1993.
- Shapiro, Alan C. Multinational Financial Management, New Delhi, PHI, 1995

Working Capital Management

MBA-FM-454

Objective: To develop an understanding of Working Capital Management and its role in managerial decision making

Module 1: Introduction to Working Capital Management- Short term funding, Management of cash, Receivable management, Inventory management, Working capital and dividend policy

Module 2: Management of cash- Motives of holding cash; Transaction motive, precautionary motive, speculative motive, cash management objectives and decisions

Module 3: Inventory management- Investing in inventory, Optimal levels of inventory, Inventory carrying costs, Economic order quantity

Module 4: Working Capital Management & Dividend policy- Management of dividends, factors influencing dividends policy, alternative dividend policies

Suggested readings:

- Rangarajan, Krish & Mishra, Anil. Working capital management. Excel Book publishing.
- Krishnamurthy, Gopal G. Towards better working capital management. ICAI press
- Kumar, Vijay, A. Working capital management. Northern book center
- Gupta, Sunita. Management of working capital. New Century publications.
- Gopalkrishnan, P. Inventory & working capital management. Macmillan India publishing.

Objective: To understand what derivatives are and to learn how risks are managed in a volatile market

Module 1: Introduction to derivatives- What are derivatives, types of derivatives, use of derivatives, derivative disasters

Module 2: Forward and future markets- Forward contracts, spot market, future contracts, commodity futures, individual equity futures, stock index futures, currency futures

Module 3: Cost of carry model for futures and forwards: Cash & carry arbitrage, the cost of carry model, consumption assets and convenience yields, Relationship between futures and expected spot prices

Module 4: Risk management using futures and forwards: Perfect hedges and known exposure, basis risk and optimal hedge ratio, measuring risk exposure, hedging currency risk of equity positions

Module 5: How and why do firms hedge: cost and benefits of hedging, hedging instruments, Risk management structures and policies

Modules 6: The Black-Scholes option pricing model: The model of stock price behavior, The Black- Scholes formula, options on currencies, options on futures and commodities

Module 7: Uses of Options: Simple option strategies, Range forwards

Module 8: Caps, Floors and Swaptions- The Libor market model, Caplet and cap volatilities, Swaptions and callable bonds, Swaption volatilities

Module 9: Risk management in financial institutions- Value at risk, Historical simulation, Delta-normal approximation, Monte Carlo simulation, Modelling and estimating correlations

Suggested reading:

- Derivative and Risk management. Jayanth Rama Verma. Tata McGrawhill Publications

- Hull, John, C. Options, futures and other derivatives
- Whaley, Robert, E. Derivatives- Markets, valuation & risk. John Wiley & Sons

Bachelor of Business Administration

BBA – Ist Semester

Sr.No.	Code	Name of Subject	Lecture per week	Practical	Total
1	BBA 111	Principles of Management	4	0	4
2	BBA 121	Basic Accounting	4	0	4
3	BBA 131	Business Environment	4	0	4
4	BBA 141	Business Communication	4	0	4
5	BBA 151	Business Mathematics	4	0	4
6	BBA 161	Fundamentals of Computers	4	0	4

BBA – IInd Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	Total
1	BBA 112	Cost Accounting	4	0	4
2	BBA 122	Marketing Management	4	0	4
3	BBA 132	Production Planning & Control	4	0	4
4	BBA 142	Organizational Behavior	4	0	4
5	BBA 152	Micro Economics	4	0	4
6	BBA 162	Business Research Methods	4	0	4

BBA – IIIrd Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 211	Management Accounting	4	0	4
2	BBA 221	Business Statistic	4	0	4
3	BBA 231	Macro Economics	4	0	4
4	BBA 241	Strategic Management	4	0	4
5	BBA 251	Organizational Structure & development	4	0	4
6	BBA 261	Managing People at Work	4	0	4

BBA – IVth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 212	Advertising & Sales promotion	4	0	4
2	BBA 222	Human Resource Management	4	0	4
3	BBA 232	Financial Management	4	0	4
4	BBA 242	Business Information System	4	0	4
5	BBA 252	Total Quality Management	4	0	4
6	BBA 262	Purchase & Material Management	4	0	4

BBA – Vth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 311	Business Ethics	4	0	4
2	BBA 321	Sales & distribution Management	4	0	4
3	BBA 331	Entrepreneurship Management	4	0	4
4	BBA 341	Company Law	4	0	4
5	BBA 351	Rural Management	4	0	4
6	BBA 361	Industrial Training & Project			

BBA – VIth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 312	International Business Management	4	0	4
2	BBA 322	E-Commerce	4	0	4
3	BBA 332	E-Marketing	4	0	4
4	BBA 342	Industrial Relations & Labour Law	4	0	4
5	BBA 352	Comprehensive Viva			

I Semester

Principals of Management

BBA 111

Objectives: To provide a basis of understanding to the students with reference to working of business organization through the process of management. On completion, student will understand the basic principles of management -will acquaint himself with management process, functions and principles. Student will also get the idea about new developments in management.

Module 1: Nature of Management: Meaning, Definition, its nature purpose, importance & Functions, Management as Art, Science & Profession- Management as social System Concepts of management-Administration-Organization

Module 2: Evolution of Management Thought: Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, and Chester Barhard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought) Indian management thought.

Module 3: Functions of Management: Planning - Meaning - Need & Importance, types, levels – advantages & limitations. Forecasting - Need & Techniques, Decision making - Types - Process of rational decision making & techniques of decision making, Organizing - Elements of organizing & processes: Types of organizations, Delegation of authority - Need, difficulties in delegation – Decentralization, Staffing - Meaning & Importance, Direction - Nature – Principles, Communication - Types & Importance, Motivation - Importance – theories, Leadership - Meaning - styles, qualities & functions of leaders

Module 4: Functions of Management: Controlling - Need, Nature, importance, Process & Techniques, Coordination - Need – Importance

Module 5: Strategic Management: Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India

Suggestion Readings:

- Koontz & Weirich: Essentials of Management (Tata McGraw Hill)
- L.M. Prasad: Principles & Practices of Management
- Stephen Robbins: Management
- Tulsian P C: Business Organisation & Management

Objective: To create an understanding of the basic concepts of day to day Business accounting and its applications in managerial decision making.

Module 1: Basic Accounting Concepts: Background of Accounting, concepts – matching, Entity Concept, Cost Concept, Basis of Accounting – Objectives and necessity; Accounts – Types and classification; basic terms – Capital, Income, Expenditure, Expenses, Assets, Liabilities and application to problems.

Module 2: Journal and Ledger: Double Entry System; Journal and recording of entries in journal with narration; Ledger –Posting from Journal to respective ledger accounts, Financial Statement: Trading and profit and loss account, Balance sheet.

Module 3: Bank Reconciliation Statement: Bank transactions, Preparation of simple bank reconciliation statement.

Module 4: Trial Balance: Need and objectives; Application of Trial Balance; different types of errors escaped trial balance preparation; Rectification of errors.

Module 5: Depreciation Accounting: Needs and objectives; concept and application of Fixed and Reducing Installment method; Inventory Valuation, Provisions and reserves.

Module 6: Final Accounts: Concept of adjustment; Application of Trading Account and Profit and Loss Account to get Gross Profit and Net Profit; Application of Balance Sheet with Marshalling; Application of final accounts problems.

Suggestion Readings:

- Jain and Narang : Financial Accounting
- S.N. Maheshwari : An Introduction to Accountancy
- Mukherjee & Hanif : Fundamentals of Accounting
- Dr.S.M.Shukla - Financial accounting
- Dr. M.C.Shukla - Financial accounting
- Dr.P.K.Jain - Financial accounting.

Objectives: To create an awareness of the external environment including the role of government and its impact on business.

Module1: Introduction: Nature of Business environment; Environmental factors affecting business and their interaction, consumerism and other environmentalist movements; sociocultural factors affecting business decision.

Module 2: Economical Environment of Business: Circular flow of economics activities, national income in India; salient features of the Indian economy; inflation and its impact on business, emerging trends and structure of Indian economy; decision application of economic statistics.

Module 3: Political Environment of Business: Political environment; Economic role of government planning in India and its implications for business decision.

Module 4: Business and Governmental Policies: Government policies and their implications for the business decision, policies towards sick units, BIFR.

Module 5: Legal Environment of Business: Main provision of company Act, 1956; Main provision of MRTP, competition Act, FEMA, and Consumer Protection Act; Regulation of stock exchange; and the role and functions of SEBI, current developments and analysis of business.

Suggested Readings:

- Amarchand D “Government and Business” Tata McGraw Hill, New Delhi, 1991.
- Ray S. K. “Indian Economy”, Prentice Hall, New Delhi 1987.
- Francis Cherunilam “Business Environment

Business communication

BBA 141

Objective: To develop proficiency in communication techniques laying emphasis on oral and verbal communication.

Module 1: Introducing communication, importance & nature of business communication, Process of business communication, objectives, media of business communication, Types of communication, barriers in communications, principles of communication, essentials of good communication.

Module 2: English Grammars: _Review of Basic English grammar, Sentence Corrections.

Module 3: Writing: inter-office memorandums, faxes, e-mails, writing effective sales letters – to agents, suppliers, customers etc, Drafting a CV, writing a job application and other applications, interviews, Paragraph writing, précis making, voice and correct word usage; drafting an advertisement/notice. Business report writing, written & oral presentation of reports, preparation of office orders, memo, and circulars.

Module 4: Reading, listening and speaking: Developing reading, listening and speaking skills, group discussions, extempore, speech and presentation.

Suggested Readings:

- Intermediate English Grammar. Raymond Murphy
- Lesikar R.V: Petit J.D., Business Communication, All India Traveler bookseller.
- Pal, Rajendra & Korlahalli, J.s. :- “Business communication” Sultan chand & sons
- Rai, S.m. & Urmila “Business communication” HPH
- Sinha, k.k. “Business communication”.

Business Mathematics

BBA 151

Objective: The objective of the course is to equip students with the techniques of data analysis

Module 1: Set theory, logical statements and truth tables, real number system, linear and quadratic,

Module 2: Equations, Permutations and combinations.

Module 3: Binomial theorem, arithmetic and geometric progressions, functions, limitations and continuity, differential calculus (including maxima and minima; excluding trigonometric functions).

Module 4: Matrices & Determinants: Definition of a matrix, Types of matrices; Properties of determinants; Adjoint of a matrix, Concept of present value and amount of a sum, Types of annuities; present value and amount of an annuity, including the case of continuous compounding, value of simple loans and debentures; problems related to sinking funds. Simultaneous equations by Cramer's rule, Matrix Inversion method, Gauss, Elimination method. Matrices and Determinants

Module 5: Linear programming: formulation of LPP: Graphical method of solution; problems related to two variables including the case of mixed constraints; cases having no solution; multiple solutions, unbounded solutions and redundant constraints Simplex method: solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation problem.

Suggested Readings:

- Sancheti and Kapoor : Business Mathematics
- Allen R G D, Basic Mathematics; Macmillan, New Delhi
- Dowling E T, Mathematics for Economics; Schaum Series, McGraw Hill, London
- Loomba Paul, Linear Programming; Tata McGraw Hill, New Delhi
- Vohra N D, Quantitative Techniques in Management, Tata McGraw Hill, New
- Soni R S, Business Mathematics; Pitambar Publishing House
- Holden, Mathematics for Business and Economics; Macmillan India, New Delhi
- Kapoor V K, Business Mathematics; Sultan Chand & Sons, Delhi

Fundamentals of Computers

BBA 161

Objective: The objective of the paper is to create proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages.

Module 1: Introduction: Classification of computer and generation, Basic architecture of computer and its building blocks, Input devices, Computer memories, Operating system: Introduction to O.S., Types of operating system, Multiprogramming, Timesharing, Batch, Real time and UNIX

Module 2: MS Office: Introduction to MS-Office and its integrated nature, MS-Word: Starting Word, new documents, entering text, changing text, aligning, underlining, and justifying text, Use of tabs. Tables – creation, adding rows and columns, splitting, and combining cells, orders, saving, closing, and operating documents, Adding headers and footers, Print preview, and printing a document, Mail merge: creating main document and data source. Adding and removing fields from data source. MS-Outlook: Using MS-Outlook for managing e-mail, calendar, appointments, tasks and address book.

Module 3: Power Point: Basic concept of presentation software, Standard, formatting, and drawing toolbars in power point and their use, Creating and opening a presentation. Creating, deleting, opening, and copying slides, Closing and saving a presentation, Use of slide sorter, Use of master slides and colour box, Use of animation features, Inserting pictures, resizing pictures, Inserting organization chart, Use of auto content wizard.

Module 4: Operating Excel: concept of workbook and worksheet, serial fill, formatting text in cells and on the worksheet. Entering and pasting formulas, creating a chart. Use of Excel as a Database, data filters and forms. Excel Functions: max, min, Sqrt, sum, sum if, mean, mode, median, and using statistical Functions, date, count, countif.

Module 5: Internet: A brief history of origin of internet. Various applications of Internet such as email, information gathering, retailing etc, various methods of connecting to the net e.g. dial up, ISDN and broadband, Use of Microsoft Internet explorer, A brief introduction to Internet addressing, Internet protocols (TCP/IP, FTP and HTTP).

Suggested Readings:

- Saxena: A first Course in Computers. Vikas Publishing House.
- Computer fundamental – P.K. Sinha.
- Fundamental of computer and IT-D.P. sharma, Amit Choudhary
- Leon & Leon : Internet for Everyone, Leon Tech World.

II Semester

Cost Accounting

BBA 112

Objective: The objectives of this course help students to understand how costing information can be used for decision making, Planning and Control.

Module 1: Introduction: Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and objectives of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre

Module 2: Elements of cost: Material, Labour and other Expenses, Classification of cost & Types of Costs, Analysis of cost-Preparation of Cost Sheet, Estimate, tender and quotation

Module 3: Methods of Costing: Job Costing – Meaning, Features, Advantages and limitation, Contract Costing – Basic Concepts, Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains, Operating Costing – Meaning, Features & Objectives Techniques of Costing

Module 4: Budget and Budgetary Control: Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control, Types of Budget

Module 5: Marginal Costing: Meaning and Various Concepts - Fixed Cost, Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety

Module 6: Standard Costing: Definition and Meaning of Various Concepts, Advantages and Limitations of Standard Costing, Variance Analysis – Material and labor Variances only

Suggested Readings:

- Advanced cost Accounting by Saxena and Vasistha.
- Advanced cost Accounting by S.P.Jain and Narong.
- Cost Accounting by S.N.Maheshwari
- Cost Accounting by Ratnam.
- Practice in Advanced Costing and Management Accounting by Prof. Subhash Jagtap Nirali Prakashan, Pune.
- Cost and Works Accounting II and III Prof. Subhasg Jagtap, Prof.Pagar and Dr.Nare K.S.Publication,Pune.
- Cost Accounting – Bhatta HSM,Himalaya Publication.
- Cost Accounting – Prabhu Dev , Himalaya Publication.

- Advanced Cost Accounting – Made Gowda, Himalaya Publication.
- Managements & Cost Accounting : M.Y. Khan & K.Jain.
- Cost Accounting: B. M. Lal

Marketing Management

BBA 122

Objectives: To introduce the students with basic concepts & theories of marketing.

Module 1: Marketing: Nature & Scope of Marketing, Concepts - production, product, selling, marketing & societal marketing, marketing environment

Module 2: Consumer buying behavior: consumer decision making process (five step model), factors affecting consumer buying behavior.

Module 3: Market segmentation: need, concept, nature, basis & strategies, mass marketing vs. Segmentation.

Module 4: Marketing mix: 4ps of products & 7ps of services, components & factors affecting marketing decisions.

Module 5: Product decisions: product definition, new product development process, and product life cycle, positioning, branding, packaging & labelling decisions

Module 6: Pricing decisions: importance, objectives & strategies

Module 7: Product promotion: promotion mix and factors affecting promotional decisions.

Module 8: Distribution: channel decisions, types & factors, physical distribution system & its Components

Suggested Readings:

- Ramaswamy & Namakumari : Marketing Management-MacMillan, New Delhi.
- Raja Gopal : Marketing Management,Vikas.
- Philip Kotler : Marketing Management (Analysis Planning and Control), Prentice Hall of Indian Pvt.Ltd., New Delhi.
- William J.: Fundamentals of Marketing, McGraw Hill Ltd., New Delhi

Objectives: To develop understanding of the concepts and techniques of production/operations management.

Module 1: Production and operations management: its functions and relationship with other functional areas. Facility location decision, layout decision, product and process layout & Capacity planning.

Module 2: Production planning and control: Planning, scheduling, routing etc. Assembly line balancing.

Module 3: Work Study: Method study and time study, Work simplification. Productivity linked incentives.

Module 4: Inventory Management: ABC analysis and basic model of EOQ (carrying, ordering and shortage costs). Supply Chain Management.

Module 5: Statistical quality control and acceptance sampling.

Module 6: Latest Concepts: A brief introduction to JIT, computer aided manufacturing, TQM and ISO quality systems.

Suggested Readings

- Buffa E. S. & Sarin R. K. "Modern Production/ Operation Management John Wiley, New York, 1987.
- CHUNAWALA & PATEL "Production and Operations Management".
- McClain J.O. & Thomas L.J. "Operations Management" PHI, New Delhi, 1982

Objective: To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. It is also to develop greater insight into their own behavior in interpersonal and group team situations and acquire skills in influencing people in organizations.

Module 1: Introduction: Meaning of organizational behavior and its relevance in today's business environment.

Module 2: Individual behavior in organization: Understanding self; perception – nature and importance, perceptual selectivity, stereotyping, halo-horn effect.

Module 3: Learning and its theories: Behavior modification, attitudes, personality; meaning, self concept, self-esteem, major determinants of personality.

Module 4: Motivation: Types of motivation, theories of work motivation given by Maslow, Hertzberg, McGregor, Vroom and Porter – Lawler.

Module 5: Group behavior in organization: group dynamics, types of groups, group norms and roles, group cohesiveness, group development and facilitation.

Module 6: Dynamics of managerial leadership: leadership styles, trait approach, behavioral approaches, and managerial grid.

Module 7: Organizational Structure: Job design, quality circles, work culture and ethics, organizational change

Suggested Readings:

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra : Organizational Behaviour Bikas
- Luthans, Fred : Organizational Behaviour
- Mirza Saiyadain : Organizational Behaviour, TH
- Chandan : Organizational Behaviour, Vikas
- Helga Drummond : Organizational Behaviour, Oxford
- Senge, Peter : The Learning Organization
- Harriss & Martman : Organizational Behaviour, Jaico.

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Module 1: Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. microeconomics and business.

Module 2: Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants. Demand as multivariate function.

Module 3: Theory of Consumer Behavior: Utility analysis, indifference curve analysis, applications of indifference curves.

Module 4: Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

Module 5: Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve and price leadership.

Suggested Readings:

7. Peterson – HC and Lewis – Managerial Economics, 3rd 1995 (Himalaya)
8. Trivedi – Managerial Economics (Tata McGraw-Hill, 2002)
9. Dwivedi – Managerial Economics (Vikas, 6th edition) 2001
10. Gupta – Managerial Economics (Tata McGraw-Hill, 1990, 8th ed.)
11. Koutsyannis A – Modern Microeconomics (Macmillan), 1979, 6th ed.
12. Maheswari and Gupta – Managerial Economics (Sultan Chand)

Objective: To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Module 1: Basic concepts: scope, limitations, objectives, Research process.

Module 2: Research design and its types: exploratory, descriptive and experimental (in detail)

Module 3: Data collection: primary and secondary.

Module 4: Scaling: meaning of scaling, classification, important scaling techniques: rating scales and ranking scales. Scale construction techniques, multidimensional scaling.

Module 5: Questionnaire: questionnaire construction, tabulation, coding, editing of data.

Module 6: Sampling: concepts, types and techniques, estimation of sample size.

Module 7: Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation.

Module 8: Marketing research applications.

Suggested Readings:

- Boyd, Westfall & Stasch: Marketing Research
- G.C.Beri: Marketing Research
- D.D.Sharma: Marketing Research
- Ramanujan Mazindar: Marketing Research
- Luck & Rubin: Marketing Research
- Tull & Green: Research for Marketing Decisions.

III Semester

Management Accounting

BBA 211

Objective: The objective of this course is to familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards. Students are expected to analyze and interpret financial statements in this course.

Module 1: Meaning, Scope and limitation of management accounting, distinction financial accounting and management account and cost accounting role of management account in decision-making, Cost analysis: Absorption and variable costing, understanding about cost behaviour, fixed, variable, semi variable cost, Contingency theory & Social Aspect of SMA, Accounting for Non Profit Organization,

Module 2: Cost-volume profit analysis: Concept of break-even point, profit-volume relation, margin of safety, angle of incidence, BEP chart, profit graph. Alternative choice decision relevant cost, sunk cost, programme cost, special offer, make or buy process and further process, shutdown.

Module 3: Business budget: Concept and use budget in planning and control, type of budgets, capital expenditure budgeting and cash budget -forecasting profit and loss accounts and balance sheet, Variance analysis using standard costing system, Management reporting system: Reporting system in management types of reports, qualities of reports, for top-management, middle management, lower level of management.

Suggested Readings:

1. Khan and Jain, Managerial Accounting
2. Wheldon: Cost Accounting and Costing Methods.
3. Homgren Charges: Introduction to Management Accounting.
4. Keller and Ferrara: Management Accounting for Profit Control

Objective: The objective of this course is to familiarize students with the statistical framework in business and to understand its applications.

Module 1: Introduction: definition of statistics, statistical data, statistical methods, collection of data, secondary data, internal data, primary data, presentation of data, classification of data, formation of frequency distribution, classification according to class intervals, principals of classification, tabulation of data.

Module 2: Measures of central tendency: Objective of averaging, characteristics of a good average, arithmetic mean, geometric mean, harmonic mean, median, mode, skewness, and kurtosis.

Module 3: *Measure of variation, Correlation and Regression: Significance of measuring Variation, properties of a good measure of variation, method of studying variation, Range, the interquartile Range, Quartile deviation, the average deviation, standard deviation.*

Module 4: Correlation: Significance of the study of correlation, types of correlation, method of studying correlation, scatter diagram, Karl Pearson's Coefficient of correlation, rank correlation coefficient, method of least squares.

Module 5: Regression: Two lines of Regression, Line of Regression of Y on X, Line of Regression of X on Y, Correlation Coefficient and the two Regression Coefficients

Module 6: *Probability and Probability distributions: What is probability, elements of set theory, counting techniques, events, additive law, conditional probability, multiplication law, dependent events, independent events, Bayes theorem, and problems? Random variable, probability function, Binomial distribution, Poisson distribution, Normal distribution, Uniform distribution, Exponential distribution.*

Module 7: Tests of Hypothesis, chi square Test and t-square test: Introduction, procedure of testing hypothesis, test hypothesis concerning large samples, test hypothesis about population mean, chi-square distribution, chi-square test, t-square distribution, and t-square test.

Suggested Readings:

- Business Statistics: G V Shenoy, VK Shrivastava and S C Sharma
- Business Statistics: R. S. Bhardwaj
- Business Statistics: S P Gupta

Objective: To understand macroeconomic theories and their relation to the overall business environment.

Module 1: Macroeconomics: meaning, nature and scope. Basic concepts used: Stock and flow variables, partial and general equilibrium, static and dynamic analysis. Economy as a circular flow of income and expenditure.

Module 2: National income: Concepts and measurement through double entry, sectoral accounting and matrix approaches. Classical theory of output and employment, Say's law of markets.

Module 3: Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment equilibrium.

Module 4: Consumption: Meaning determinants and importance. Theory of consumption: Absolute income hypothesis, relative income hypothesis, permanent income hypothesis, life cycle hypothesis.

Module 5: Theory of investment: Types of investment determinants of investment, marginal efficiency of capital, net present value, and internal rate of return, interest rate determination, and classical, neoclassical and Keynesian theories.

Module 6: Theory of multiplier: Income generation in a static and dynamic setting, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, relevance of multiplier to developing countries.

Module 7: Inflation: Meaning, types, and theories.

Module 8: Stabilization policies: Monetary and fiscal policies.

Module 9: Money & its function and role: Quantity theory of money, Fisher and Cambridge equations. Keynes views about money and prices

Suggested readings:

- Ahuja, H.L. Macroeconomics: theory & Policy. S. Chand Publishers
- Ranagarajan, C. & Dholakia, B.H: Principles of Macroeconomics. Tata McGrawHill Publishers.

Objective: To familiarize students with the concepts and applications of strategy. This would entail a deeper understanding of strategic management in businesses.

Module 1: Strategic management: introduction, nature & scope, need, strategic decision making, social responsibility of business

Module 2: Mission & objectives: need for explicit mission, components of mission statement, Formulation of mission & objectives and their specificity,

Module 3: Scanning the environment: environment scanning, socio economic, technological, Political, techniques for environmental analysis, Industry analysis: porter's approach, environmental threat & opportunity profile

Module 4: Internal analysis: Value chain analysis, Internal factors; marketing & distribution, R&D & engineering, production & operations, finance & accounting, corporate resources & personal factors, analyzing strengths & weaknesses

Module 5: Strategy formulation & choice: Generic strategy alternatives; stability, expansion, retrenchment, combination, strategy variations, BCG matrix, GE 9 cell matrix, Hofer's model

Module 6: Implementation & control: Behavioral aspects, strategy evaluation & control

Core Text Book

- Johnson, Gerry & Scholes, Kevan: Exploring Corporate Strategy. Pearson Education

Reference Books

- Rowe, A.J. Others (1994)-Strategic Management A Methodological Approach, Reading, Mass: Addison-wesley.
- Prasad, L.M. (1995)-Business Policy & Strategy (New Delhi: Sultan Chand & Sens.)
- Jouch, L.R. & Glueck, W.F.-Business Policy and Strategy Management, (MC Grawhill).
- Michael, V.P. Globalisation, Liberalisation & Strategic Management, (Mumbai: Humalaya Publishing).
- Ramaswamy V.S. & Namakumari, S-Strategic Planning-formulation of Corporate Strategy, (Delhi:Macmillian India)
- Kazmi, Azhar: Business Policy and Strategic Management, Tata MCGraw Hill, New Delhi.

Module 1:

Organisation Development: definition, characteristics and underlying assumptions and values of OD, Assumptions about people, Organisational Diagnosis Tools and techniques: questionnaire, interview, workshops and task forces. Nature of OD interventions: comprehensive intervention, confrontation meeting, survey feed back, Grid OD.

Module 2:

Structural intervention-Job Design, Quality Circles, Socio technical systems, MBO & appraisal Parallel learning organizations, Team interventions-Role Negotiation Techniques. Characteristics of high performance teams, self managed teams, Work Culture And Ethics, Quality of work life, Developing and managing self- Personal effectiveness.

Module 3:

Change in organisation -Understanding change, Factors influencing change, Force field analysis, Managing Resistance to change, Developing change agents, Analysing & Organising work-Need Approaches, Problems associated with work organization.

Module 4:

Cases/Problems.

Suggested Readings:

1. Wendell L. French & Cecil H Bell Jr.: Organisation Development.
2. Alderfer: Organisation Development.
3. B.I.I. Mc. Groth : S J Basic Managerial Skills for all.
4. Hatwood I: Meril and Elizabeth Mating: Developing Executive skills.
5. Terry Eatnsworth: Developing Executive Talent-A practical guide.
6. Kiran Sethi : Executive Training for Management.
7. T A A Latif-Training for Management.
8. Bernard Taylor and Gordon Lippit (Ed.) : Management Development and Trainig Hand Book.
9. S Neelmegham : Management Development : New Perspective and Viewpoints.
10. Robert D Smither, John M Houston, Sandra D McIntire.

Module 1:

Introduction of personnel management, functions of personnel management, personnel policies procedures & programs

Module 2:

Growth philosophy & principles, personnel management in India, organizational structure, personnel records, reports, audit & research

Module 3:

Introduction of human resource planning, recruitment, selection, placement

Module 4:

Induction, promotion, demotion, transfer, separation, employee training, performance appraisal, wage & salary administration, industrial relations.

Suggested Readings:-

- Mamoria, C.B. "Personnel management" HPH.
- Aswathappa, K. "HRM & Personnel management" Tata Mc Graw Hill

IV Semester

Advertising and Sales Promotion

BBA 212

Objective: The purpose of this course is to develop understanding and skill about concepts, method and strategies of Advertising & sales Promotion.

Module 1: Advertising: Marketing communication models, Advertising definition and objectives, advertising copy, advertising its place in marketing – different kinds of advertising, Advertising art & layout, advertising effectiveness.

Module 2: Brand strategy & campaign planning: TV & radio commercials, Creative copy strategies, Media planning & scheduling.

Module 3: Legal & ethical aspects of advertising.

Module 4: Sales Promotion: Concept and objectives, Management of sales promotion at the consumer, trade & sales force levels, Sales displays & merchandising, Introduction to types of sale quotas.

Suggested Readings

- Aaker, David A., Myera John G., & Batra, Rajiv : Advertising Management (Pearson Education)
- Choudhary, Pran, Elliott, Ricky & Toop Alan: Successful Sales promotions. Orient Longman Limited, Hyderabad.
- Advertising & promotion management. Blech & Blech. Tata McGraw Hill.
- Border, W.H. –1981 John Wiley N.Y.: Advertising
- Ogilvy D.Longman publication : Ogilvy on Advertising
- Chunnawala : Advertising Management

Objective: To familiarize students with the functioning of the Human resource department and its interconnected dynamics.

Module 1: Nature, scope, role and importance of HRM, New trends in HRM due to globalization, deregulation and technological advancements, HRM in India

Module 2: Job analysis: steps in analyzing job and introduction to methods of collecting job analysis information.

Module 3: Job description, job specification, job design, job simplification, job rotation, job enrichment and job enlargement.

Module 4: Recruitment: sources of recruitment, policies and procedure of recruitment, selection process, testing & interviews, Placement and induction, transfer and promotion.

Module 5: Human Resource Development: Identification of training needs and techniques of training, employee development and career planning,

Module 6: Wage and salary administration and incentives, Performance appraisal, methods and problems of performance appraisal. An introduction to teams, employee, empowerment and participation.

Suggested Readings:

- Rao V.S.P. Human Resource Management, Excel books
- Monnappa and Saiyadan, Personnel Management, Tata Mcgraw Hill.
- Dessler, Garg, Human Resource Management, Pearson education.
- C. B. Mamoria : Personal Management
- Aswathappa, K. "HRM & Personnel management" Tata Mc Graw Hill.

Objective: To Familiarize the students with the financial environment of business, especially the financial markets. Developing skills for interpreting business information and application of financial theory in financing related decisions.

Module 1: Introduction: Scope of Financial Management, Traditional Approach; Modern Approach; Objectives of Financial Management; Investment Decisions; Financing decisions; Profit Maximization vs. Wealth Maximization, Organizational Structure.

Module 2: Current Assets Management: Working Capital Management, Management of Cash and Marketable securities, Receivables and inventory Management, Short term source of financing.

Module 3: Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method; Internal rate of return method; Profitability index method, Long-term source of financing.

Module 4: Capital Structure: Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares; cost of preference shares; cost of debt; calculation of overall cost of capital based on historical and market rates, Leverages, Dividend payment policy.

Module 5: Mergers and Amalgamation, Acquisition and Takeovers.

Suggested Readings:

- I. M.Pandey: Financial Management, Vikas Pub.
- Prasanna Chandra: Financial Management, Tata McGrawHill.
- Khan & Jain :Financial Management

Business Information System

BBA 242

Objectives: To create understanding of the concepts, techniques and application of management information systems and awareness about the role of information and computers in managerial decision making.

Module 1: Introduction: Definition, characteristics & significance of MIS.
Introduction to business

Module 2: Systems: payroll, inventory control, financial accounting, sales order processing, manufacturing plants etc.

Module 3: Information Concepts: Data Vs Information, types of information, quality of information.

Module 4: Decision Making: Simon's model of decision making, structured & unstructured Decisions, Introduction to Decision Support System.

Module 5: Database Management: Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas,

Module 6: Design Methodology & Techniques: System development life cycle, software development models. System Analysis – SRS, DFD, DD & Decision tables.

Module 7: System Design – design methods, detailed system design, design documentation. System Implementation & testing.

Module 8: Implementation & Evaluation: Planning, organizing, testing & changeover. Evaluation approaches.

Suggested Readings:

- D.P. Goyal : Management Information Systems. MacMillan.
- Davis & Olson: Management Information Systems.
- Murdick, Ross, & Clagett: Information Systems for Management.
- Davis G. B. and Olson M. H. "Management Information Systems", 2nd ed. McGraw-Hill, New York, 1985
- Kanter J "Management Information System", 3rd Ed., Prentice-Hall of India, New Delhi, 1987.

Objective: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Module 1: Introduction: Definition of quality, Quality as a means to success in a competitive and global environment, The rise of Japan and other eastern economies with a focus on quality, The customer focus, The power of the customer to choose, Need for customer care and relationship marketing.

Module 2: Quality leads to profits: Cost of poor quality, need for team work and process of rewards and recognition. Benchmarking and the concept of Kaizen, Quality Gurus: Deming, Juran, Ishikawa, Cross by and their contribution.

Module 3: Tools of Quality Management: Statistical Methods, problem solving tools such as – brainstorming, fishbone diagram and Pareto diagram. Need for unbiased data collection.

Module 4: Quality Systems: ISO 9000 series standards, Steps required to implement quality Management systems, Documentation, elements of ISO 9000 internal audits and Registration, Role of consultants in developing and implementing ISO 9000 quality Systems.

Suggested Readings:

- Banks: Total quality management, PM, New Delhi.
- Durmmond: The TQM movement, USPSD, New Delhi
- Steve Smith: The quality revolution , jaico, New Delhi
- Shailendra Nigam: Total quality management, Excel Book, New Delhi.

Purchase & Material Management

BBA 262

Objective: To familiarize the students with various facets of materials management and to develop an understanding of the purchase function.

Module 1: Role of purchasing and material management: Objectives and organization of MRP, Determination and description of purchasing quality

Module 2: Process capability: purchasing research; vendor rating development, price Determination and negotiation, public purchasing, Contract Management: legal Aspects.

Module 3 Warehousing Management: Classification and codification; material handling, traffic and transportation management

Suggested Readings

- Ammer D. S. Material Management and purchasing, Richard D. Irwin
- Dobler, Lee & Burt. Purchasing and Materials Management, Tata McGraw
- Gopalkrihanan and Sundershan. Materials Management, Prentice Hall of India, New Delhi.

V Semester

Business Ethics

BBA 311

Objective: To develop understanding relating to ethical issues faced by the Business World.

Module 1: Model of Management in the Indian Socio-Political Environment; work Ethos, What is business ethics, why is Business ethics important, Globalization: a Key context for business ethics, ethical challenges of globalization, ethical issues, marketing and consumers.

Module 3: Management-Indian Perspective; Trans-cultural Human Values in Management Education; Relevance of values in management. Corporate social responsibility, what is business ethics management, ethical decision making, Stakeholder theory of a firm, managing stakeholder relations, employee as stakeholders,

Module 3: Need for Values in Global Change-Indian Perspective; Values for Managers, Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.

Suggested Readings:

- Charabarty, S.K. : Foundation of Managerial Work -Contributions form Indian Thought, Himalaya Publishing House Delhi 1998
- Management Effectiveness and Quality of Work-life-Indian Insight, Tata McGraw Hill Publishing Company, New Delhi 1987.
- Management by Values. Oxford University Press, 1991
- Drucker,P: Managing in Turbulent Times, Pan Books London 1983
- Kumar,S and N.K. Uberoi : Managing Secularism in the New Millennium, Excel Books 2000
- Griffith, B. The Marriage of East and West, Coiling, London 1985
- Gandhi, M.K. The Story of my Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972.

Objective: To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Module 1: Meaning & objectives of sales management, sales management & marketing mix, buyer-seller dyad, personal selling & salesmanship, direct marketing, sales promotions

Module 2: Sales process, basic purpose & types of sales organization, determination of kind of sales force.

Module 3: Distribution network relationship, recruitment & selections of sales force team, sales for training.

Module 4: Compensations, reimbursement of sales expenses, sales budget, quota setting & administration, management of sales territories & sales evaluation.

Suggested Readings:

- Still R.R. Cundiff E. W. & Govoni N.A.P. "Sales management" Prentice hall of India.

Objective: To create a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup.

Module 1: Concept of entrepreneurship: meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur.

Module 2: Entrepreneurial motivation: motivating, compelling and facilitating factors, Entrepreneurial ambition, achievement, motivation theory etc.

Module 3: Establishment of entrepreneurial systems: search, processing and selection of idea, Input requirements.

Module 4: SSI (Small Scale Industries): meaning, importance, characteristics, advantages and problems of SSI. Steps for starting a small industry, guidelines for project report and registration as a SSI.

Module 5: Assistance to SSI: need for incentives & subsidies, need for institutional support, role of government and other institutions.

Suggested Readings

- Desai A.N. – “Entrepreneurship And Environment” 1990
- Entrepreneurship Management. Rajeev Roy. Oxford University Press
- Effective entrepreneurship Management. Naunihal Singh. Anmol Publications, Delhi.
- Entrepreneurship. Alan. L. Carsurd & Mailn. E. Brannbank. Greenwell Press, USA

Objective: To develop an understanding of the laws governing the businesses.

Module 1: The Indian Contract Act, 1872; Essential of a valid contract, void agreement, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

Module 2: Company Law: Definition and nature of a company, characteristics of a company, Difference between partnership and company, Formation of Company – Memorandum and articles of association, Issue of prospectus and membership of company, liability of a Member, Share Capital: types of shares, allotment and transfer and purchase by a company of own shares.

Module 3: Company Management: Appointment and removal of directors, Rights and liabilities of directors.

Module 4: Meetings: Statutory meetings, Basic knowledge of various types of resolutions, Protection of minority shareholders from mismanagement and oppression, Winding up by court and voluntary winding up.

Module 5: The Negotiable Instruments Act, 1881; nature and types; negotiation and assignment, holder-in-due course, dishonor and discharge of a negotiable instrument, Arbitration and Conciliation Act, 1996.

Suggested Readings:

- Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.
- M.C. Kunchhal: Business Law
- N.D Kapoor: Elements of Mercantile law

Objective: To familiarize students with the changing profile of the rural consumer and its consumption pattern. To develop a deep understanding of designing product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

Module 1: Rural management: Definition, Scope and Importance, Agriculture and non agriculture section of economy, rural development problems and remedies.

Module 2: Rural consumer, theories and characteristics of rural consumer, approach/procedure for consumer behaviors, rural finance, importance of agriculture finance, sources of agriculture finance, financing rural industries, sources of fixed capital, problem of rural credit, agriculture and non agriculture budgeting.

Module 3: Rural Marketing, nature of rural marketing, organization and working of rural market, Importance of rural marketing, factors effecting the growth of rural marketing in India, characteristics of rural marketing, rural product, recent trends in rural marketing.

Module 4: Effective distribution in rural marketing, distribution of product in rural marketing, marketing agencies, product promotion, advertising, inventory management.

Module 5: Development of marketing strategies, product strategies, price strategies, distribution strategies, fertilizers, fertilizers marketing mix.

Suggested Readings:

- Rural Management. S.B.Verma. Deep & Deep publications
- Rural Development- Principles, policies & Management. Katar Singh. Sage publications
- Rural Marketing- Concept & practices. Balram Dogra & Karminder Ghuman.

Tata McGraw Hill.

Industrial Training & Project

BBA 361

Student is expected to learn on-the-job by way of association with a business organization for 45 days. The student will undergo a part-time on-the job training under the close supervision of a supervisor in the business organization. This training should help him develop a perspective of wholesome management of business activities. This would enable him to appreciate the importance of different business activities and see how different business activities are interrelated. He will have to submit a report on the organization he has undergone training and make a presentation before a panel of experts.

VI Semester

International business Management

BBA 312

Objective: To familiarize students with the importance of doing business in the international environment and the risk and challenges it offers.

Module 1: Introduction of international business, globalization & international business environment

Module 2: WTO- Important provision & agreements, international trade & WTO, WTO, GATTs & telecom sectors

Module 3: India's trade policy- Past; present & future, foreign direct investment & international economic environment

Module 4: Exchange rate, risk management & FEMA, regional trading blocks, organizational design & structure of International Corporation.

Suggested Readings:-

- Paul, Justin "International Business" Prentice hall of India.
- International Business. K. Ashwathappa. Prentice Hall of India.
- Shubo Roa, P. "International Business".
- International Business Management. JM Dewan & K.N. Sudarshan. Discovery Publication House.

Objective: To develop an understanding of the E-commerce business setup and the challenges it augurs.

Module 1: Introduction: Infrastructure for electronic Commerce – Networks- Packet switched networks-TCP/IP internet protocol.

Module 2: E-Commerce Architecture : Shopping cart technology, E-Commerce solutions using IIS architecture- Domain Model- Site server application- intelligent agents.

Module 3: Electronic Payment System: Types of Electronic Payment Systems, Electronic funds transfer – Digital payment – Internet Payment system, Digital token based electronic payment systems, Smart Cards and electronic payment systems, Credit card based electronic payment systems.

Module 4: Security : Electronic payment and security issues and measures, Designing Electronic Payment Systems, Security issues in ecommerce, Threats, Breach, Avoidance, detection, Recovery, Digital Signature, Authentication, Cryptography, Firewall and Proxy servers.

Module 5: Legal issues of e-commerce, Intra-organizational electronic commerce, the corporate digital Library, Consumer Search and resource discovery, Broadband and telecommunications, Mobile and Wireless computing.

Suggested Readings:

- The E-commerce question & answer book: a survival guide for Business Managers. Anita Rosen. Amacom Books, USA.
- E-commerce. Kamlesh K. Bajaj & Debjani Nag. Tata McGraw Hill
- Introduction to E-commerce. Jeffere F. Rayport & Bernard J. Javorski

Objective: To develop an understanding of marketing of products and services in an E-commerce environment.

Module 1: Marketing on the net: conceptual foundation of net marketing, market opportunity, managing in the e commerce world. Business models B2B, B2C, and C2C.

Module 2: Understanding internet consumer: B2C internet marketing; shopping agents and consumer behaviour, internet marketing communication; B2B internet marketing.

Module 3: Customer relationship development, Developing and managing effective websites, Customer service and support in web space.

Suggested Readings

- Chaston, E Marketing Strategy, TMI
- Paul S Richardson, Internet Marketing, TMI
- Mary Lou Roberts, Internet Marketing, TMI
- Thomas Eisenmann, Internet Business Models, TMI

Objective: To familiarize students with the concepts of Industrial relations and the laws governing manufacturing and service industries.

Module 1: Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations, Role and Future of Trade Unions

Module 2: Discipline and Grievance Management; Negotiation and Collective Settlements, Participative Management and Co-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change, Industrial 15 Relations Laws - Laws Relating to Industrial Disputes, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Module 3: Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus, 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

- Mamkoottam, K, Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
- Niland J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
- Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
- Virmani, B R., Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.
- Malhotra, O P., The Law of Industrial Disputes. Vol. I and 11. Bombay, N.M Tripathi, 1985.
- Malik, P L., Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
- Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
- Seth, D D. Industrial Dispute Act, 1947. Vol. I & II) Bombay, N.M Tripathi, 1995.
- Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

Comprehensive Viva

BBA 352

AGRI-BUSINESS MANAGEMENT

Mgt-511 Agri-business

Definition, Nature, Scope and Prospects: Changing Dimensions of Agri-business in India. .Types of Agri-business: Characteristics of Agricultural products: Marketable surplus – Definition, Factors affecting and causes of low marketable surpluses in India. Problems in measuring Marketable Surplus. Buffer Stock: Procurement and working of Public Distribution System: Agri-business Organizations – Working and Functioning of Selected Organizations such as Food Corporation of India, Cotton Corporation of India, NAFED, National Bank for Agriculture and Rural Development (NBARD), Warehousing Corporation etc. Process of Agricultural Output- Meaning, Degrees of Processing, and advantages of Processing; Location factors, Problems in Processing and suggestions for improving Efficiency; Agri-inputs- Seeds, Fertilizers, Agricultural Machinery, Pesticides etc. Delivery systems and channels in Marketing.

Mgt- 523 Agribusiness Marketing Management

Meaning, Scope and role of economic development; market structure- meaning and components, dynamics of market structure, market strategy, agribusiness marketing environment., design of marketing mix, market segmentation and targeting, determinants of consumer behaviour; product management process and decisions., product life cycle, new product development: marketing communication process; advertising planning and execution; sales promotion; grading and standardization and storage and warehousing, and transportation management of agricultural products: marketing agencies, intermediaries- roles and functions; distribution channels and channel management; determinants of price – pricing objectives and pricing methods, pricing discounts; agricultural marketing research.

Mgt - 524 Management of Agricultural input Marketing

Agricultural inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agro input marketing; marketing system for inputs – Seed – Importance of seed input; Types of Seeds – hybrid, high yielding and quality seeds; Demand and Supply of Seeds; Seed marketing channels, pricing, export-import of seeds; role of NSC, State Seed Corporation; Chemical Fertilizers – Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; role of IFFCO, KRIBCO, FCI in fertilizer marketing. Plant production. Chemicals – Production, export/import, consumption, Marketing System- marketing channels, Electricity/Diesel Oil- Marketing and distribution system; pricing of electricity for agricultural use; subsidy on electricity; Farm Machinery – Production, Supply, Demand, Marketing and Distribution channels of Farm Machines; Agro-industries Corporation and marketing of Farm machines; IT applications in agro-input marketing.

Mgt – 525 Food Technologies and Processing Management

Present status of food industry in India; Organization in food industry; Introduction to unit operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution: Basic Principles of food processing and food preservation by manipulation of parameters & factors and application of energy, radiation, chemicals and biotechnological agents: Packaging of foods: Analysis of costs in food organization: Risk management: Laws and regulations related to food industry and food production and marketing. Quality management – quality standards- PFA, ISO etc. Case studies on project formulation in various types of food industries- milk, dairy products, cereal milling oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionary, oil & fat processing, fruits and vegetable storage & handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

Mgt – 529 Rural Marketing

Concept, nature and characteristics of rural markets, potential of rural markets in India; socio-cultural economic and other environmental factors affecting rural marketing; behaviour of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban market. Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix; pricing objective, pricing policy and pricing strategy. Media planning, planning of distribution channels and organizing personal selling in rural markets in India.

Mgt – 530 Farm Business Management

Nature, Scope, characteristics and role of farm business management: farm management decisions: farm management problems:

Principles of farm management decisions – production relationship, factor-factor relationship, product-product relationship, etc.

Management of farm planning and budgeting.

Farm records and accounts, types and problems in farm records accounts, net worth statement, farm efficiency measures:

Management of farm resources – Land Labour, Farm Machinery, Farm building, etc.

Decision making process in farm business management under risks and uncertainty.

Master of Philosophy in Management

M. Phil. (Management)

A) Compulsory Papers

Paper Code	Course Name	Maximum Marks	Minimum Passing Marks	Time Hrs
MP 101	Research Methodology and Data Analysis	100	40	3
MP 102	Management Thoughts and Thinkers	100	40	3
MP 103	Dissertation (Evaluation as per M. Phil. Ordinances adopted and			

B)-Elective paper MP 104 and MP 105 from Following

1. MARKETING MANAGEMENT
2. FINANCIAL MANAGEMENT
3. CAPITAL MARKET ANALYSIS
4. BANKING AND FINANCIAL SERVICES
5. INTERNATIONAL MARKETING
6. MANAGEMENT INFORMATION SYSTEM
7. ACCOUNTING AND TAXATION
8. INSURANCE AND RISK MANAGEMENT
9. HUMAN RESOURCE MANAGEMENT
10. ENTREPRENEURIAL DEVELOPMENT

Note: A student is required to score 50 per cent marks in aggregate in order to pass the theory examination. Pass marks in the individual course is 40 per cent as explained above.

Thus, there will be 400 marks for theory examination of which a candidate is required to score minimum of 200 marks in order to pass the theory examination.

For paper MP 103, external examiner will examine the Dissertation and conduct viva-voce thereon and will award the grades (viz. A, B, C, and the like). A student is required to obtain at least grade B therein in order to pass.

Paper - MP
101
Research Methodology and Data
Analysis

Maximum Marks: 100
Time Allowed: 3 Hours

Note: There will be nine questions in the question paper. Students are required to attempt five questions in all. All questions shall carry equal marks.

Question no.1 shall be compulsory which will comprise of eight short answer type questions/parts and students are expected to answer any five parts.

There will be eight other questions comprising of two questions from each of the four units. Students are expected to attempt one question from the each unit.

UNIT I

Research in business: Significance and limitations; Ethics in business research; scientific research approach: Meaning and process; Place of logic in scientific research.

Hypothesis: Types, sources and characteristics of useable hypothesis; Formulation of research problem; Research Design: Sampling design, Measurement and scales.

UNIT II

Survey based research: Data collection – Primary and secondary sources; Analysis and interpretation of data.

Sampling and non-sampling methods, Precision and accuracy of sample based research; Sampling and non-sampling errors, sampling distribution.

UNIT III

Statistical estimation: Point and interval estimation; Hypothesis testing procedure; Parametric tests: t-test, F- test, Z-test;

Non-parametric tests: Chi square, Sign test, Wilcoxon test, Rank test, and Kruskal Wallis

test.

UNIT IV

Multi- variety correlation and regression analyses.

Advanced techniques of data analysis: Analysis of variance (ANOVA), Factor analysis, discriminate analysis, conjoint analysis and Cluster analysis.

Writing a research report: Process and components.

References:

1. Donald R. Cooper and Pamela S. Schindler – Business Research Methods, Tata McGraw Hill, New Delhi.
2. Kothari, C.R. Research Methodology, Wiley Eastern Ltd., New Delhi.
3. Francis J. Rummerl and Wesley C. Balline, Research Methodology in Business, Harper & Row, New York.
4. Sharma, K.R., Research Methodology, National Publishing House, Jaipur.
5. Hooda, R.P., Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
6. Sharma, J.K. Business Statistics, Pearson Education (Singapore) Pvt. Ltd., Delhi 2004.
7. Arya, P.P. and Yesh Pal, Research Methodology in Management, Deep & Deep Publications Pvt. Ltd. 2001.

Paper - MP
102
Management Thoughts and
Thinkers

Maximum Marks: 100
Time Allowed: 3 Hours

Note: There will be nine questions in the question paper. Students are required to attempt five questions in all. All questions shall carry equal marks.

Question no.1 shall be compulsory which will comprise of eight short answer type questions/parts and students are expected to answer any five parts.

There will be eight other questions comprising of two questions from each of the four units. Students are expected to attempt one question from the each unit.

UNIT I

Genesis of management thought: Management thought during ancient civilization, medieval period and industrial revolution.

Contribution to management thought in pre-scientific period by Robert Owen, Charles Babbage, James Watt and Mathew Boulton.

Principles of management enshrined in the ancient scriptures such as Bhagwad Gita and the like.

UNIT II

Classical approach to management thought: Distinctive features of classical approach, Scientific management, Administrative theory of management, Bureaucracy and management functions approach.

An overview of contributions of Max Weber, F. W. Taylor, Henry Fayol, Peter F. Drucker, and Mary Parker Follet.

A detailed study of Principles of management and Scientific management.

UNIT III

Neo Classical Approach to management thought: Human relations approach, Behavioral science and Organizational behavior approaches.

An overview of contributions of Elton Mayo, Douglas McGregor and Abraham Maslow, and Herbert Simon.

A detailed synthesis of Hawthorne experiments, Management by objectives (MBO), and Organizational behavioral approach (Chester Barnard), and Rationality in decision making.

Human Behavior at work: Need hierarchy theory, and X & Y Theory.

UNIT IV

Modern Approach to management thought: Management science approach, Systems approach and Contingency approach.

Application of statistics and optimization models to management activities, Management as Open System (Trist), Management as Closed System (Rice),

Organisational Change (Lawrence), Management as information Systems (Lorsch) and Socio-responsibility approach (Thompson).

Recent advances in understanding human behavior: Ouchi' Z-theory, and McKinsey 7's framework, Peter Waterman's Search of Excellence.

References:

1. George, Claude, S., The History of Management Thought, New Delhi, Prentice Hall of India 1987.
2. Pollard, Harold R., Development in Management Thought, London: Heinemann, 1984.
3. Singh, R.N., Management Thought and Thinkers, New Delhi: Sultan Chand & Sons, 1986.
4. Wren, Daniel A., Evolution of Management, New York: McGraw Hill, 1985.
5. Moddie, A. D., Explorations in Management Development, All India Management Association, New Delhi, 1976.
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9. Davis Herbert J., Chaterjee Sameet and Heuer Mark, Managing India: Trends and Transition, Response Books, Sage Publications, New Delhi 2005.

PAPER MP 104 & 105 : 1. MARKETING

MANAGEMENT UNIT I:

Approaches to the study of Marketing – Conceptual foundation of Marketing – Modern

concepts of Marketing – New horizons of Marketing – Marketing systems – Marketing

functions – Marketing

Environment. UNIT II:

Market Segmentations – Marketing mix –Product mix – product pricing – Sales promotion

– Advertising and Personal selling.

UNIT III:

Consumer Behavior – Marketing Research – Market information systems –

Consumer Relationship Marketing (CRM) – Consumer rights – Consumer protection council – Functions.

UNIT IV:

Physical Distribution – Channels of Distribution – Physical Distribution Management

Role of Physical Distribution in

India. UNIT V:

Agricultural Marketing – Importance – Special Characteristics – Marketing

Finance, Marketing agencies – Regulated Marketing in India – Co-operative Marketing in India.

REFERENCES:

1. Gandhi .J.C, “Marketing”, Tata McGraw Hill, New Delhi.
2. William J Stanton, “Fundamentals of Marketing”, Tata McGraw Hill, New Delhi.
3. Philip Kotler, “Marketing Management”, Prentice Hall of India, New Delhi.
4. Memoria.C.B and Joshi .R.L, “Principles and Practices of Marketing in India”.
5. Gupta A.P, “Marketing of Agricultural Goods in India”.

PAPER MP 104 & 105 : 2. FINANCIAL

MANAGEMENT UNIT I

Financial management – meaning – Objectives – Financial Decisions – Functions of financial Manager. Time value of money –Present Value, Future Value and Compound

Techniques

. UNIT II

Cost of Capital – Meaning and Importance – Cost of Debt, Preference Share, Equity Share and Retained Earnings – Weighted Average cost of capital. Capital Budgeting – Meaning – Significance – Methods of Ranking Investment proposals.

UNIT III

Leverage – Meaning – Financial Leverage – Operating Leverage – EBIT and EPS Analysis. Capital Structure – Theories of Capital Structure Determinants of Optimal Capital

Structure

. UNIT

IV

Dividend Theories – Walter’s Model, Gordon, Modigliani and Miller’s Model – Forms of Dividends – Factors determining Dividend Policy – Stability of Dividend Policy.

Working Capital Management – Meaning –Objectives – Working Capital Policies – Factors Affecting working Capital Requirements – Forecasting of Working Capital Requirements Sources of working Capital.

UNIT V

Management of Working Capital Components – Cash Management – Inventory Management - Receivable Management. Reports of Various Working Capital Committees.

REFERENCES:

1. Prasanna Chandra, “Financial Management”.
2. Pandey I.M, “Financial Management”.
3. Van Horne, “Fundamentals of financial Management”.
4. Gitman .J, “Principles of Managerial Finance”.
5. Maheswari.S.N, “Management Accounting & Financial Management”.
6. Khan & Jain, “Financial Management”.

Note: The Question Paper shall covers of 50% Theory and 50% Problems.

PART-1 MP 04 & 105 : 3.CAPITAL MARKET

ANALYSIS UNIT I

Meaning of Investment - Importance of Investment - Factors influencing Investment - Features of Investment Programme - Investment Process - Investment Media, Development of financial system in India – Financial Markets – Financial Institutions – Recent Development

s. UNIT II

Structure of Capital Market – Methods of new issue – Stock Exchanges in India – SEBI and its Role – BSE, NSE – Credit Rating – Recent Trends in Capital Market.

UNIT III

Valuation of bonds, Debentures, Preference Shares and Equity Shares LIC – UTI Provident Funds – Mutual Funds – National Savings Schemes – Merchant Banking. UNIT IV

Fundamental Security Analysis – Economic analysis – Industry Analysis Company Analysis – Technical Analysis – Basic Theories of Technical Analysis. UNIT V

Portfolio Analysis – Scope – Morkowitz Theory – Sharpe single index model – Efficient

Frontier – Portfolio Selection – Risk and Return – Types of Portfolio – Portfolio Evaluation

and Portfolio Revision – Formula

Plans. REFERENCES:

1. Prasanna Chandra, “Investment Management”
2. Francis Cherunilam, “Investment Management”
3. Bhalla .V.K, “Investment Management”
4. Dr. Preethi Singh, “Investment Management”
5. Dr. Avadhani, “Financial Markets and Institutions”
6. Fischer and Jordan, “Security Analysis and Portfolio Management”. Note: Question Paper shall Covers of 50% Theory and 50% Problems.

PAPER 1 MP 04 &105 – 4. BANKING AND FINANCIAL

SERVICES UNIT – I:

Banking Business in India-Financial services rendered by organized sector-Class Banking v/s Mass Banking-Commercial Banking functions-Micro credit-Emphasis on Rural

Development and Agricultural

lending. UNIT – II:

Central bank- functions-Role of RBI in Banking Sector-State Bank of India – Objectives and Progress. Risk Management –Credit Risk, Market risk and Operational risk-

Basel II- Requirements on Capital Adequacy and 3 pillar Approach-Asset Liability Management

t. UNIT –

III:

Merchant Banking-Progress of Merchant Banking in India-Export Finance-Pre Shipment-post shipment Credit-RBI & Export Finance- Exim bank.

Private Sector Banks v/s

Public Sector Banks-Mergers and Acquisitions-

Consolidation. UNIT – IV:

Priority Sector lending in Banks-Small Scale Industries & Tiny Sector-

Functions of DICGC. Services of banks – Tele Banking Credit Card-ATM – Core Banking in India.

Impact of Globalization on Banking Services.

UNIT – V:

Project Evaluation – Technical Feasibility - Commercial Feasibility-

Financial Feasibility Ratio Analysis-Break-Even Analysis- Working Capital

Analysis-Risk Analysis-

Profitability

Analysis.

REFERENCES:

1. Radhaswami.M & Vasudevan.S.V “Banking” Schand & Co Ltd.
2. Saravanavel.P, “Modern Banking in India and Abroad”, Margan Publications.
3. Suba Rao, Himalaya.P, “Principles and Practice of Bank Management” Publishing House
4. Vasanth Desai “Development Banking Issues and Options”
5. “Journal of the Indian Institute of Bankers” Special Issues
6. K.P.M Sundaram Sultan, “Money Banking, Foreign Exchange & International Trade”. S.Chand & Sons.

PAPER MP 104 & 105: 5. INTERNATIONAL MARKETING

UNIT – I Features of India’s Foreign Trade –Recent Trends in India’s Exports – Govt.

of India’s Import and Export Policy and Regulation thereof – Import and Export Control act – Govt’s Policies and Regulation thereof – Benefits from International Trade – Trade and Economic Development – the prospects for the developing Countries.

UNIT – II

Export Promotion Measures – Institutional Arrangements- Financial and Non-Financial Incentives – Import and Export Procedures – Documentation – Types of Invoices – Letters of Credit – Bill of Lading – Bill of Entry – Trade Policy and Balance of Payment of Developing Countries – Methods of Protection – Nominal and Effective rates of Protection – Agreements for Protection.

UNIT –III

Features of overseas sales contract – Important Clauses –Preparation of Goods for Dispatch – Preshipment Inspection – Formalities at the port of Shipment and Customs Clearance-Services of Shipping Agents – Financing of Import and Exports – EXIM bank

UNIT – IV

Safeguards against Risks in Foreign Trade. Significance of Marine Insurance ECGC – Air Cargoes- Special Features – Sources of Imports – Canalization ofImports through Public Sector Corporations.

UNIT-V

Foreign Exchange – Rate of Exchange – Foreign Exchanges Regulations in India- Authorized Dealers – Money Changers – Foreign Exchange dealings by Commercial Banks – Factors influencing Exchange Rate – Commercial Rate of Exchange – Cross Rate of Exchange.

REFERENCES:

1. Varshney “International Marketing”
2. Market Kulkarni, “Foreign trade & Development”
3. Agarwal, “Export Methods”
4. Chaudhari, “Finance of Foreign Trade and Foreign Exchanges”.
5. Balagopal, “Export Marketing”
6. Chatterjee, “Principles of Foreign Exchange”.
7. Francis Cherunilam, “Export Trade”

PAPER MP 104 & 105: 6. MANAGEMENT INFORMATION SYSTEM UNIT-1

Management Concept – Information Concept- System Concept- Management Information System: Planning, Designing and Implementing MIS- Using Information Technology in MIS.

UNIT II

Type of Information System- TPS, MSS, MRS, DSS, EIS, AI, ERP and Office Automation- Information System for Managerial Functions - Information System for Business: Production, Marketing, Finance, Accounting, Human Resources, Pay Roll and Inventory.

UNIT III

Computer based Information System - Computer Hardware: Input, Output and Storage Devices - Computer Software: System Software and Application Software - Computer Programming - Programming Languages- Recent trends in Hardware and Software.

UNIT IV

Data Base - DBMS - Communication: Methods and Media – Telecommunication System – Network - Types of Network. UNIT V

E-Business - Function of E-Business - Developing E-Business Strategies- Implementing E-Business

System. REFERENCES:

1. James O'Brien, "Management Information Systems".
2. Gupta .S.K, "Management Information Systems".
3. Sadagopan "Management Information Systems".
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5. Kenneth .C.Laudon & Jane P.Laudon, "Management Information Systems".
6. Stephen Haag, Marvl Cummings, Amy Phillips, "Management Information Systems".Tada McGraw Hill, 6th Edition.

PAPER MP 10 4 & 105 : 7. ACCOUNTING AND
TAXATION UNIT I

Accounting Concept - Convention and principles - Scope for Accounting
Information- Users information needs – Inter relationship between Financial,
Cost and
Management

Accounting. UNIT II

Role of Accounting Association & Institution - Accounting Standards -
International Accounting Standards - Accounting for price level changes -
Analysis of Financial statements
- Corporate Governance

UNIT III

Meaning & need for Human Resource Accounting - Objectives and
Significance of Human Resource Accounting- Methods of Human Resources
Accounting - Human Resources Accounting in India-Computerized
Accounting and Software Packages.. UNIT IV

Basic Concept in Income tax – Income – Assesses - Previous year - Assessment year
–Person - Residential Status - Exempted Incomes - Computation of Income
form Salary, House Property, Business & Profession, Capital Gains and Income
from other Sources.

UNIT V

Deduction from Gross Total Income - Set off and Carry forwarded of
losses - Assessment of Individuals.

REFERENCES:

1. Porwal .L.S, “Accounting Theory An Introduction”
2. Shukla .M.C & Grewal .T.S “Advanced Accounting”
3. Khan and Jain “Advance Accounting”
4. Bhattacharya “Accounting for Management”
5. Dr.Vinod K. Singania, “Tax Man”
6. Gaur.V.K, and Narang K.L, “Income Tax Law and Practice”
7. Mehrotra .H.C and Goyal, “Income Tax Law and Practice”.

PAPER MP 104 &105: 8. INSURANCE AND RISK

MANAGEMENT UNIT I

Definition – Nature and Function of Insurance – Principles of Insurance – Evolution of Insurance kinds – Insurance Organization in India – Use of Insurance – essentials of insurance contract – Difference between different types of Insurance Contract.

UNIT II

Nature of Life Insurance contracts – Classification of Policies; According to duration – Premium Payment Participation in Profit – Number of Lives Covered – Method of Payment of Claim Amount on Non-Convention Policies ANNUITIES – Calculation of Premium –Lapses and Renewals – Surrender Values life Insurance for the under privileged –Claims –Double Insurance.

UNIT III

Risk: Selection of Risk – Factors Affecting Risk – Sources of Risk – Information Classes of Risk – Methods of Risk Classification – Measurement of Risk – Mortality Table –Construction – Types – Types and Treatment of Sub-Standard Risk – Conditions Relating to Commencement of Risk.

UNIT IV

Marine Insurance: Origin – Definition - Features – Kinds of Policies – Clauses in Policy Premium Calculation – Marine Loss – Settlement of Claims Progress of Marine Insurance Business in India. Fire Insurance: Features – Kinds of Policies – Policies Conditions Rate Fixation – Surveys and Inspection – Payment of Claims – Reinsurance –Renewals Progress of Fire Insurance.

UNIT V

Miscellaneous Insurance: Motor Insurance – Burglary Insurance – Agricultural Insurance – Personal Accident and Sickness Insurance – Aviation Insurance – Rural Insurance in India – Urban Non Traditional Insurance. IRDA – Private and Foreign Insurance Companies in India.

REFERENCES:

1. Arifkhon M “Theory and practices of Insurance Education”, Book House, Aligah.
2. Kothari and Bahi, “Principles and Practices Insurance”.
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4. Srinivasan M.N, “Principles of Insurance Law”, Ramanuj Publishers, Bangalore.
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PAPER MP 104 &105: 9. HUMAN RESOURCE

MANAGEMENT UNIT I

Human Resource Management – Meaning –Definition –Importance-
Historical perspective of the personnel function – Scope of Human Resource
Development – Functions – Manpower planning –Executive resources
planning- New Trends in HRD. HRD Education – corporate application-
Evaluation HR

Management

UNIT II

Human Resource Planning – Steps in the Human Resource Planning
Process- Selection- Recruitment –
Training and its types- Principles of Training- Organization Development-
Performance appraisal-

Promotion. UNIT III

Role of psychology in HRD and Management – Industrial psychology-
Human Relations, Employees morale- Measures to improve morale- Job
Satisfaction – Motivation – Theories – Leadership –Theories –Group
Dynamics.

UNIT IV

Individual and Personality – Characteristics and Traits of Personality-
Personality Development –Theories of Personality - Learning Importance and
Types of Learning. Trade Unions and worker Satisfaction in Management.

UNIT V

Introduction and Significance of Customer Relationship Management- Strategies for
Building

Relationship – Effective Customer Communication System – Developing Customer
Satisfaction Index –Building Customer Relationship

Management. REFERENCES:

1. N. S Gupta , “Organization Theory and Behavior”, Himalayas Publishing
House, New Delhi.
2. Rudrabasavaraj, “Dynamics for Personnel Administration” Himalayas Publishing
House, New Delhi.
3. CB Memoria, “Industrial Relations”
4. Dale Yoder, “Personnel Management and Industrial Relations”
5. Michael, “Organizational Behavior & Management Effectiveness”
6. Fred Luthans, “Organizational Behavior”
7. H.Peeru Mohamed & A Sagadevan, “Customer Relationship Management”,
Vikas publication.

PAPER MP

104 & 105: 10. ENTREPRENEURIAL

DEVELOPMENT UNIT I

The Entrepreneurial Culture and Structure – Competing Theories of Entrepreneurship

–

Entrepreneurial Traits – Types – Behavioral Patterns of Entrepreneurs –
Entrepreneurial Motivation – Establishing Entrepreneurial Systems – Ideas
Processing, Personnel – Financial – Information and Intelligence, Rewards and
Motivation – Role of Industrial Fairs.

UNIT II

Search for a Business Idea, Sources and Selection – Project Classification and
Identification –
Constraints – Features of Ancillary Units, Consumer Products, Feasibility
Prospects, Project Objectives, Design and Appraisal Format for Report – Net-
work Analysis (PERT, CPM) , Activity Performance – Time Schedules- Factory
Design – Design Requirements.

UNIT III

Financial Analysis – Capital Cost, Operating Cost Estimation and Budgeting
under uncertainty

Risk and Inflation – Performance Profit and Loss, Balance Sheet- Cash Flow
Statement – Social Cost Benefit, Analysis, Sources of Project Finance, Credit
Facilities- Type – Evaluation by Financial Institutions – Role
of Consultancy Organizations – Uses of Leasing Arrangements – Institutions
Providing Technical, Financial and Marketing

Assistance. UNIT IV

Marketing Channel – Selection Channel Members – Setting Quality Standards-
Channel Recruitment Strategies. Entrepreneurship Development Programmes in
India

– Prospects.

UNIT V

Steps for Starting a Small Industry – Selection of Types of Organization –
Incentives and

Subsidies – Central Govt. Schemes and State Govt. Schemes, Incentives to
SSI – Registration,

Registration and Licensing Requirements for Sales Tax , CST, Exercise Duty, Power
Exploring Export

Possibilities – Incentives for Export – Imports – Import of Capital Goods and Raw
Materials – Success and Survival.

REFERENCES:

1. N .S Gupta, “Organization Theory and Behavior”, Himalayas Publishing
House, New Delhi
2. Rudrabasavaraj, “Dynamics for Personnel Administration” Himalayas Publishing
House, New Delhi
3. Joseph M Putti, “Personnel Management” S. Chand
4. Michael, “Organizational Behavior & Management Effectiveness”
5. Peeru.H Mohamed & Sagadevan . A, “Customer Relationship Management”, Vikas
Publication.
6. Badi.K & Badi, “Entrepreneurship Development”