



**PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)**

**(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)**

**FACULTY OF BUSINESS MANAGEMENT AND COMMERCE**

**OUTLINES OF TESTS SYLLABI AND COURSES OF READING**

**FOR**

**UIAMS**

**MASTER OF BUSINESS ADMINISTRATION  
(BANKING AND INSURANCE MANAGEMENT)**

**FOR THE EXAMINATION 2012-13**

## SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE EXAMINATION OF 2012-13

*Note:*

1. *Examination in each subject will be of 3 hours duration.*
2. *Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.*

**Instructions to the paper setters:**

*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B:* Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA (BANKING AND INSURANCE MANAGEMENT)

#### FIRST SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBABI-1001	PRINCIPLES AND PRACTICES OF MANAGEMENT	4	100
MBABI-1002	MANAGERIAL ECONOMICS	4	100
MBABI-1003	ACCOUNTING FOR MANAGEMENT	4	100
MBABI-1004	BUSINESS STATISTICS	4	100
MBABI-1005	ORGANIZATIONAL BEHAVIOUR	4	100
MBABI-1006	LEGAL AND ETHICAL ASPECTS OF BUSINESS	4	100
MBABI-1007	WORKSHOP ON INFORMATION TECHNOLOGY AND SYSTEMS	2	50
MBABI-1008	WORKSHOP ON SOFT SKILLS	2	50
<b>TOTAL</b>		<b>28</b>	<b>700</b>

#### SECOND SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBABI-2001	BUSINESS ENVIRONMENT	4	100
MBABI-2002	FINANCIAL MANAGEMENT	4	100
MBABI-2003	PRINCIPLES OF MARKETING	4	100
MBABI-2004	HUMAN RESOURCE MANAGEMENT	4	100
MBABI-2005	WORKSHOP ON MANAGEMENT INFORMATION SYSTEMS	2	50
MBABI-2006	SEMINAR ON RESEARCH METHODOLOGY	2	50
<b>SECTORAL SUBJECT – 1</b>			
MBABI-2007	PRINCIPLES AND PRACTICES OF BANKING	4	100
<b>SECTORAL SUBJECT – 2</b>			
MBABI-2008	PRINCIPLES OF INSURANCE	4	100
MBABI-2009	SUMMER TRAINING AND VIVA-VOCE*	4	100
MBABI-2010	COMPREHENSIVE VIVA-VOCE**	4	100
<b>TOTAL</b>		<b>36</b>	<b>900</b>

*\*At the end of the examination of 2<sup>nd</sup> Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3<sup>rd</sup> Semester.*

*\*\*Comprehensive Viva-Voce of 2<sup>nd</sup> Semester would be based on papers taught in 1<sup>st</sup> and 2<sup>nd</sup> Semester.*

**Note:** -The student has to opt for two functional subjects in the 3<sup>rd</sup> Semester out of the papers offered.

### THIRD SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBABI-3001	PROJECT PLANNING AND ANALYSIS	4	100
MBABI-3002	OPERATIONS RESEARCH AND TOTAL QUALITY MANAGEMENT	4	100
<b>SECTORAL SUBJECT – 3</b>			
MBABI-3003	INTERNATIONAL BANKING AND E-COMMERCE	4	100
<b>SECTORAL SUBJECT – 4</b>			
MBABI-3004	MANAGEMENT OF BANKING SERVICES OPERATIONS	4	100
<b>SECTORAL SUBJECT – 5</b>			
MBABI-3005	LIFE AND GENERAL INSURANCE	4	100
<b>FUNCTIONAL SUBJECT – 1</b>			
MBABI-M-3006	MARKETING RESEARCH AND CONSUMER BEHAVIOUR	4	100
MBABI-F-3007	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		
MBABI-H-3008	INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
MBABI-O-3009	SUPPLY CHAIN MANAGEMENT		
<b>FUNCTIONAL SUBJECT – 2</b>			
MBABI-M-3010	ADVERTISING AND SALES MANAGEMENT	4	100
MBABI-F-3011	STRATEGIC COST MANAGEMENT		
MBABI-H-3012	ORGANISATIONAL DEVELOPMENT		
MBABI-O-3013	ADVANCED PRODUCTION MANAGEMENT		
	<b>TOTAL</b>	<b>28</b>	<b>700</b>

**Note:-** The student has to continue with the functional group opted by him/her in the 3<sup>rd</sup> Semester and opt for two papers out of the papers offered.

#### FOURTH SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBABI-4001	STRATEGIC MANAGEMENT	4	100
MBABI-4002	SEMINAR ON CORPORATE GOVERNANCE	2	50
MBABI-4003	WORKSHOP ON DEVELOPING ENTREPRENEURIAL SKILLS	2	50
MBABI-4004	RESEARCH PROJECT*	4	100
MBABI-4005	COMPREHENSIVE VIVA-VOCE**	4	100
<b>SECTORAL SUBJECT – 6</b>			
MBABI-4006	REGULATORY FRAMEWORK OF BANKING AND INSURANCE	4	100
<b>SECTORAL SUBJECT – 7</b>			
MBABI-4007	MARKETING OF FINANCIAL SERVICES	4	100
<b>SECTORAL SUBJECT – 8</b>			
MBABI-4008	RISK MANAGEMENT	4	100
<b>FUNCTIONAL SUBJECT – 3</b>			
MBABI-M-4009	INTERNATIONAL BUSINESS MANAGEMENT	4	100
MBABI-F-4010	INTERNATIONAL FINANCIAL MANAGEMENT		
MBABI-H-4011	INDUSTRIAL RELATIONS AND LABOUR LAWS		
MBABI-O-4012	ENTERPRISE RESOURCE PLANNING		
<b>FUNCTIONAL SUBJECT – 4</b>			
MBABI-M-4013	INDUSTRIAL AND RURAL MARKETING	4	100
MBABI-F-4014	MANAGEMENT OF FINANCIAL SERVICES		
MBABI-H-4015	PERFORMANCE MANAGEMENT		
MBABI-O-4016	PRODUCTIVITY MANAGEMENT		
<b>TOTAL</b>		<b>36</b>	<b>900</b>

\*Research Project will start from 3<sup>rd</sup> Semester. However, marks for this project will be counted in the 4<sup>th</sup> Semester only.

\*\* Comprehensive Viva-Voce in the 4<sup>th</sup> Semester will be based on papers taught in 3<sup>rd</sup> and 4<sup>th</sup> Semesters.

**Objectives:** The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

**SECTION - A**

**Management:** Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

**SECTION - B**

**Evolution of management thought,** Contribution made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Likert and McGregor, Peter F. Drucker, M.E. Porter.

**Schools of Management:** Scientific Management, Human Behaviour, Mathematical School, Systems Approach of Management.

**SECTION - C**

**Planning:** Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

**Decision-Making:** Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

**Organizing:** Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

**SECTION - D**

**Coordination:** Need, factors which make coordination difficult, techniques to ensure effective coordination.

**Control:** planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

**Suggested Readings:**

1. Harold Koontz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill
2. Stoner, Freeman, Gilbert Jr.: Management Prentice Hall India.
3. Heinz Weihrich & Harold Koontz: Management (A Global Perspective), Tata McGraw Hill.
4. Stephen Robbins & Coulter: Management Prentice Hall India.
5. Richy W.Griffin: Management, AITBS Publishers.
6. Terry & Franklin: Fundamentals of Management, Pearson Education.
7. B.S. Moshal: Principles of Management, Ane Books.

**Objectives:** To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The object presents the foundation to understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

**SECTION – A**

**Introduction to Managerial Economics:** Nature Scope and Importance of Managerial Economics.

**Basic Concepts in decision making:** Opportunity cost principle, incremental principle, time element in decision making.

**Distinction between micro and macroeconomics.**

**SECTION – B**

**Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.

**Theory of Consumer Behavior:** Cardinal Utility Approach and Ordinal Utility (Indifference Curves) Approach.

**Elasticity of Demand:** Concept, Types, Measurement and importance.

**Demand Forecasting:** Sources of Data Forecasting-Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices.

**SECTION – C**

**Production Function:** Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale.

**Cost concepts and Analysis:** Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

**Revenue Curves:** Concept and Types.

**SECTION – D**

**Perfect Competition:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run.

**Monopoly:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run, Price Discrimination.

**Imperfect Competition:** Monopolistic Competition – Price output determination in short and long run, Product variation and selling expenses behavior, Oligopoly – Characteristics, Price Rigidity, Interdependence, the Cournot Model, Cartels and Collision, Price leadership, Behavioural theory of the firm, Managerial Theory of the firm.

**Suggested Readings:**

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. V. Panduranga Rao: Microeconomics-IBS Publication
4. Keat: Economic Tools for Today's Decision Makers, Pearson Education
5. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons.
6. K.K. Dewett: Modern Economic Theory, Sultan Chand and Sons
7. Mote, Paul Gupta: Managerial Economics, Vikas Publisher
8. A. Koutsoyiannis: Modern Microeconomics, McMillan
9. R.L. Varshney & K. L. Maheshwari: Managerial Economics, Sultan Chand and Sons

**Objectives:** The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

#### **SECTION – A**

**Accounting:** Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards.

**Branches of Accounting:** Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.

Rules regarding Journal Entries, Recording of Journal Entries, Ledger Posting, Cash book, Trial Balance, Preparation of Final Accounts, Trading Account, Profit & Loss Account, Balance Sheet, Treatment of Adjustments into trial balance.

#### **SECTION – B**

**Meaning of Management Accounting:** Nature, Scope, Objectives, Functions of Management Accounting, Relationship between Financial and Management Accounting, Meaning of Financial Statement, Importance and Limitations of Financial Statement, Meaning and Objectives of Financial Statement Analysis, Limitation of Financial Analysis.

**Tools of financial analysis:** Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

#### **SECTION – C**

**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making.

**Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing.

**Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

#### **SECTION – D**

**Price Level Accounting:** Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages,

**Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches.

**Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

#### **Suggested Readings:**

1. Charles T. Horngren, Gary L. Sundem, John A. Elliott and Donna Philbrick: Introduction to Financial Accounting, Prentice Hall India.
2. Hanif Mukherjee: Financial Accounting, Tata McGraw Hill
3. Charles T. Horngren, Jeff Schatzberg, Gary L. Sundem and William O. Ostratton: Introduction to Management Accounting, Pearson Education.
4. Hilton Ronald: Managerial Accounting, McGraw Hill Professional
5. Charles T. Horngren, Srikant M. Datar and George Foster: Cost Accounting- A Managerial Emphasis, Prentice Hall India.
6. N.R.Swamy: Financial Accounting-A managerial Perspective, Prentice Hall India.
7. J.R. Williams, S.F. Haka, M.S. Bettner and R.F. Meigs: Financial and Managerial Accounting – The Basis for Business Decisions, Tata McGraw Hill.

**Objectives:** Decision Making is a simple function of Management. Data need to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis

**SECTION - A**

**Classification of data and construction of Frequency Distribution:** Graphic Presentation of Data.

**Introduction of Descriptive Statistics:** Measures of Central Tendency, Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

**Index Numbers:** Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

**SECTION - B**

**Theory of Probability:** Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation.

**Theoretical Distributions:** Binomial, Poisson and Normal Distribution.

**SECTION - C**

**Statistical Inference:** Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

**Theory of Estimation:** Point and Interval Estimation, Construction of Confidence Limits for Mean.

**Testing of Hypothesis:** Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means),  $\chi^2$  - (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

**SECTION - D**

**Correlation Analysis:** Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

**Regression Analysis:** Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

**Time Series Analysis:** Components, Measurement of Trend by Least Squares Method, Straight Line and Quadratic Trend, Importance of Time Series Analysis in Managerial Decision Making.

**Suggested Readings:**

1. J.K. Sharma: Business Statistics, Pearson Publication.
2. Amir D Aczel & Sounderpandian: Complete Business Statistics, Tata McGraw Hill.
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
4. U.K. Srivastava, Shenoy & Sharma: Quantitative Techniques for Management, New Age International.
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
6. M.P. Gupta & S.P. Gupta: Business Statistics, Sultan Chand and Sons.
7. R.S. Bhardwaj: Business Statistics, Excel Publishers.
8. S.P. Gupta: Statistical Methods, Sultan Chand and Sons.
9. Murray R. Spiegel & Larry J. Stephens: Statistics, Schaum's Outlines, Tata McGraw Hill.



**Objective:** The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

### **SECTION – A**

**Introduction to OB:** Contributing fields to OB, OB in the context of globalization.

**Learning and Behavior Management:** Biographical characteristic, ability, job fit, learning theories, process of behavior modification.

**Values, Attitudes and Job Satisfaction:** The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.

**Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

### **SECTION – B**

**Personality:** The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.

**Motivation:** Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.

**Group Dynamics:** Types of Groups, Stages of Group Development: The Five-Stage Model, The Punctuated Equilibrium Model, Teams in the Modern Workplace, Teams vs Groups - Types of Teams, Group decision, making.

**Communication:** Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations.

### **SECTION – C**

**Leadership:** Understanding Leadership, Leadership Theories - Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles - Level 5 leadership, Transactional and Transformational Leadership.

**Power & Politics:** Definitions of Power, Bases of Power, Power Structure and Blocs, Impression Management, Factors that influence political behavior in organizations.

**Conflict & Collaboration:** Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management.

### **SECTION – D**

**Stress Management:** Concept of stress, Sources of stress, Effects of stress on humans, Management of Stress.

**Management of Change:** Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a toll for introduction of change.

**Organizational Design:** Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness.

### **Suggested Readings:**

1. S.P. Robbins: India Organizational Behavior, Prentice-Hall.
2. Keith Davis: Human Behaviour at work, Tata McGraw Hill.
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
4. K. Ashwatappa: Organizational Behaviour , Himalaya Publishing House.
5. F. Luthans: Organizational Behaviour, McGraw Hill.
6. U. Pareek: Understanding Organizational Behaviour, Oxford University Press.
7. P. Weiss: Organizational Behaviour and Change, West Group Publication.

**Objectives:** The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

#### **SECTION – A**

**The Indian Contract Act, 1872:** Nature and kinds of contracts, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object and Consideration, Void Agreements, Contingent Contracts, Discharge of Contracts, Remedies for Breach of Contract, Quasi Contract, Contracts of Indemnity and Guarantee, Contract of Bailment and Pledge, Contracts of Agency.

**The Sale of Goods Act, 1930:** General Principles, Conditions and Warranties, Transfer of property in goods, Transfer of title, Performance of contract of sale, Rights of unpaid seller, Miscellaneous.

#### **SECTION – B**

**Indian Companies Act, 1956:** Definition and nature of Company, Kinds of Companies, Formation of Company, Memorandum of Association, Articles of Association, Prospectus, Share and share capital, Membership in a Company, Transfer and Transmission of shares, Company meetings, Directors of a Company, Dividends and Interest, Accounts and Audit, Borrowing Powers, Majority Powers and Minority Rights, Winding up.

**The Consumer Protections Act, 1986:** Introduction, Consumer Protection Councils, Consumer Disputes Redressal Agencies.

#### **SECTION – C**

**Business Ethics:** Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

#### **SECTION – D**

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

#### **Suggested Readings:**

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
4. Meenu Paul: Labour & Industrial Law, Allahabad Law Agency.
5. S.N. Mishra: Labour & Industrial Law, Central Law Publications.
6. P.L. Malik: Industrial Law, Eastern Book Company.
7. S.C. Srivastva: Industrial Relations and Labour Laws, Vikas Publishing House.
8. T.L. Beauchamp and N.E. Bowie: Ethical Theory and Business, Prentice Hall India.
9. J.R. Boatright: Ethics and the Conduct of Business, Pearson Education.

**Objectives:** This course offers a good understanding of basics of Information Technology. The students will develop proficiency in the use of personal computers. The curriculum designed to provide required expertise in the use of personal computer.

### **SECTION – A**

**Introduction to Computers:** Classification of computers, Components of Computer System, Introduction to High level and low level languages. **Software:** System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

### **SECTION – B**

**MS Word:** Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes , Mail Merge Tool.

### **SECTION – C**

**MS Excel:** Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

**Data Structures and Descriptive Statistics:** Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample *t*-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

### **SECTION – D**

**MS Power Point:** Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.

**Computer Security:** Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

### **Suggested Readings:**

1. P.K.Sinha: Computer Fundamentals, BPB Publications.
2. A. Leon & A. Leon: Internet for Everyone, Vikas Publishing House.
3. Curtin, Foley, Sen & Morin: Information Technology, Breaking New Wave.
4. Ron Mansfield: Compact guide to MS-Office, BPB Publication.
5. V.K. Jain: Information Technology, Atlantis.
6. D. Anfinson & K. Quamme: Information Technology Essentials, Pearson Education.

**Objective:** To encourage the all round development of students by focusing on soft skills and to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition and practice.

**SECTION – A**

**Meaning and importance of communication in business:** Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

**Presentations, Book Reviews and Summaries**

**SECTION – B**

**Time Management and Goal Setting:** Identification of Time Wasters, Prioritisation of Work (ABC Method), Goal Setting.

**Listening Skills:** Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.

**Team Assignment:** Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

**SECTION – C**

**Stress Management:** Symptoms of Stress, Coping Approaches.

**Report Writing:** Process, Structure and Layout.

Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

**SECTION – D**

**Interpersonal Skills:** Negotiations, social skills, assertive skills, cross-cultural communications.

**Leadership Skills:** Concepts of leadership, leadership styles, insights from great leaders.

**Suggested Readings:**

1. Lesikar, Petit & Lesikar's: Basic Business, Tata McGraw Hill
2. Poe & Fruchling: Basic Communication, AITBS.
3. Taylor: English Conversion Practice, Tata McGraw Hill.
4. Diwan & Aggarwal: Business Communication, Excel Books.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
6. B.L. Courtland and J.V. Thill: Business Communication Today, Pearson Education.
7. H.A. Murphy, W. Hilderbrand and P.J. Thomas: Effective Business Communication, Tata McGraw Hill Companies.

**Objectives:** The objective of the subject is to provide an insight to the students about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another major aim of this subject is to help the management students identify economic trends and business currents that affect individual firms and the wider industry.

**SECTION – A**

**Economic Environment:** Economic Environment of Business, Non- economic Environment of Business- Politico legal environment of business, Critical elements of socio – cultural environment, emerging rural sector in India and Indian Business, Social responsibility of business, Consumerism in India, Techniques of Environmental Scanning, Environmental Scanning of some important industries.

**SECTION – B**

**Economic Planning in India:** Objectives, Strategies and Evaluation of current Five Year Plan, Public Sector in India, Privatization and Disinvestment, New Economic Policy-Liberalization and Structural Adjustment Programmes, Economic Systems.

**SECTION – C**

**Economic Policies in India:** Monetary Policy as an instrument of growth, Fiscal Policy and Indian business, Industrial Policy and Industrial Licensing in India, EXIM Policy, MRTP Act, FERA and FEMA.

**SECTION – D**

**International Economic Environment:** Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee

**Suggested Readings:**

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
2. G.Rama Krishna & A.G. Moss V.Suguna: Economic Reforms in India- Retrospect and Prospect, Himalaya Publishing House.
3. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House.
4. R.V. Badi: Indian Business Environment, Himalaya Publishing House.
5. Francis Cherunilam: Global Economy and Business Environment, Himalaya Publishing House.
6. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
7. I.J. Ahluwalia: Industrial Growth in India, Oxford University Press.
8. S. Chakravarthy: Development Planning, Oxford University Press.

**Objectives:** The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

**SECTION - A**

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics.

**Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

**Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

**SECTION - B**

**Capital Structure:** Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis, Capital Structure and Taxation.

**Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

**Management of Working Capital:** Meaning of WC, Need of WC Management, Determinants of WC, Operating Cycle, Estimation of WC, Working Capital Financing: Trade credit, bank finance, commercial paper, factoring, money market instruments.

**SECTION - C**

**Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance, Short-Term and Long-Term Cash Forecasting.

**Receivable Management:** Meaning, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable.

**Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory Management, Inventory Investment Analysis, Inventory Control System.

**SECTION - D**

**Capital Budgeting:** Meaning, Basic Principles of Costs and Benefits, Investment Criteria, Pay back Method, Accounting Rate of Return Method, Net Present Value Method, Benefit-Cost Ratio, Internal Rate of Return, Capital Rationing, Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

**Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model, Bonus Shares and Stock Splits.

**Corporate Restructuring:** Meaning and forms of corporate restructuring, merger and amalgamation, takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

**Suggested Readings:**

1. I.M. Pandey: Financial Management, Vikas Publishing House
2. Prasanna Chandra: Financial Management, Tata McGraw-Hill Publishing.
3. M.Y. Khan and P.K. Jain: Financial Management-Text and Problems, McGraw-Hill.
4. James C. Van Horne: Financial Management, Pearson Education.
5. Richard A. Brearley and Stewart C. Myres: Principles of Corporate Finance, McGraw Hill.
6. John J. Hampton: Financial Decision Making-Concepts, Problems and Cases, Prentice Hall India
7. P.V. Kulkarni and B.G. Satyaprasad: Financial Management, Himalaya Publishing House
8. Lawrence J. Gitman: Principles of Management, Pearson Education.
9. Jonathan Berk, Peter De marzo, Ashok Thampy: Financial Management, Pearson Education.
10. Vyuptakesh Sharan: Fundamentals of Financial Management, Pearson Education.

**Objectives:** The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

**SECTION – A**

**Introduction to Marketing:** Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix

**Marketing Environment:** Marketing Environment, New Marketing Realities, New Consumer Capabilities, Demographic Environment, Social-Cultural Environment, Natural Environment, Technological Environment and Political-Legal Environment, SWOT analysis.

**SECTION – B**

**Analyzing Markets:** Marketing Research Process, Sources of data collection, factors influencing Consumer behavior, Buying Decision Process, Post-Purchase Behavior, Organizational Buying, Stages in the Buying Process.

**Market Segmentation:** Levels of Market Segmentation, segmenting consumer markets, Niche Marketing, segmenting business markets, Michael Porter's Five Forces Model, Analyzing competitors, strategies for market leaders, Targeting and Positioning.

**SECTION – C**

**Product Decisions:** Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle.

**Pricing Strategies:** Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor's Price Changes.

**SECTION – D**

**Marketing Channels:** Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.

**Marketing Communication:** The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

**Suggested Readings:**

1. P. Kotler, and K.J. Keller: Marketing Management, A South Asian Perspective, Prentice Hall India.
2. V.S. Ramaswamy, & S. Namakumari: Marketing Management, Planning, Implementation and Control, Macmillan.
3. Britt and Boyd (ed): Marketing Management and Administrative Action, Tata McGraw Hill.
4. T.K. Panda: Marketing Management: Text and Cases, Excel Books.
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
6. Douglas, K. Hoffman, et al: Marketing, Best Practices, Thomson South-Western
7. R. Saxena: Marketing Management, Tata McGraw Hill.

**Objectives:** The objective of the paper is to make students aware of the various functions and importance of the Human Resource department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting task for any organization today.

#### **SECTION – A**

**Introduction to HRM:** Meaning, Function, Scope of HRM, Importance of HRM, HRM and HRD a comparative analysis, Line vs. staff authority, Challenges of Human Resource Management.

**Job Analysis and Design:** Concept of Job Analysis and Design, Methods of Job analysis, Job Description , Job Specification, Modern Management Techniques, Flexible Work Arrangements, Competency Mapping.

**Human Resource Planning (HRP):** Definition, Need and Importance of HRP, Process of HRP, Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees.

#### **SECTION – B**

**Recruitment:** Definition and concept of Recruitment, Factors Affecting Recruitment, Sources of recruitment, Internal and External.

**Selection Process-** Steps in the Selection Procedure, Various types of Tests, Selection Interview- Methods and Process (including reference check and medical examination), Placement and induction process.

**Managing Careers:** Concept, Career stages, Career Anchors, Career Development Cycle, Benefits of career planning to individual as well as organization, Internal mobility- promotions, demotions, transfers, Separation and Succession planning.

**Employee Training and Management Development:** Importance and objectives, Distinction between Training and Development, Methods of training and development, Training need analysis, Evaluation of Training.

#### **SECTION – C**

**Performance and Potential Appraisal:** Concept, Objectives of Performance Appraisal, The Appraisal Process, Traditional Methods and Modern Methods of Appraisal (including Management By Objective, 360 degree, Assessment Centre, Balance Scorecard, etc), Pitfalls in Performance Appraisal , Potential appraisal.

**Compensation Management:** Objectives, Methods of Job evaluation, Factors determining compensation and pay rates, Wage and salary administration, Nature and Purpose Minimum Wage, Fair Wage, Living Wage, Basic Kinds of Wage Plans, Elements of a Good Wage Plan, National Wage Policy, Incentive plans and fringe benefits, Short-term Plans, Long-term Wage Incentive Plans.

#### **SECTION – D**

**Industrial Relations:** Concept and purpose of Industrial Relations, Collective Bargaining, Types, Process, Pre-requisites, Issues Involved: Industrial Disputes, Worker Participation in Management, Trade Unions.

**Grievance Handling:** Grievance - Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry, Discipline and disciplinary actions, Dismissal and Discharge of an employee.

**Quality of Work Life:** The Concept of Quality of Work Life (QWL), Strategies for Improving QWL, Family integration processes.

#### **Suggested Readings:**

1. V.S.P. Rao: Resources Management, Excel Publishing
2. Edwin B. Flippo: Personnel Management, Tata McGraw Hill.
3. Dale Yoder: Personnel Management & Industrial Relation, Sir Isaac Pitman & Sons.
4. Arun Monappa & Saiyadain: Personnel Management, Tata McGraw Hill
5. Gary Dessler: Human Resource Management, Pearson Education.
6. K. Aswathappa: Human Resource Management, Tata McGraw Hill.
7. Edwin B. Flippo: Human Resource Management, McGraw Hill.



**Objectives:** This course offers a good understanding of basics of Information Systems. It has been designed to acquaint the students about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise and how IT is helpful in Business.

**SECTION – A**

**Introduction:** Definition & Significance, Foundation of IS in Business, MIS Support for Programmed and Non-Programmed Decision Making, and Model of Decision Making.

**Structure of MIS:** Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS, Systems Concept: Definition of a System, Types of Systems.

**SECTION – B**

**Microsoft Access:** Creating and opening database, Importing data, Tables, keys, Field names, Data types, Relationships, Normalization, Basic Queries Using QBE, ampersand (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform.

Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts, Values on forms as parameters, Action Queries.

**SECTION – C**

**Electronic Commerce Systems:** Introduction, Scope of e-Commerce, Categories of e-Commerce, M-Commerce, E-Commerce Payment Systems.

**Decision Support Systems:** Introduction to DSS, DSS components, Using DSS in What-if-Analysis, Sensitivity Analysis, Goal-Seeking Analysis, Optimization Analysis.

**SECTION – D**

**Introduction to SPSS:** SPSS Basics, Creating and Manipulating Data in SPSS, Printing a Data Set, Generating Descriptive Statistics in SPSS, Generating Graphical Statistics in SPSS, Statistical Models in SPSS, Parametric and Non Parametric Tests, Linear Regression, Correlation, Analysis of Variance.

**Suggested Readings:**

1. James A O'Brien: Management Information Systems, Tata McGraw Hill.
2. Microsoft: MS Access User's Manual.
3. SPSS Inc.: SPSS Base 16.0 User's Guide.
4. K.C. Laudon and J.P. Laudon: Management Information Systems – Organization and Technology in the Network Enterprise, Prentice Hall India.
5. M.M. Goyal: Management Information Systems: Managerial Perspectives, McMillan.
6. R.D. Murdick & J.E. Claggett: Information Systems for Modern Management, Prentice Hall India.
7. G. Davis & M.H. Olson: Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill.
8. E. Turban, J. E. Aronson, T. Liang: Decision Support Systems & Intelligent Systems, Dorling Kindersley India.

**Objectives:** The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills to underpin the approach taken to a work integrated project.

#### **SECTION – A**

**Introduction:** Meaning, Features, Objectives/Motives & types of Research, Defining the Research problem, Research Process, Significance of Research in Managerial decision making.

**Research Design:** Meaning, Characteristics and various concepts relating to Research Design and classification of Research Design, General phases and principles of Research Procedure.

#### **SECTION – B**

**Data Collection:** Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire.

**Sampling Design:** Meaning and need of Sampling and review of Sampling Methods.

**Measurement and Scaling Techniques.**

**Formulation of Hypothesis.**

#### **SECTION – C**

**Data Analysis & Interpretation:** Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

#### **SECTION – D**

**Report writing:** Style/format, contents and essential steps for report writing,

**Role of Computer in Research.**

#### **Suggested Readings:**

1. K.N. Krishna Swamy Appa Lyer Siva KumarM. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
4. Michael Riley et.al: Researching & Writing dissertation in Business & Management, Thomson Learning.
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
6. R. Nandagopal et.al.: Research Methods in Business, Excel Books.
7. William G.Zikmund: Business Research Methods, Thomson South Western Publication
8. C.R. Kothari: Research Methodology-Methods &Techniques, Vikas Publishers.

**Objective:** To familiarize students with the basic principles of Banking sector and throw a light on the changing scenario of banking principles, practices and governance and discuss the perspectives in the current banking environment.

#### **SECTION – A**

**Introduction to Indian Banking System:** Financial Market and its segmentation, Financial System overview, Recent developments in Indian Financial System, Role and Functions of RBI, Introduction to Equity and Debt markets, Historical aspects of Banking in India.

**Commercial & Co-operative Banks:** Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks.

#### **SECTION – B**

**Banker-Customer Relationship:** Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments.

**Banking Sectors in India:** Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries.

#### **SECTION – C**

**Accounts:** Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure.

**Loans and Advances:** Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring.

**Bank Assurance:** Benefits for banks and insurance companies, Mutual funds, their types, Electronic Banking.

#### **SECTION – D**

**Rural Banking:** An introduction, Rural Banking System in India, Reserve Bank of India and its policy, functions of Rural Banks, Financial Inclusion and its current perspective.

**Microfinance:** Trends, Issues & Challenges, Microfinance Institutions in India, Role of Self-help groups.

#### **Suggested Readings:**

1. J.N. Jain & R.K. Jain: Modern Banking and Insurance, Regal Publications
2. A. Ranga Reddy, C. Rangarajan: Rural Banking and Overdues Management, Mittal Publications
3. Madhu Vij: Management of Financial Institutions in India, Anmol Publications.
4. U.C. Patnaik: Rural Banking in India, Anmol Publications.
5. Vasanth Desai: Nature and Problems of Commercial Banking in India, Himalaya Publishing House.
6. V.K. Gupta: Management of Financial Institutions in India, Radha Publications
7. G. Ramesh Babu: Management of Financial Institutions in India, Craft Publishing Company.
8. Vasanth Desai: Indian Banking, Nature and Problems, Himalaya Publications House.

**Objectives:** The course has been designed to develop understanding of basic concepts of insurance, to impart knowledge of life and non-life insurance including reinsurance management to students. It also aims to improve the ability to evaluate the alternative for the purpose of decision making and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.

#### SECTION – A

**Risk Management:** Concept of Risk, Perils and Hazards of Risk, types of risk, source of risk, method of handling risk.

**Introduction of Insurance:** Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario.

**History of Insurance:** Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India.

#### SECTION – B

**Role of insurance in personal financial planning:** Insurance as an investment tool.

**Essentials of Commercial Contracts:** Offer & Acceptance, Features of offer & acceptance.

**Consideration:** Legal capacity to contract, Consensus *ad idem* (Same Mind), Legality of object, features to be discussed in relations with insurance.

**Contracts of various kinds:** Insurance & service contract, Insurance & gambling, other features of an insurance contract.

#### SECTION – C

**Principles of Life Insurance:** Utmost good faith (*Uberrima Fides*), Principle of Insurable interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause.

**Life Insurance Products:** Introduction, Traditional insurance products - Term, Endowment, Whole life, Various Life Insurance Policies of different Insurance Companies.

**ULIPs:** Linked Life Insurance Products, Types, recent trends, ULIP as a tool for financial planning

**Annuity Policy:** Introduction, Basis of Annuity Income, Classification of Annuities, Uses of Annuity, Limitation of Annuity.

#### SECTION – D

**Principles of General Insurance:** Utmost good faith (*Uberrima Fides*), Principle of Insurable interest, Principle of Indemnity, Subrogation clause, Contribution Clause, Warranties, Proximate Cause.

**General Insurance products:** Introduction and Classification of Products.

**Reinsurance:** Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance.

#### Suggested Readings:

1. M N Mishra, S B Mishra: Insurance Principles & Practice, Sultan Chand and Sons .
2. James L Athearn: Risk and Insurance, West Publication Co. (1981)
3. Nalini Prava Tripathy and Prabir Pal: Insurance Theory and Practice, Prentice Hall India.
4. PAS Mani: Life Insurance in India, Western Printers and Publication.
5. George E. Rajda: Principles of Risk Management and Insurance, Pearson Education.
6. William Franklin Gephart: Principles of Insurance, Nabu Press.
7. Sudhir Kumar Jain: Principles of Insurance.
8. P.K. Gupta: Insurance and Risk Management, Himalaya Publishing House.
9. A. Ganguly: Insurance Management, New Age International
10. Derfman S. Mark: Introduction to Risk Management and Insurance, Prentice Hall India.
11. Marrington E. Scott and Niehaus R. Gregory: Risk Management and Insurance, Tata McGraw Hill.

**Objectives:** Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

**SECTION – A**

**Introduction to Project Management:** Objectives of a Project, Need for Project Management, Project Life cycle, Project Management Framework, Steps in Project Planning, Managing Risk, Components of Risk Management.

**SECTION – B**

**Market Analysis:** Market and Demand Analysis, Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting.

**Methods of Demand forecasting:** Time series projection methods & causal methods.

**Technical Analysis:** Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment, Technical arrangements, Environmental aspects.

**Project Costing and Finance:** Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, profitability projections, projected cash flow statement and project balance sheet.

**SECTION – C**

**Project Appraisal:** Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods.

**Risk Analysis:** Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, Application of project appraisal techniques in current environment.

**SECTION – D**

**Project Scheduling/Network Techniques in Project Management:** Concept of EOT, LOT, CPM and PERT Analysis, Float times, Crashing of Activities, Contraction of Network for Cost Optimization.

**Suggested Readings:**

1. M. Patel: Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing.
2. Prasama Chandra: Projects - Planning , Analysis, Selection, Implementation and Review, Tata McGraw Hill.
3. Robert K. Wysocki, Robert, Bick and David B, Crane: Effective Project Management, John Wiley and Sons.
4. E.C. Benjamin: Modern Project Finance-A case book, John Wiley and Sons.
5. S. Gatti: Project Finance in Theory and Practice-Designing, Structuring and Financing Private and Public Projects, Academic Press.
6. I.M.D. Little and J.A. Mirrlees: Project Appraisal and Planning for Developing Countries, Oxford and IBH Publishing Co.
7. P.K. Nevitt and F.J. Fabozzi: Project Financing, Euromoney Books.

**Objective:** To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

**SECTION – A**

**Operations Research:** Introduction to OR- Definition, Characteristics, Scope and Necessity of OR Models- Principles and Types.

**Decision making:** Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

**Modelling with Linear Programming:** Two variable LP Model, Graphical LP solution, Simplex Method and Duality.

**SECTION – B**

**Transportation Model and its variants:** Definition of Transportation Model, Non-traditional Transportation Models, The Transportation Algorithm, The assignment model, The Transshipment Model.

**Network Models:** Scope and Definition of Network Models, PERT, CPM, Phases of a Project, Network Arrow Diagrams, Slack, Critical Path, Float, Crashing the Network.

**SECTION – C**

**Total Quality Management (TQM):** Concept and definition of quality, Dimensions of quality, Obstacles and benefits of TQM, Leadership, Customer satisfaction, Employee Involvement, Performance Measures.

**SECTION – D**

**Quality Management:** Benchmarking, Quality Management Systems, Quality Function Development, Quality by design, Failure Mode and Effect Analysis, Management Tools Taguchi's Quality Engineering.

**Suggested Readings:**

1. James R. Evans: Total Quality Management, Cengage Learning.
2. Hamdy A. Taha: Operations Research An Introduction, Pearson Prentice Hall India.
3. Dale H. Besterfield, et al: Total Quality Management, Prentice Hall India.
4. James R. Evans & William M. Lidsay: The Management and Control of Quality, South-Western (Thomson Learning)
5. A.V. Feigenbaum: Total Quality Management, McGraw Hill.
6. J.S. Oakland: Total Quality Management, Butterworth Heinemann.
7. V. Narayana and N.S. Sreenivasan: Quality Management – Concepts and Tasks, New Age International.
8. Zeiri: Total Quality Management for Engineers, Wood Head Publishers.
9. J.K. Sharma: Quantitative Techniques for Managerial Decisions, Macmillan.
10. N.D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill.
11. Tulsian and Pandey: Quantitative Techniques, Pearson Education.
12. Hiller and Lieberman: Introduction to Operations Research, Tata McGraw Hill.
13. Hira Gupta: Operations Research, Sultan Chand and Sons.

**Objective:** To familiarize students with the importance and techniques used for effective Management, international banking and also give knowledge of technology in banking by highlighting the core areas of globalized world and India and the linkage in between.

**SECTION – A**

**International and multinational banking:** Introduction to International Banking, Organizational Features of International Banking, Intermediation and Resource Allocation, Policy Implications of International Banking. Global trends and developments in International Banking, Operations of foreign branches of Indian banks.  
**Investment and Merchant Banking,** Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts etc., International private banking, Wholesale banking & retail banking.

**SECTION – B**

**International inter-bank business,** Profitability of International Banking Operations, Investment Banking.  
**Euro Currency Market,** Offshore financial centres, International Financial Institutions, IMF, IBRD, BIS, IFC, ADB, WTO.

**SECTION – C**

**Electronic Commerce:** Benefits, Impact of e-Commerce, Classification of e-Commerce, Applications of e-Commerce Technology, Business Models, Framework of e-Commerce., Business to Business, Business to Customer, Customer to Customer  
**e-commerce:** Frame work, anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce organization applications.

**SECTION – D**

**Electronic payment systems:** EFT, NEFT, RTGS, Digital Token-Based, Smart Cards, Credit Cards, Risks in Electronic Payment systems.  
**Internet Advertising:** Models of Internet advertising, Sponsoring Content, Corporate Website, Weaknesses in Internet advertising, Web Auctions.  
**Legal aspects:** e-Commerce legal issues and Cyber laws.

**Suggested Readings: -**

1. R.K. Uppal: Indian Banking in the Globalized World, New Century Publications.
2. S.B. Verma, S.K. Gupta, M.K. Sharma: E-banking and Development of Banks, Deep & Deep Publications.
3. Allan D. Morrison and William J. Wilhelm, Jr.: Investment Banking - Institutions, Politics and Law, Oxford University.
4. Rup Narayan Bose: International Banking, Tata Mc Graw Hill.
5. Bharat Bhasker: Electronic Commerce - Framework, Technologies and Applications, TMH Publications.
6. Kamlesh K Bajaj and Debjani Nag: e-Commerce - Cutting Edge of Business, Tata McGraw Hill.
7. P T Joseph: e-Commerce - An Indian perspective, Prentice Hall India.
8. C S V Moorthy: e-Commerce - Concepts, Models, Strategies, Himalaya Publishing House.

**Objective:** The focus of the course is directed towards the various operations performed in banks and the different ways of managing risk faced by banks giving knowledge about the use of technology in banking.

**SECTION – A**

**Introduction to Banking Operations:** The Changing Nature of Banking Operations, Trends, Issues and Challenges.

**Customer relationship management:** CRM, Importance, Need of Customer Relationship Management, Stages in Development of CRM, Gap analysis, Models of CRM, Aspects of Managing CRM, A generic model providing a single unified view of CRM, Relevance in banking.

**SECTION – B**

**Services Design and Delivery Strategies in Banks:** Products and Services Offered by Banks, Response of Banks with Newer Services & Delivery Mechanisms and Delivery Strategies in a Bank.

**Information technology in Indian Banks:** Key issues and Challenges.

**Introduction to e-Banking:** Origin of e-Banking, Role of Technology in e-Banking, Significance, latest trends in e-banking, Constraints.

**SECTION – C**

**Popular products and services in electronic banking:** Internet banking, Mobile banking and other sources, Market assessment in e-banking, e-banking: a customer's perspective.

**Electronic payment systems in Banks:** Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS, Communication Network.

**SECTION – D**

**Security Considerations in e-Banking:** The Need for Security, Concerns and Risks in e-Banking, Sources and Types of Risks, Causes of Risks, Disaster Recovery and Contingency Plan, Strategies for Risk Management, Effective Management of Risk.

**Suggested Readings:**

1. K.P.M. Sundaram and P.N. Varshney: Banking Theory Law and Practice, Sultan Chand and Sons.
2. Vasant C Joshi and Vinay V. Joshi: Managing Indian Banks: Challenging Ahead, Sage Publications.
3. M.L. Tannon: Tannon's Banking Law and Practice in India, Lexisnexis Butterworths.
4. R K Mittal, A K Saini and Sanjay Dhingra: Emerging Trends in the Banking Sector, Macmillan.
5. Jyotsna Sethi and Nishwan Bhatia: Elements of Banking, Prentice Hall India.
6. S. Padmalatha and Justin Paul: Management of Banking and Financial Services, Pearson Education.
7. M.N. Gopinath: Banking Principles and Operations, Snowwhite Publications.



**Objectives:** The course will provide an in-depth study of all aspects of Life & General Insurance including various aspects like premium computation, underwriting, computation of benefits and knowledge of claims, nomination, assignment.

## **LIFE INSURANCE**

### **SECTION – A**

**Computation of Premium:** Introduction, Age Factor, Factors of Calculating the Premium, Loadings, Basic elements and factors in computation of Life Insurance premiums, Extra Premium.

**Underwriting Procedure:** Classification of risk, Moral hazard, Financial underwriting, Underwriting practices followed by private and public insurers in India.

**Computation of Benefits:** Introduction, Grace period, Lapse and non-forfeiture options - Surrender Value, Guaranteed Surrender Value, Paid Up Value.

### **SECTION – B**

**Insurance Documents:** Introduction, Documents, Prospectus, Proposal Form, First Premium Receipt, Policy Document, Endorsement, Renewal Notice, Bonus Notice.

**Claims:** Introduction, Maturity Claim, Death Claims.

**Nomination and Assignment**

## **GENERAL INSURANCE**

### **SECTION – C**

**Fire Insurance:** Introduction, Features, Coverage, Underwriting procedure, Claim procedure.

**Health Insurance:** Introduction, Features, Types of health Insurance, Coverage, Underwriting procedure, Claim procedure.

### **SECTION – D**

**Vehicle Insurance:** Introduction, Features, Coverage, Underwriting procedure, Claim procedure.

**Personal Accidents Insurance:** Introduction, Features, Types of Personal Accidents Insurance, Coverage, Underwriting procedure, Claim procedure.

### **Suggested Readings:**

1. Dheeraj Razdan: Insurance Principles, Application and Practices, Cyber Tech Publication.
2. Neelam Gulati: Principles of Insurance Management, Excel Books
3. Mark S. Dorfman: Introduction to Risk Management & Insurance, Pearson Education.
4. Rao M Gangadhara Sivaramakrishna Sheela (Ed.): New Deal in Insurance, Excel Books.
5. Dhiraj Razdan: Modern Insurance regulations and its supervision, Cyber Tech Publication.
6. Emmett J. Vaughan & Theresa Vaughan: Fundamentals of Risk and Insurance, Wiley India.
7. P.S. Palande, R.S. Shah and M L Lunawat: Insurance in India - Changing Polices and Emerging Opportunities, Sag Publications.
8. K. C. Mishra and G. E. Thomas: General Insurance - Principles and Practices, Cengage Learning.

**Objectives:** The course is intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors effecting consumer behavior and to understand the process of consumer buying.

**SECTION – A**

**Introduction to Consumer Behavior:** Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Consumer decision process, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

**SECTION – B**

**Factors Influencing Consumer Behavior:** Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

**SECTION – C**

**Introduction to Marketing Research:** Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Preparing a written research report, organization of the report, Ethical issues in marketing research.

**SECTION – D**

**Applications of marketing research:** Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement.

**Suggested Readings:-**

1. S.L. Gupta: Marketing Research, Excel Books.
2. G.C. Beri: Marketing Research, McGraw Hill.
3. Nigel Bradley: Marketing Research - Tools and Techniques, Oxford University Press.
4. Alan Bryman, Emma Bell: Business Research Methods, Oxford University Press.
5. Gilbert A Churchill, Jr. Dawn Iacobucci: Marketing Research – Methodological Foundations, Cengage Learning.
6. P. Narayana Reddy and G.V.R.K. Acharyulu: Marketing Research, Excel Books.
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
8. William Zikmund, Barry J. Babin: Essentials of Marketing Research, Cengage Learning.

**Objectives:** The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

#### **SECTION-A**

**Introduction to Investment Management:** Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment.

**Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return

**Valuation of Security:** Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

#### **SECTION-B**

**Efficient Market Theory:** Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

**Economic and Industry Analysis:** Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries

**Company Analysis:** Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.

#### **SECTION-C**

**Technical Analysis:** Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

**Portfolio Theory:** Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for n-securities, Optimal Portfolio.

**Portfolio Analysis:** Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory Risk –Return Optimisation, Single Index Model, Beta Generation in Efficient Frontier, Three securities Model, Interactive Risk through Covariance, Correlation Co-efficient, Sharpe's Model.

#### **SECTION-D**

**Portfolio Selection:** Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building, Capital Market Theory, CAPM, SML, Forms of CAPM, Zero Beta CAPM, Tax adjusted CAPM, Arbitrage Pricing Theory.

**Portfolio Revision:** Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

#### **Suggested Readings:-**

1. Stephen Lofthouse, Jane Raybould: Investment Management, John Wiley & Sons Publications.
2. Frank J Fabozzi.: Investment Management, Prentice Hall - Gale
3. Amling Fredrick: Investment- An Introduction to Analysis and Management, Prentice Hall India.
4. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education.
5. William F. Sharpe, Gordon J. Alexander, Jeffrey W. Bailey: Investments, Prentice Hall India.
6. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw Hill.
7. Francis Jack Clark: Management of Investment, McGraw Hill Pub.
8. V. K. Bhalla: Investment Management, Sultan Chand and Sons.
9. William F. Sharpe: Investments, Prentice Hall India.

**Objective:** The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

**Section A**

**International HRM:** Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

**Sustaining International Business Operations:** Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

**Recruiting and selecting staff for international assignments:** issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

**Section B**

**Training and development:** Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments.

**Compensation:** Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation.

**Re-entry and Career Issues:** Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

**Section C**

**HRM in host country context:** standardisation and adaptation of work practices, retaining, developing and retrenching staff.

**Industrial Relations:** Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals.

**Performance Management:** Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

**Section D**

**Culture and IHRM:** Concept of Culture, Cross Cultural Studies, Hofstede's Model of National Culture

**Cross Cultural Communication:** Cultural Variables Affecting Communication, Managing Cross-Cultural Communication.

**IHRM Trends and future challenges:** International business ethics and HRM, research issues and theoretical developments in international HRM.

**GHRM in Select Countries:** America, Japan, China, Korea, Africa, Europe, India.

**Suggested Readings:-**

1. K. Aswathappa, D. Sadhna: International Human Resource Management, Tata Mcgraw-Hill.
2. Monir H. Tayeb: International Human Resource Management, Oxford University Press.
3. Chris Brewster: International Human Resource Management, Orient Longman.
4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson Education.
5. F. Luthans: Organizational Behaviour, Tata McGraw Hill.
6. D.R. Brisloe and R.S. Schuler: International Human Resource Management: Policy and Practice for the Global Enterprise, Routledge.
7. J.W. Newstorm and K. Davis: Organizational Behaviour – Human Behaviour at Work, Tata McGraw Hill.
8. V. Nilakant and C.S. Ramnarayan: Change Management – Altering Mindsets is a Global Context, Response Books.

**Objectives:** This Module offers better and more practical understanding of Supply Chain Management.

**SECTION – A**

**Introduction to Supply Chain Management:** Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network – 1st Tier , 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven “R” Principles, Service after sale, Customer delight)

**SECTION – B**

**Role of Logistics in Supply Chains:** Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy, Price analysis, Negotiations.

**SECTION – C**

**Inventory Management:** Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Responsive Supply Chain, Supply chain process integration, performance measurement, Value Chain, Value System and Supply Chain.

**SECTION – D**

**Planning demand and supply:** Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning, Financial issues in Supply Chain - Macro and micro view, Asset management, Du Pont Model, Supply Chain Costing, Decision environment in SCM, Global supply chain perspectives - New business models, Role of IT in SCM.

**Suggested Readings:**

1. Harald Dyckhoff et al, Ed.: Supply Chain Management and Reverse Logistics, Springer (India).
2. Jayashree Dubey and M.L. Saikumar Ed.: Supply Chain Management, IPE Hyderabad and New Century Publication.
3. Sarika Kulkarni, Ashok Sharma: Supply Chain Management-Creating Linkages for Faster Business Turnaround, McGraw Hill.
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
6. Ronald H. Ballou, Samir K. Srivastava: Business Logistics/Supply Chain Management, Pearson Education.
7. John Mentzer: Supply Chain Management, Response Books.
8. Janat Shah: Supply Chain Management, Pearson Publications.
9. N. Chandrasekaran: Supply Chain Management - Process, System and Practice, Oxford Press.

**Objectives:** The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer's point of view and to understand the concept, methods and strategies of sales management.

#### **SECTION – A**

**Introduction to Advertising:** Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeals and pre-testing and post testing copy Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

#### **SECTION – B**

**Integrated marketing Communications:** Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations, advertising in India, Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications, Managing Mass Communications: Events, Experiences and public relations, Measuring media.

#### **SECTION – C**

**Sales Management:** Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

#### **SECTION – D**

**Salesmanship:** Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget, Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Evaluation and control of sales force, Sales Territories, Sales Quotas.

#### **Suggested Readings:**

1. Rajeev Batra, John G. Myers, David A. Aaker: Advertising Management, Pearson Education.
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
3. Richard R Still, Cundiff W Edward and Govoni A P Norman: Sales Management, Decisions, policies and Cases, Pearson Education.
4. K. K. Havaladar : Sales and Distribution Management, Tata Mc-Graw Hill.
5. G.E. Belch and M.A. Belch: Introduction to Advertising and Promotion, Irwin Publishers.
6. C.H. Sandage, V. Fryberger and K. Rotzoll: Advertising, AITBS.

**Objective:** To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

**SECTION – A**

**Strategic Cost Management:** Meaning, Nature and Significance of Strategic Cost Management, Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools, Activity Based Costing and **Activity Based Management:** Treatment of Cost, Steps, Advantages, Disadvantages.

**SECTION – B**

**Value Analysis:** Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

**Strategic Positioning Analysis:** Critical Success Factors and SWOT Analysis.

**Cost Volume Profit Analysis:** Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis.

**SECTION – C**

**Variance Analysis:** Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems

**Valuation of Intangible Assets:** Meaning of Intangible Assets, Acquired and Generated Assets, Importance, Methods of Valuation for Goodwill, Human Resource, Brands, Patent, Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems.

**SECTION – D**

**Responsibility Accounting:** Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing.

**Performance Evaluation:** Traditional Framework of Performance Evaluation, Performance Measurement System, Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views, Rewards to performance, Incentive Compensation.

**Productivity improvement:** Various tools and techniques including Kaizen and Six Sigma.

**Suggested Readings:**

1. John K. Shank, Vijay Govindarajan: Strategic Cost Management, Free Press.
2. Callie Berliner: Cost Management for Today's Advanced Manufacturing - The CAM-1 Conceptual Design, Harvard Business School Press.
3. Robert S. Kaplan and Robin Cooper: Cost & Effect, Harvard Business School Press
4. Blocher et. al.: Cost Management-A Strategic Emphasis, McGraw-Hill.
5. Govindarajan Shank: Strategic Cost Management, Free Press.

**Objective:** The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions.

#### **SECTION – A**

**Introduction to OD:** Definitions of Organizational Development (OD), Growth and Relevance of OD.

**History of OD:** The Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical Parallels, Second Generation OD.

**Underlying Assumptions and Values:** Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.

**Foundations of OD:** Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Parallel Learning Structures, Normative Re-educative Strategy of changing, Applied Behavioural Science, Action Research and Varieties of Action Research.

#### **SECTION – B**

**OD Interventions - An Overview:** A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.

**Team Interventions:** Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.

**Intergroup Interventions and Third- Party Peacemaking Interventions:** Intergroup Team-Building Interventions, Third-Party Peacemaking Interventions, Organization Mirror Interventions, Partnering.

#### **SECTION – C**

**Personal, Interpersonal and Group Process Interventions:** Employee Empowerment, Sensitivity Training Laboratories, The Johari Window Model, Transactional Analysis, Behavior Modeling, Life and Career Planning Interventions, Stress Management Interventions.

**Comprehensive Interventions:** The Confrontation Meeting, Strategic Management Activities, Survey Feedback, Rensis Likert's System & Management, Grid Organization Development, The Contingency Theory of Lawrence and Lorsch.

#### **SECTION – D**

**Structural Interventions and OD:** Suggested Criteria for Congruency-incongruency with OD, Job Design, Quality Circles, MBO and Appraisal, Socio technical Systems and Work Restructuring, Quality of Work Life Projects.

**The Collateral Organization:** A Task Force with a Difference, Physical Settings and OD, Similarities and Differences between OD and selected structural interventions.

**The Role and Style of the OD Practitioner:** External and Internal Practitioner, Competencies of an OD Practitioner, OD Practitioner Styles, the OD Practitioner and his role in Intervention Process, Forming the practitioner-client relationship, Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas.

#### **Suggested Readings:**

1. Wendell L French, Cecil H Bell, Jr.: Organization Development - Behavioral Science Interventions for Organization Improvement, Pearson Education.
2. Thomas G Cummins, Christopher G. Worley, Organizational Development & Change, Southwestern College Publishing.
3. W. Warner Burke: Organizational Development - A Process of Learning and Change, Prentice Hall India.
4. Don Harvey, Donald R. Brown: An Experiential Approach to Organizational Development, Prentice Hall India.
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
6. T. Cummings and C. Worley: Organizational Development and Change, Thomson Press.
7. E.F. Huse: Organization Development and Change, West Publishing Company.



**Objectives:** The paper aims to make the students understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

**SECTION – A**

**Operations Management:** Concepts and Functions.

**Product Design & Development:** Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

**Process Selection:** Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

**SECTION – B**

**Facility Location:** Importance, Factors in Location Analysis, Location Analysis Techniques.

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts.

**Capacity Planning:** Concepts, Factors Affecting Capacity, Planning, Capacity Planning Decisions.

**Production Planning & Control (PPC):** Concepts, Objectives, Functions.

**Work Study:** Productivity, Method Study, Work Measurement.

**SECTION – C**

**Materials Management:** Concepts and Objectives.

**Introduction to modern Productivity techniques:** Just in time, Kanban System, Total quality management & Six Sigma.

**Functions Purchasing Management:** Objectives, Functions, Methods, Procedure.

**SECTION – D**

**Stores Management:** Types of Stores, Functions, Coding Methods

**Value Analysis:** Concepts.

**Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

**Maintenance Management:** Concepts, Objectives, Functions, Types of Maintenance.

**Suggested Readings:**

1. N.G. Nair: Production & Operation Management, Tata McGraw Hill
2. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
3. Ritzman Krajewski: Operations Management, Pearson Education Asia.
4. Sarin Buffa: Modern Production and Operations Management, John Wiley.
5. S.N. Chary: Production & Operations Management, Tata McGraw Hill.
6. Gaither: Operations Management, Thomas Learning
7. A. Mulemann, J. Oakland and Locker: Production and Operations Management, MacMillan India.
8. M.M. Verma: Materials Management, Sultan Chand and Sons
9. A.K. Datta: Materials Management – Procedures, Text and Cases, Prentice Hall India.

**Objective:** The objective of this course is to create indepth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various strategies issues.

**SECTION – A**

**Introduction:** Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.

**Objectives and Goals:** Significance, Characteristics and formation of Missions, Objectives and Goals, Porter’s five force model and strategies groups, Competitive advantage, Distinctive Competencies.

**Organizational Analysis through Internal Scanning:** Value chain analysis, Organization structure and culture, Various strategies issues.

**SECTION – B**

**Strategy Formulation:** SWOT analysis, Strategies Factor Analysis Summary (SFAS), TOWS matrix, Corporate Strategy: Stability, Profit, Growth, Concentration, Diversification, Cost leadership, Differentiation, Focus, Life cycle effects, Tactics.

**Functional Strategy:** Marketing, Financial, Operation, Human resource, Research and development, Risk culture, Strategy in global environment.

**SECTION – C**

**Building and Restructuring Business:** Start up route, Acquisition, Joint venture, Merger, Takeover, Restructuring, Retrenchment, Divestment, Harvest, Liquidation, Turnaround strategy.

**Strategic Choice:** Concept, Process, BCG Matrix, GE matrix, Corporate parenting, Process of strategic choice, Balance scorecard.

**Implementation of Strategy:** Designing of structure, Designing of effective control system, ISO 9000, Strategic system, Strategic change process.

**SECTION – D**

**Strategic Evaluation and Control:** Techniques of strategic evaluation and control, Strategic issues in technology management, Entrepreneurial ventures, Issues in non-profit organization issues, Issues in evaluation and control, Popular strategies of non-profit organizations.

**Suggested Readings:**

1. Charles W.L. Hill and Gareth P. Jones: Strategic Management, Dreamtech Press.
2. Glueck: Business Policy and Strategic Management, Tata McGraw Hill.
3. Thomas: Strategic Management, Harper and Row.
4. Jeyarathnam: Strategic Management, Himalaya Publishing House.
5. Sharplin: Strategic Management, Tata McGraw Hill.
6. Francis: Strategic Management, Himalaya Publishing House.
7. Colin White: Strategic Management, Palgrave Macmilan.
8. Michael Hitt and Robert E. Hoskisson: Strategic Management – Competitiveness and Globalization, South Western Thomson.
9. J. David Hunger, Thomas L. Wheelen and tom Wheelen: Essentials of Strategic Management, Prentice Hall India.
10. M.E. Porter: Competitive Advantage, The Free Press.

**Objectives:** The subject would enable the students to understand the parameters of accountability, control and reporting system by the corporate board and also help the students to have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organisations.

**SECTION – A**

**Corporate Governance:** Introduction and Overview.

**Corporate Board:** Attributes, Duties, Responsibilities, Liabilities, Shaping Directorial Competence and Board Effectiveness, Financial Institutions and Nominee Directors.

**SECTION – B**

**Corporate Governance and Security:** Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

**SECTION – C**

**Culture:** An introduction, organization culture - Building and maintaining, Managing cultural diversity in organization, Indian culture characteristics.

**SECTION – D**

**General Issues regarding Corporate Governance:** Takeover Codes, Corporate Board Committees, Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

**Suggested Readings:**

1. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
2. C.V. Baxi: Corporate Governance, Excel books.
3. J. Fred Weston: Takeovers, Restructuring & Corporate Governance, Pearson Education.
4. Dr. S. Singh: Corporate Governance, Excel books.
5. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Donald. H. Chew Jr.: Corporate Governance at the Cross Roads, Tata McGraw Hill.
7. Jill Solomon: Corporate Governance & Accountability, Wiley India.
8. Kesho Prasad: Corporate Governance, Prentice Hall India.
9. Christine A. Mallin: Corporate Governance, Oxford.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.

**Objectives:** The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirits in India. The course also aims at giving insights into the Management of Small Family Business.

**SECTION – A**

**Entrepreneurship:** Concept and Definitions, Entrepreneurship and Economic Development, Classification and Types of Entrepreneurs, Entrepreneurial Competencies, Factor Affecting Entrepreneurial Growth - Economic, Non-Economic Factors, EDP Programmes, Entrepreneurial Training, Traits/Qualities of an Entrepreneurs, Entrepreneur, Manager Vs. Entrepreneur.

**SECTION – B**

**Identification and Product Selection:** Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies, Project Finalization, Sources of Information.

**SECTION – C**

**Small Enterprises and Enterprise Launching Formalities :** Definition of Small Scale, Rationale, Objective, Scope, Role of SME in Economic Development of India, SME, Registration, NOC from Pollution Board, Machinery and Equipment Selection, Project Report Preparation, Preparing Project Report, Project Planning and Scheduling.

**SECTION – D**

**Role of Support Institutions and Management of Small Business:** Director of Industries, DIC, SIDO, SIDBI, SIDC, SISI, NSIC, NISBUED, SFC, Marketing Management, Production Management, Finance Management, Human Resource Management, Export Marketing.

**Suggested Readings:**

1. D.F. Kuratko and R.M. Hodgetts: Entrepreneurship - Theory, Process and Practice, Thomson Press.
2. J.S. Saini: Entrepreneurship and Small Business in India, Himalaya Publishing House.
3. P. Charantimath: Entrepreneurship Development: Small Business Enterprises, Pearson Education.
4. Vasant Desai: Small-Scale Industries and Entrepreneurship, Himalaya Publishing House.
5. Otes David: A Guide to Entrepreneurship, Jaico Books Publishing House.
6. D.H. Holt: Entrepreneurship – New Venture Creation, Prentice Hall India.
7. A. Kaulgud: Entrepreneurship Management, Vikas Publishing House.
8. B. Theduri: Entrepreneurship Development – An Analytical Study, Akansha Publishing House.

**Objectives:** The course has been designed to develop understanding of basic requirements of various legal & regulatory aspects of Banking & Insurance.

**SECTION – A**

**RBI Act 1934:** Chapters of RBI Act 1934, Schedules of RBI Act 1934, Functions of RBI, Tools for Monetary Control-CRR, SLR, Bank Rate, REPO rate, Reverse REPO Rate.

**Banking Regulation Act 1949:** Provisions of the Act.

**SECTION – B**

**Basel Norms:** Basel I, Principles of Capital Adequacy, Drawbacks of Basel I, Basel II, Objective of Basel II, Three pillars of Basel II, Issues and Challenges of Implementation of Basel II norms in India.

**SEBI Act 1992:** Introduction to the Act, Functions of the Board.

**SECTION – C**

**Insurance as a Contract:** Offer & Acceptance, Competency of parties, Consideration, Lawful Object, Free Consent, Introduction to Doctrine of Insurance and their legal implications.

**Insurance Act 1938:** Provisions of Insurance Act 1938, Tariff Advisory Committee & its role.

**IRDA Act 1999:** Powers, Functions and Duties of IRDA, Licensing of Insurance Agents, Marketing Techniques of Insurance Product.

**SECTION – D**

**Remedies for the Policy Holders:** Introduction – Protection of Policy holder Right, Ombudsman Scheme and Applicability of principles of management and organization structure to insurance company, Consumer Protection Act 1986.

**Micro-Insurance:** Micro-insurance scenario in India, Trends and Challenges.

**Suggested Readings:**

1. National Insurance Academy: Legal and Regulatory Aspects of Insurance, Cengage Learning.
2. J.N. Jain and R.K. Jain: Modern Banking and Insurance, Deep and Deep Publications.
3. R.K. Mittal, A.K. Sahni and Sanjay Dhingra: Emerging Trends in the Banking Sector, Macmillan.
4. M.N. Mishra and S.B. Mishra: Insurance - Principles and Practice, Sultan Chand and Sons.
5. James L Athearn: Risk and Insurance, West Publications.
6. Arundeeep Singh and N.S. Toor: Legal and Regulatory Aspects of Banking, Skylark Publications.
7. John C. Hull: Risk Management and Financial Institutions, Pearson Education.
8. T.M.C. Asser: Legal Aspects of Regulatory Treatment of Banks in Distress, International Monetary Fund.

**Objective:** The objective of the course is to acquaint the students with the various aspects of Marketing of Financial Services.

**SECTION – A**

**Concept of marketing in financial services sector:** Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation.

**Concept of Relationship Marketing:** Relationship marketing of Financial Services, Types of relationships.

**Consumer Behaviour in Financial Services:** Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations.

**SECTION – B**

**Designing the Communication Mix for Financial Services:** Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, medias of advertisements-Drafting of statutory advertisements for public issue of shares etc.

**Pricing and Revenue Management:** Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service.

**SECTION – C**

**Service Environment:** Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers.

**Customer Feedback:** Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system.

**Role of Technology in Marketing of Financial Services:** Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM.

**SECTION – D**

**Ethics in Marketing:** Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, misselling, misleading information, discrimination.

**Suggested Readings:**

1. N. Waite and C. T. Ennew: Financial Services Marketing - An International Guide to Principles and Practice, Elsevier.
2. P. Kotler and G. Armstrong: Principles of Marketing, Pearson Prentice-Hall of India.
3. S. M. Jha: Services Marketing, Himalaya Publishing House.
4. A. Meidan: Marketing Financial Services, MacMillan.
5. Hooman Estelami: Marketing Financial Services, Dog Ear Publications.
6. Deepak Singh and K.S. Thakur: Marketing of Financial Services, RBSA Publications.
7. V.K. Gupta: Marketing of Financial Services, Mohit Publications.
8. Sangeeta Arora: Marketing of Financial Services, Deep & Deep Publications.

**Objectives:** This course provides an introduction to risk management and the issues involved in identifying, measuring, computing and managing various risks.

**SECTION – A**

**Introduction of Risk:** Over view of Risk, Risk identification, Key risks – interest rate risk, market risk, currency risk, credit risk, liquidity risk, legal and operational risk.  
Introduction to risk and insurance, Risk measurement.

**SECTION – B**

**Risk Management and Control:** Introduction, Objectives of risk management and Risk Control.  
**Risk Management using futures and forwards** - Valuation of futures, Valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Futures-arbitrage Opportunities.

**SECTION – C**

**Risk Management using Options:** Types of options, Option pricing, Factors affecting option pricing – call and put options, Put-Call Parity - Mechanics of options, Stock options, Options on stock index, Options on futures, Interest rate options.  
Hedging & Trading strategies involving options, Valuation of option: basic model, Black and Scholes analysis. Arbitrage profits in options.  
**Risk Management using Swaps:** Mechanics of interest rate swaps, Volatility of interest rate swaps, Currency swaps, Valuation of currency swaps.

**SECTION – D**

**Interest rate markets:** Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward Rate Agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).  
**Credit risk:** Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit Risk, Credit Spread Options, Collateralized Debt Obligation.  
**Value at Risk (VAR)** - Measure, Historical Simulation, Model Building Approach, Linear Approach, Quadratic Model, Monte Carlo Simulation.

**Suggested Readings:**

1. John C. Hull: Options Futures & Other Derivatives, Pearson Education.
2. Vohra and Bagri: Options & Futures, Tata McGraw Hill.
3. Dubofsky and Miller: Derivatives - Valuation & Risk Management, Oxford University Press.
4. P.G. Apte: International Financial Management, Tata McGraw Hill
5. A.C. Shapiro: Multinational Financial Management, John Wiley & Sons.
6. S.B. Verma: Risk Management, Deep & Deep Publications
7. John C. Hull: Risk Management and Financial Institutions, Pearson Education.

**Objective:** To enlighten the students on International Business Environment, which includes international Marketing and to study the impact of globalization on Indian Industry.

**SECTION – A**

**Introduction to International Business:** Dynamics of International Business, International Trade Theories and Business Implications, Process of Globalization, Global Business Environment, World Marketing Environment, Political/ Legal/ Cultural/ Social/Psychological dimensions.

**SECTION – B**

**Strategies and Structures of International Business:** International Business Strategies, Organizational Structures and Strategies of International Business, International Entry Strategies, Strategies Alliances, Role of GATT / WTO.

**SECTION – C**

**Marketing:** Planning for International Marketing - Overseas Marketing Research and Information System, Foreign Market Entry Strategies, International Operations Management, Planning for International Marketing, Overseas Marketing Research, Foreign Market Entry Strategies, Decisions-Product Branding, Packaging, Pricing, Distribution and Sales, Sales and Promotion Decision.

**SECTION – D**

**Emerging Issues:** Emerging Economies, E-business, Operating in a Borderless World, Export Promotion, Export documents and Procedures, Export Risk Insurance, Major problems of Indian Export Sector.

**Suggested Readings:**

1. John D. Daniels, Radebaugh and Sullivan: International Business Environment and operations, Pearson Education.
2. Michael RC Zinkola, A. Ronkainen and Michael H. Moffett: International Business.
3. S. Tomer Cavesgit, Gary Knight and John R. Riesenberger: International Business strategy - Management and the new realities, Pearson Education.
4. Rakesh Mohan Joshi: International Business, Oxford University Press.
5. M.K. Bhat: International Trade and Financial Environment, Anne Books.
6. Alan M. Rugman, Richard M. Hodgetts: International Business – Strategic Management Approach, Tata McGraw Hill.
7. John Matinussan: Transnational Corporations in a Developing Economy – The Indian Experience, Sage Publications.
8. Bennett Roger: International Business, Pitman Publishing.
9. Francis Cherunilam: International Economics, Tata McGraw Hill.
10. M.R. Dixit: Environmental Factors Relevant for Strategy Formulation, Indian Management Association.
11. T. Glueek: Business Policy and Strategic Management, McGraw Hill.
12. C.P. Nindleberger: International Economics, R.D. Irwin.



**Objective:** The objective of the course is to acquaint the students with the opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. The course is designed to develop the basic understanding of the various tools, techniques and processes of International Financial Management.

**SECTION – A**

**Internationalization of financial function:** International financial management, An overview, Objectives of international firm and impact of risk, Financial function in multinational corporation.

**Foreign Exchange Risk:** Foreign exchange market, Foreign exchange risk and Exposure, exposure information system, Strategies for exposure management and techniques for foreign exchange rate projections, Devices for foreign exchange risk and Exposure devices.

**SECTION – B**

**Managing Short-term Assets and Liabilities:** International working capital management, Investment of international money market, Euro currency and other important international money market, International ranking and Payment Settlement Mechanism.

**SECTION – C**

**International Investment and Financing:** International Financial Instruments and Markets, Country Risk Analysis, Cost of Capital and Capital Structure of Multinational corporate, International Investment Management, International Mergers and Acquisitions.

**SECTION – D**

**Emerging Issues in International Finance:** Charges in international business & trade, its impact on international finance, Recent changes in international money and capital markets, Impact of international tax on international finance.

**Suggested Readings:-**

1. P.G. Apte: International Financial Management, Tata McGraw Hill.
2. Maurice D Levi: International Finance, Routledge.
3. V.K. Bhalla: International Financial Management, Anmol Publisher.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India.
5. G. Bekaert and R. J. Hodrick: International Financial Management, Prentice Hall India.
6. J. Madura: International Corporate Finance, Thomson South-Western.
7. D.K. Eiteman, A.I. Stonehill and M.H. Moffett: Multinational Business Finance, Pearson Education.
8. C. Eun and B. Resnick: International Financial Management, McGraw Hill.

**Objectives:** The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and legal aspects of employee relations at the macro and micro levels.

**SECTION – A**

**Overview of Industrial Relations:** Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

**Trade Unionism:** Concept of Trade Unions , Functions of Trade Unions , Approaches , Structures of Trade Unions.

**The Trade Unions Act, 1926:** Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions.

**SECTION – B**

**Grievance Handling:** Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.

**The Industrial Disputes Act, 1947:** Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts, Lay off and Retrenchment.

**Collective Bargaining:** Concept, Meaning, Objectives of collective bargaining, Negotiating techniques and skills, Process of collective bargaining, Impact of Collective Bargaining.

**SECTION – C**

**The Workmen's Compensation Act, 1923:** Workman, Employer's liability to pay compensation, Disablement, Amount of compensation.

**Tripartite and bipartite bodies:** Workers Participation in Management.

**Factories Act, 1948:** Factory, Worker, Manufacturing process, Provisions of health, Safety and Welfare, Working hours of adults, Special provisions relating to children, Annual leave with wages.

**SECTION – D**

**Industrial Relations and emerging scenario:** Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations

**Standing Orders Act, 1948:** Standing orders, Certification of draft standing orders, Duration and Modification of certified orders.

**Employee's State Insurance Act, 1948:** Contribution, Principle employer, Immediate employer, Different benefits.

**Suggested Readings:**

1. Meenu Paul: Labour & Industrial Law, Allahabad Law Agency.
2. S.N. Mishra: Labour & Industrial Law, Central Law Publications.
3. C.B. Matoria and Gankar Matoria, - Dynamics of Industrial Relations, Himalaya Publishing House.
4. Venkata Ratnam: Industrial Relations, Oxford University Press.
5. A. Monappa: Industrial Relations, Tata McGraw Hill.
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
7. K.K. Ahuja: Industrial Relations – Theory and Practice, Deep and Deep Publications.
8. J.T. Dunlop: Industrial Relations System, Harvard Business Press.
9. E.A. Ramaswamy and U. Ramaswamy: Industry and Labour Oxford University Press
10. G.P. Sinha and P.R. N. Sinha: Industrial Relations and Labour Legislation, Oxford and IBR Publishing.

**Objectives:** The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers. It would also acquaint the students with the knowledge of computerized production, material distribution system of a manufacturing organization and analyse the future prospects regarding ERP markets.

**SECTION – A**

**Introduction:** Overview to ERP, Typical Business Process Workflow, Fundamentals, Functionalities, Benefits, Modern Business Concepts, E-Commerce, Advance Planning and Scheduling, Business Analytics, Service oriented architecture.

**SECTION – B**

**Issues, Concerns and Purchasing:** Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

**SECTION – C**

**Implementation of ERP:** Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

**SECTION – D**

**ERP Project Success and failure:** Introduction to ERP Project success and failure with case studies, Current and future ERP market, Key Players and Market Shares, Market Issues, Continuous business improvement in ERP.

**Suggested Readings:**

1. A. Pandey: Enterprise Resource Planning, Variety Publishers.
2. Vinod Kumar Garg and R.K. Venkita Krishnan: Enterprise Resource Planning: Concepts and Practice, Prentice Hall India.
3. Mary Sumner: Enterprise Resource Planning, Pearson Education.
4. A. Leon: Enterprise Resource Planning, Tata McGraw Hill.
5. M.E. Wagner: Concepts in Enterprise Resource Planning, Cengage Learning.
6. S. Sadagopan: ERP – A Management Perspective, Tata McGraw Hill.
7. V.K. Garg and R.K. Venkita Krishnan: ERPWARE and ERP Implementation Framework, Prentice Hall India.

**Objectives:** The objectives of the course are to acquaint the students with the entire range of concept fundamentals and practicalities of Industrial Marketing and rural marketing. The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India, its strengths, weaknesses, opportunities and threats in the changing global context. It would enable the learners to understand as to how the marketing strategies are different in industrial markets as compared to consumer markets.

**SECTION – A**

**Introduction to Industrial Marketing:** Definition of Industrial & Consumer Product, Basis of Classification, Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process.

**Purchasing Organization:** Structure / Functions, Commercial Enterprises - Government / Institutional Markets Industrial Buying Process.

**SECTION – B**

**Marketing Strategies:** Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying, Segmenting the Industrial Market, Targeting & Positioning, New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process, Industrial Advertising, Managing Industrial Personal Selling Function.

**SECTION – C**

**Introduction to Rural Marketing:** Definition, Concept, Scope, Nature, Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behavior and Evaluation, Segmenting the Rural Market, Targeting and Positioning, Product Strategy: Significance, concepts and product mix decisions, Pricing Strategy: Objectives, Policies and Strategies.

**SECTION – D**

**Promotion Strategies:** Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution, Role of Co-operative, Government, Financial Institutions, Public sector undertaking, Regulated markets and Public distribution systems, Intervention of IT in Rural Markets

**Suggested Readings:**

1. Krishana K Hawaldar: Industrial Marketing, Tata McGraw Hill.
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
3. Reeder et al: Industrial Marketing: Analysis, Planning & Control, Prentice Hall India.
4. Hory Shankar Mukerjee: Industrial Marketing, Excel Books.
5. T.P. Gopalswamy: Rural Marketing, Environment problems and strategies, Wheeler Publishing.
6. C.S.G. Krishnamacharulu and Lalitha Ramkrishnan: Rural Marketing, Text and Cases, Pearson Education.
7. B. Dogra and K. Ghuman: Rural Marketing – Concepts and Practice, Tata McGraw Hill.
8. R. Dwyer and J.F. Tanner: Business Marketing, Tata McGraw Hill.
9. P.K. Ghosh: Industrial Marketing, Oxford University Press.
10. P. Kashyap and S. Ravi: Rural Marketing, Biztantra.

**Objective:** The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

**SECTION – A**

**Financial Services:** Introduction of Financial Intermediaries and Financial Services, Organisation of the Financial Service Industry, Various Financial Intermediaries, Recent Development in Financial Services, Financial Services in India.

**Financial Regulation:** Need for Regulation of Financial Market, Theoretical and Economic Perspective of Regulation, International Regulatory Framework, Deregulation of Indian Financial System, Revolution of Financial Services, Financial System and Securitised Financial System, Financial Market, Functions of Stock Exchange, Debt Market, Government Securities Market, Regulations for Primary Market, Regulations for Secondary Market.

**SECTION – B**

**Depository Services:** Introduction to Depository Services, Depository Participants in India, Role of NSDI and CDSL, Difference Between NSDL and Bank, Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

**Broking:** Broking Services and Trading in Equity Broking and Trading in Debt.

**Mutual Funds:** Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations.

**Insurance Services:** Introduction, Types of Insurance , Life Products, Non-Life Products.

**SECTION – C**

**Debt Securitisation and Corporate Advisory Services:** Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non- Mortgaged Assets Issue Management;

**Credit Rating:** Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating, Credit Rating Agency Regulation Act 1974, Credit Rating in India.

**Venture Capital:** Meaning of Venture Capital, Nature, Scope, Regulatory Framework, Investment Process, Factors Affecting Venture Capitalist, Major Trends, Reasons for Slow Growth, Limitations of Venture Capital.

**SECTION – D**

**Leasing:** Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal Aspects of leasing, Taxation Aspects of leasing, Lease Accounting and Reporting.

**Housing Finance:** Introduction to Housing Finance, Housing Finance Schemes, Procedure of Loan-disbursement, Legal Framework of Housing Finance, Credit Cards, Types, Settlement Process Mechanism, Member Establishment, Member Affiliates.

**Factoring:** Meaning, Forms, Functions, Legal Aspects and Evaluation.

**Suggested Readings:**

1. M.Y. Khan: Indian Financial Services, Tata McGraw Hill.
2. V. A. Avdhani: Marketing of Financial Services, Himalaya Publishing House.
3. Lalit K. Bansal: Merchant Banking and Financial Services, Unistar Publications.
4. V. K. Bhalla: Management of Financial Services, Anmol Publications.
5. G.S. Batra and B.S. Bhatia: Management of Financial Services, Deep & Deep Publications
6. Priyanka Singh: Management of Financial Services, Thakur Publications.
7. Satish K. Matta: Management of Financial Institutions and Services, Vrinda Publications
8. P.S. Rose and S.C. Hudgins: Bank Management and Financial Services, Tata McGraw Hill.

**Objectives:** This course integrates concepts and current day practices to provide insight into Performance Management systems and models and to understand and appreciate the intricacies of Reward Management in organizations.

**SECTION – A**

**Performance Management:** Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems.

**Process of Performance Management:** Prerequisites, Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Recontracting.

**Performance Management Theatre:** Concept, pillars of Performance management theatre, Planning managee Performance and development, Monitoring managee performance and development, Annual stocktaking.

**SECTION – B**

**Planning Managee Performance and Development:** Setting objectives, Organisational and individual performance plans, Components of Managee performance and development plan, Setting Mutual Expectations and Performance Criteria

**Monitoring and Mentoring Managee Performance and Development:** Introduction, Supervision, Objectives and Principles of Monitoring, Monitoring process, Periodic Reviews, Problem solving, process and Principles of managee development, Role efficacy.

**SECTION – C**

**Annual Stocktaking:** Stock taking performance, stock taking discussions, Stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, managee career development window).

**Appraising for Recognition and Rewards:** Pros and cons of appraising, appraiser and appraisee concerns, common rating errors, Purposes for appraising, Methods of appraisal, Implementing the appraisal system

**SECTION – D**

**Reward Management:** Definition, Foundations of reward management, Financial and Non-financial rewards, Factors affecting level of pay, Developing reward processes.

**Pay Structures:** Fixed vs variable pay, graded pay structures, Broadbanding, Developing pay structures.

**Pay systems:** Team based pay, Performance related pay, Short term incentives, Long term incentives, Executive compensation, International compensation, Benefits.

**Suggested Readings:**

1. Michael Armstrong and Angela Baron: Performance Management, Jaico Publishing House.
2. Chadha, Prem: Performance Management :It's about performing, Not just appraising, Macmillan.
3. T.V. Rao: Performance Management and Appraisal Systems, Sage Publication.
4. Michael Armstrong and Helen Murlis: Handbook of Reward Management, Crest Publishing House.
5. S.R. Kandula: Performance Management – Strategies, Interventions, Drivers, Prentice Hall India.
6. D. Goel: Performance Appraisal and Compensation Management – A Modern Approach, Prentice Hall India.
7. R.I. Henderson: Compensation Management – Rewarding Performance in the Modern Organization, Reston Publishing.
8. D.R. Marshall: Successful Techniques for Solving Employee Compensation Problems, John Willey & Sons.

**Objectives:** This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in modern organizations.

**SECTION – A**

**Introduction:** The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity.

**Sources of productivity:** Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

**SECTION – B**

**Measurement of Productivity:** Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations.

**Productivity and business cycles:** Cyclical pattern of labor productivity, market impact on productivity.

**SECTION – C**

**Productivity and Planning:** Productivity planning and improvement concepts, Strategies for productivity, International productivity management and experience, Indian experience in productivity.

**Productivity and price trends:** Factors influencing relative price, relationship of price and output.

**SECTION – D**

**Productivity and Government Policies:** Productivity trends in selected industries: engineering, fertilizers, textiles and in energy, Impact of government policies on productivity.

**Productivity differences among countries:** International differences in labor productivity, role of central planning errors and business cycles on productivity.

**Suggested Readings:**

1. D.J. Sumanth: Productivity Engineering and Management, McGraw-Hill.
2. P.R. Brahmananda: Productivity in Indian Economy, Himalya Publications.
3. Chandra: Dynamics of Productivity, South Publisher.
4. Solomon Fabricant: A primer on Productivity, Prentice Hall India.
5. Prokopenko: Productivity Management, Oxford & IBH.
6. Prem Vrat, G.D. Sardano and B.S. Sahay: Productivity Management - A Systems Approach, Narosa Publishing House.
7. Ratnakar Gedam: Indian Industry – Productivity Management, Anmol Publications.