

MASTERS IN BUSINESS ADMINISTRATION

COURSE STRUCTURE

Post Graduate Programme

S.no	MBA Course Structure	Credits	COURSE CODE
SEMESTER - I			
1	Mathematics for Management	4 (4+0+0)	MAS-602
2	Organizational Behaviour & Management Process	4 (4+0+0)	BAM-754
3	Business Communication	4 (4+0+0)	BAM-752
4	Principles of accounting	4 (4+0+0)	BAM-709
5	Business Environment	4 (4+0+0)	BAM-755
6	IT for Management	4 (2+1+2)	COMP-706
7	Mercantile Law	4 (4+0+0)	BAM-797
8	Personality Development & Managerial Performance	4 (3+1+0)	BAM-791
		32	
SEMESTER - II			
1	Marketing Management	4 (4+0+0)	BAM-760
2	Financial Management	4 (4+0+0)	BAM-761
3	Human Resource Management	4 (4+0+0)	BAM-767
4	operations Management	4 (4+0+0)	BAM-762
5	Managerial Economics	4 (4+0+0)	BAM-750
6	Research Methodology	4 (4+0+0)	BAM-729
7	Managerial Accounting	4 (4+0+0)	BAM-751
8	Management Science	4 (4+0+0)	BAM-856

			32
	Summer Training Seminar 1		
	SEMESTER - III		
1	Management Information System	4 (2+1+2)	BAM-864
2	Labour Law	4 (4+0+0)	BAM-799
3	Entrepreneurship and SBM	4 (4+0+0)	BAM-859
4	<u>electives (any TWO CLUSTERS)* (3+3)x3=18</u>	18	
			30
	SEMESTER - IV		
1	Strategic Management	4 (4+0+0)	BAM-865
2	<u>electives (any ONE CLUSTER)** 3x3=9</u>	9	
	seminar 2	1(0+1+0)	BAM-883
	Project Report	10 (0+0+20)	BAM-820
	viva-voce	1(0+1+0)	BAM-884

	* Areas of Specialization (any TWO groups with any three subjects)	
S.No.	C.CODE	Semester III
		MARKETING
1	BAM 880	Advertising Management
2	BAM 901	Advances in Consumer Behavior
3	BAM 902	Services Marketing
4	BAM 903	Product and Brand Management

		HUMAN RESOURCE MANAGEMENT
1	BAM 882	Training and Development
2	BAM 908	Compensation Management
3	BAM 874	Management of Industrial Relations
4	BAM 909	Change Management
		FINANCE
1	BAM 914	Security analysis
2	BAM 915	Corporate Taxation
3	BAM 916	Management of Financial Services
4	BAM 875	Working Capital Management
		NGO & RURAL MANAGEMENT
1	BAM 922	Rural Resources and Development
2	BAM 923	Rural Marketing
3	BAM 897	NGOs and Rural Development
4	BAM 924	Rural management : Principles and Policies

** Areas of Specialization (any ONE group with any three subjects)		
S.No.	C.CODE	Semester IV
MARKETING		
1	BAM 873	International Marketing
2	BAM 891	Tourism Management
3	BAM 904	Retail and Franchising
4	BAM 906	Sales and Distribution Management
5	BAM 907	Customer Relationship Management
HUMAN RESOURCE MANAGEMENT		
1	BAM 910	Human Resource Planning and Development
2	BAM 911	Conflict Management
3	BAM 912	Stress Management at Work Place
4	BAM 913	Integrative Leadership
5	BAM 925	Organizational Development
FINANCE		
1	BAM	Financial Market

	917	
2	BAM 918	Micro Finance
3	BAM 919	Risk Management in Banking
4	BAM 920	International Finance
5	BAM 921	Investment &Portfolio Management

Syllabus

Master of Business Administration

Semester I

CODE MAS-602
(4+0+0)

Mathematics for Management

CREDIT-4

- ❖ Determinations Matrices
- ❖ Linear Equations
- ❖ Differentiation & Derivative
- ❖ Integration
- ❖ Maxima & Minima of Functions
- ❖ Probability
- ❖ Frequency Distribution & their analysis
- ❖ Multiple Regression & Correlation Analysis
- ❖ Time Series Analysis
- ❖ Test of Hypothesis
- ❖ Progression & Annuity

Text Book Recommended:

1. Mathematics for Management: An Introduction- Raghavchari

1. Introduction to Organizational Behaviour

- Understanding Organizational Behaviour
- Understanding the concepts of Organizational Behaviour
- Learn the various roles of managers in the Organizations
- Understand the field, scope and importance of Organizational Behaviour

2. Models/Theories of Organizational Behaviour

- An Organizational Behaviour System
- Models: Autocratic, Custodial, Supportive, Collegial

4. Human Factors and Motivation

- Human Factors in Managing
- An Early Behavioural Model: McGregor's Theory X and Y
- Maslow's Hierarchy of Needs Theory
- Herzberg's Motivation-Hygiene Theory

5. Leadership

- Defining Leadership
- Ingredients of Leadership
- Trait Approaches to Leadership
- Leadership Behaviour and Styles
- Situational and Contingency, Approaches to Leadership
- Transactional and Transformational Leadership

8. Perception and Individual Decision Making

- What is Perception, Factors Influencing Perception
- Person Perception: Making Judgments about Others
- Putting All It Together: The Focus of our Attention, Some Organizing Principles of Perception, Constancies and Illusions

9. The Organization System

- Foundations of Organizational Structure: What is Organizational Structure, Common Organizational Designs, New Design Options, Why do Structure Differ, Organizational Design and Employee Behaviour
- Organizational Culture: Institutionalization, What is Organizational Culture, What do Cultures Do, Creating and Sustaining Culture, How Employees Learn Culture, Creating an Ethical and a Customer Organizational Culture

10. Organizational Dynamics: Organizational Change and Stress Management

- Approaches to Managing Organizational Change
- Contemporary Change Issues for Today's Managers
- Work Stress and Its Management

References

1. Organizational Behaviour: Texts and Cases By R.K Puri & Sanjeev Verma- Topic 1,2
 2. Organizational Behaviour: Human Behaviour at Work 11th Ed. John W. Newstrom & Keith Davis: Topic 3
 3. Essentials of Management- Harold Koontz & Heinz Weihrich 6th Ed: Topic 4, 5
 4. Psychology 5th Ed.-Robert A. Baron Topic 6, 7, 8
 5. Organizational Behaviour 11th Edition By Stephen P. Robbins- Topic 8, 9, 10
- Note:** For topics 8 please refer both books –No.4 (sub-topic 1 & 2) & 5 (sub-topic 3)

CODE BAM-752
(4+0+0)

Business Communication

CREDIT-4

- Concept of Communication
- Communication Process
- Barriers to Communication
- Communication in Organization: Upward and Downward Communication, Formal and Informal Communication Grapevines
- Written Communication: Formal Reports, Technical Reports, Business Correspondence, Notice, Agenda, Minutes, Handbook, Manuals, Research Paper & Articles
- Oral Communication: Dyadic Communication, Meetings, Seminars, Conference, group discussion, Audio-Video Aids
- Non-Verbal Communication: Personal Appearances, Posture, Gesture, Facial Expressions, Eye-Contact, Space Distancing

Text Book Recommended:

1. Business Communication-Lesikar & Pettit
2. Business Communication-Guffey

CODE BAM-709
(4+0+0)

Principles of Accounting

CREDIT-4

Meaning Scope & Objectives of Accounting

- ❖ Principles of Accounting: Concepts & Conventions
- ❖ Journalizing Transactions
- ❖ Ledger Subsidiary Books of Accounts Including Cash Book
- ❖ Bank Reconciliation Statement
- ❖ Rectification of Errors
- ❖ Trail Balance
- ❖ Preparation of Final Accounts: Trading Account, Profit & Loss Account, Balance Sheet, Capital and Revenue Expenditure & Income
- ❖ Depreciation

Text Book Recommended:

Modern Accountancy- Mukherjee & Hanif

Advanced Accountancy- Jain & Narang

An Introduction to Accountancy- S.N. Maheshwari & S.K. Maheshwari

CODE BAM-755

Business Environment

CREDIT-4 (4+0+0)

- ❖ Basic Concepts of the Business Environment
- ❖ Economic Environment: Structure of Indian Economy and its Trend Monetary and Fiscal Policy, New Economic Environment Class Structure Demographic Profile, Life Styles
- ❖ Political Environment: Shift in Political Weather, Center State Relationship: Judiciary, Legislators & Executives
- ❖ Role of Agriculture, Industrial, Infrastructure Sector: Public Sector
- ❖ Basic Indicators of Economic Development and Performance of Indian Economy
- ❖ Policy on Foreign Investment
- ❖ Industrial Policy

- ❖ Business Ethics

Text Book Recommended:

1. Business Environment-Francis Cherunillam
2. Business Environment-Raj Agarwal & Parag Diwan

CODE COMP-706 IT for Management

CREDIT 4 (2+1+2)

Information Concepts and Processing

- ❖ Data Concepts
- ❖ Elements of Electronic Data Processing
- ❖ Special Applications
- ❖ Numbers Systems in Computers
- ❖ Elements of Computer Systems
- ❖ Concepts of hardware and Shortage Devices
- ❖ Concepts of Software
- ❖ Concepts of Operating Systems
- ❖ Computers & Communication
- ❖ Programming Languages-Classification
- ❖ Computer Management & Virus Protection
- ❖ Internet, Intranet
- ❖ IT Application

Practical:

- ❖ Fundamental
- ❖ Commands of MS-DOS
- ❖ Window & GUI
- ❖ MS-WORD
- ❖ MS-EXEL
- ❖ MS-POWERPOINT
- ❖ Exposure to Statistical & Financial Packages

CODE BAM-797

Mercantile Law

CREDIT-4 (4+0+0)

- ❖ Law of Contract
- ❖ Negotiable Instrument Act
- ❖ Partnership Act
- ❖ Company Act 1956
- ❖ Contingent & Quasi-Contracts
- ❖ Bailment and Pledge
- ❖ Agency
- ❖ Contract of Indemnity and Guarantee

CODE BAM-791 Personality Development & Managerial Performance

CREDIT-4

(3+1+0)

- **Personality:** Concept of Personality, Personality Theories (Psychoanalytic, Socio-psychological & Trait), Personality Development (Freudian stage and Indicator (MBTI), b).
- **Emotions:** Concepts of Emotions, Theories, Reaction (types), Physiological basis of Emotion, Emotional Intelligence.
- **Attitudes:** Definition, Formation of Attitudes, Forming Attitudes. The Nature of the Employee Attitudes : Job Satisfaction. Job Involvement, and organizational commitment, Effects of Employee Attitudes: Employee Performance, Turnover,

Absence and Tardiness, Theft, Violence and Other Effects, Changing Employee Attitudes

- **Perception**-Perception-Definition, determinants
- **Learning**: Concepts of Learning, Components of Learning Process, & Theories of Learning (Classical Conditioning, Operant Conditioning Observational Learning), Behaviour Modification
- **Motivation**: Concept & Theories-(An Early Behavioural Model: McGregor's Theory X and Y, Maslow's Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory)
- **Creativity and Innovation**
- **Goal Setting**
- **Presentation Skills-Written Communication and Interview**
- **Interpersonal Skills**

Reference

1. Organizational Behaviour: Texts and Cases By R.K. Puri & Sanjeev Verma
2. Organizational Behaviour: Human Behaviour at Work 11th Ed. John W. Newstrom & Keith Davis
3. Essentials of Management-Harold Koontz & Heinz Weihrich 6th Ed
4. Organizational Behaviour 11th Edition By Stephen P. Robbins
5. Organizational Behaviour-L.M. Prasad
6. Social Psychology 8th Ed.-Robert A. Baron & Donn Byrne
7. Introduction to Psychology: King, Morgan and Scholer, McGraw Hill

8. Human Relations and Organizational Behaviour: R.S. Dwivedi
9. Organizational Behaviour: Luthans 7th Edition.

Master of Business Administration

Semester II

BAM-760

Marketing Management-I

Credit 4(4+0+0)

- Building Customer satisfaction, Value and Retention
- Gathering Information and measuring Market Demand
- Scanning the market environment
- Analyzing Consumer markets and Buyer behavior
- Dealing with the competition
- Segmentation, Targeting and Positioning through Product Life Cycle
- Developing new Market offering
- Managing Product lines and Brands
- Designing and managing services
- Designing Pricing strategies and programs
- Managing Marketing Channels
- Managing Advertising, Sales Promotion and Public Relations
- Managing the Sales Force

Suggested Books:

1. Marketing Management by Philip Kotler
2. Marketing Management by Meenaakshi & Arun Kumar
3. Marketing Management by Rajan Saxena
4. Marketing Management by N. Ramaswamy

BAM-761

Financial Management

Credit 4(4+0+0)

- ❖ Nature Scope & Functions of Financial Management
- ❖ The Indian Financial Systems

- ❖ Concepts of Valuation
- ❖ Capital Budgeting
- ❖ Cost of Capital
- ❖ Theories of Capital Structure, Planning the Capital Structure, Financial & Operating Leverage
- ❖ Sources of Finance: Short and Long term sources
- ❖ Working Capital Management: Cash Management, Inventory Management, Receivable Management, Working Capital Financing
- ❖ Dividend Decisions: Models of Dividend

Text Book Recommended:

1. Financial Management-I.M. Pandey
2. Financial Management-Khan & Jain
3. Financial Management and Policy-Van Horne

BAM-767

Human Resources Management

Credit: 4(4+0+0)

- ❖ Nature and Scope of Human Resources Management
- ❖ Manpower Planning
- ❖ Job Analysis, Job Evaluation
- ❖ Recruitment, Selection Placement
- ❖ Employee Training & Development
- ❖ Performance Appraisal
- ❖ Promotion, Transfer, Demotions
- ❖ Wage, Salary, Rewards & Incentive
- ❖ Human Recourse Audits
- ❖ Job Satisfaction, Job Enrichment, Job Empowerment
- ❖ Employee Safety & Health
- ❖ Industrial Relation; Industrial Disputes, Their Resolution
- ❖ Trade Unions

Text Book Recommended:

1. Human Resource Management-Dessler
2. Human Resources and Personnel Management-William B Werther Keith Davis

BAM-762

Operation Management

Credit: 4(4+0+0)

- ❖ Operation Function
- ❖ Operation Strategy

- ❖ Product Design
- ❖ Process Selection
- ❖ Service Process Design
- ❖ Forecasting
- ❖ Facilities Decisions
- ❖ Aggregate Planning

Text Book Recommended:

1. Operation Management-Krajewski
2. Operation Management-Dilworth

BAM-750 Managerial Economics CREDIT-4 (4+0+0)

- ❖ Concepts & Tools of Managerial Economics
- ❖ Demand & Supply Analysis
- ❖ Production Analysis
- ❖ Cost Concepts
- ❖ Market Dynamic: Elements of Competition, Perfect Completion, Monopoly & Price Discrimination, Imperfect Competition & Duopoly
- ❖ Profit Concepts & Measurement

BAM-729 Research Methods and Statistics 4(4+0+0)

1. Meaning, Objective and Type of Research: Exploratory, Descriptive, Casual Research, Importance and Criteria of good Research
2. Formulation of Research Problem, Setting of Objectives and Hypotheses
3. Sampling Design-Steps in Sampling Design, Criteria of Selecting a Sample Procedure, Characteristics of a good Sample Design, Different Types of Sample Design: Random and Non-Random Sample and other Sample Design, Sampling

from Non-Normal Population and Sampling from Non-Normal populations, Selection of Random Sampling.

4. Measurement and Scaling Techniques-Measurement Scales, Important Scaling Technique, Scale Construction Technique.
5. Methods of Data Collection- Different Methods of Data Collection: Observation Interview, Questionnaire, Case Study
6. Processing and Analysis of Data-Statistics in Research, Measure of Central Tendency, Measure of Dispersion, Measures of Asymmetry (Skewness), Measures of Relationship, Simple Regression Analysis, Multiple Correlation and Regression, and Partial Correlation
7. Chi-Square test, t-test and Analysis of Variance (ANOVA) and Covariance (ANOCOVA), Time Series Analysis
8. Multivariate Analysis of Data.

BAM-751

Managerial Accounting

Credit: 4 (4+0+0)

- ❖ Concept of Managerial Accounting
- ❖ Understanding Financial Statements: Ratio Analysis, Cash Flow & Fund, Flow Statement
- ❖ Cost Flows & Concepts
- ❖ Cost -Volume-Profit Analysis
- ❖ Budget & Budgetary Control
- ❖ Zero Based Budgeting
- ❖ Responsibility Accounting

Text Book Recommended

1. Introduction to Management Accounting-Horngren, Sundem, Stratton
2. Management Accounting-Khan & Jain

MAS-856

Management Science

Credit:4 (4+0+0)

- ❖ Scientific Decision Making
- ❖ Problem Formulation, Graphical Method
- ❖ Simplex Method (Maximization & Minimization), Sensitivity Analysis & Duality
- ❖ Transportation Problem Assignment Problem, Waiting Lines
- ❖ Inventory Models, Networks
- ❖ Decision Analysis, Integer Programming
- ❖ Simulation

Text Book Recommended:

1. Operation Research Theory & application-KK Sharma
2. Quantitative Technique in Management-N.D. Vohra

Master of Business Administration

Semester III

CODE BAM-864	Management Information System	CREDIT-4 (2+1+2)
<ul style="list-style-type: none"> ❖ Overview of Management Information Systems ❖ Information Systems and System Organization ❖ Computer and Information Processing ❖ Information Systems Software ❖ Enterprise-Wide Computing and Networking ❖ Alternate Systems Building Methods ❖ Information and Knowledge Work Systems ❖ Artificial Intelligence ❖ Controlling Information Systems 		

❖ Office Automation

Practical:

MS WORD

MS EXCEL

MS POWERPOINT

MS ACCESS

Fundamentals of INTERNET

Text Book Recommended:

1. Management Information Systems-Kenneth Laudon & Jane Laudon
2. Management Information Systems-Davis & Olson
3. Management Information Systems-Suresh Basandra

CODE BAM-799	Labour Law	CREDIT-4 (4+0+0)
	Introduction to Labour Law	
	Trade Union Act	1926
	Industrial Dispute Act	1947
	ESI Act	1948
	P.F. and Miscellaneous Provision Act	1952
	Workman Compensation Act	1923
	Payment of Gratuity Act	1973
	Minimum Wages Act	1948
	Factories Act	1948

CODE BAM-859 **Entrepreneurship and SBM** **CREDIT-4 (4+0+0)**

- ❖ Entrepreneurship: definition Classes, Theories of Entrepreneurship
- ❖ New Ventures & Business Plans Government Plans & Policies Training Infra Structural Assistance
- ❖ Characteristics & Roll of small Business
- ❖ Institutional Assistance to Small Business: Sources of Information Financial Institutions, Marketing Assistant
- ❖ Procedure for setting up Small Business: Rules & Regulations, Market Survey, Preparation of Feasibility Report, Managerial Competence and Infrastructure

Text Book Recommended:

1. Small Scale Industries & Entrepreneurship-Vasant Desai

Master of Business Administration

Semester-IV

CODE BAM-865

Strategic Management

CREDIT-4 (4+0+0)

- ❖ Concept of Strategy
- ❖ Process of Strategic Management
- ❖ Role of Strategists-Mission Purpose Objective
- ❖ Environment Components Appraising and Scanning Capability Factors
- ❖ Strategic Alternative & Choice
- ❖ Grand Strategies Strategic Plan
- ❖ Strategy Implementation-Structural and Functional Implementation
- ❖ Strategy Evaluation and Control

Text Book Recommended:

1. Strategic Management-Concept & Cases-Thompson & Strickland
2. Business Policy-Azhar Kazmi

Seminar-2	BAM-883	Credit: 1 (0+1+0)
Project Report	BAM-820	Credit: 10 (0+0+20)
Viva-Voce	BAM-884	Credit: 1 (0+1+0)

**Areas of Specialization (Any Two Groups with
Any Three Subjects)**

III - Semester

MARKETING

BAM-880 ADVERTISING MANAGEMENT CREDIT: 4 (4+0+0)

1. Advertising-Its Purpose & Function
2. Economic and Social Implications of Advertising
3. Advertising Process

4. Creative Strategy
5. Media Decisions
6. Advertising Agency Functions, Selection and Co-ordination
7. Industrial Advertising
8. Non-Commercial Advertising

BAM-901

ADVANCE IN CONSUMER BEHAVIOR

CREDIT: 4 (4+0+0)

1. Defining Consumer Behavior, need and significance
2. Consumer Research
3. Understanding Consumers and market segments
4. Consumer Protection, Dynamics and Risk
5. Consumer Decision Making Process, Personal Influence and Opinion Leadership Process
6. Public Policy and Consumer Protection

Book Recommended

- Consumer Behavior (Concepts and Application)-David Loudon, Albert Bitta
- Consumer Behavior-Leon Schiffman, Leslie Kanuk

BAM-902

SERVICES MARKETING

CREDIT: 4 (4+0+0)

- **Unit: 1** Service Marketing: Concept, characteristics and importance. An overview of service sector in India. Career opportunities in Service Sector.
- **Unit: 2** Marketing Mix in Service Marketing, Segmentation, Targeting and positioning of service.
- **Unit:3** Industrial Services
- **Unit: 4** Service Strategy: Concept and Strategic Planning Process.
- **Unit:5** Consumer Behaviour in Service: Factor influencing consumer behavior, Model of Consumer expectations and perceptions.
- **Unit: 6** Service quality management: Concept, Determinants and process.
- **Unit: 7** Interactive Marketing and Consumer Protection in Services.

BAM-903

PRODUCT AND BRAND MANAGEMENT

CREDIT: 4 (4+0+0)

Unit: 1 Product: Concept, classification, levels, Product Mix.

Unit: 2 Concept of Brand: Introduction, Role of brand, Advantages of Branding, Core Values of Brand.

Unit: 3 Brand Equity: Concept, Brand elements. Principles of Branding, Communication Mix Strategy.

Unit 4: Brand Media: Communication Channels and techniques, Advertising, Brand Perception, Packaging.

Unit 5: Brand Extension: Nature, advantages and disadvantages, factors of brand extension. Brand personality: Nature, advantages, brand personality and user imagery . Concept of Brand positioning.

Unit 6: Brand Strategy: Introduction and type of strategies.

Unit 7: Brand valuation: Meaning, techniques, methods of valuing a brand. Introduction to service brands.

HUMAN RESOURCE MANAGEMENT

BAM-882

TRAINING & DEVELOPMENT

CREDIT: 4 (4+0+0)

- ❖ Human Resource Planning: Concept and Scope
- ❖ Recruitment, Selection & Placement
- ❖ Steps to Training & Development
- ❖ Need, Objectives & Learning Principles of Training
- ❖ Various Approaches of Training

- ❖ Nature & Purpose of Management Development Techniques
- ❖ Information Technology & HR: Training & Development Via Internet & CD-ROMS
- ❖ Evolution of Training & Development
- ❖ Performance Appraisal-Purpose, Factors Affecting, Criteria, Methods, Performance Appraisal of Managers, Post Appraisal Interview, Frequency of Performance Appraisal, Ethics.

BAM-908

COMPENSATION MANAGEMENT

CREDIT: 4 (4+0+0)

1. Wage and Salary definition and factors influencing fixation of wage & salary
2. Theories of Wages
3. Methods of Wage payment
4. Determinants of Wage Scales & Wage Structure
5. Work Measurement Technique, Procedure and Calculation of Standard time
6. Individual & group incentive Scheme Suggested Readings. Wages & Salary Administration: Alka Gupta Salary Administration: Sarojini Senghal

BAM-874

MANAGEMENT OF INDUSTRIAL RELATIONS

CREDIT: 4 (4+0+0)

The course provides the conceptual framework and approaches to industrial relation and the influence of the emerging socio-economics scenario on industrial relations, structure, characteristics and function of trade unions, recognition of trade unions as collective bargaining agents, essentials of Trade Unions Act, employee disciplining and grievance handling, industrial disputes, bipartite and tripartite machineries, collective bargaining, relevant provisions under Industrial Disputes Act, strikes and lock outs, employee empowerment-industrial democracy, workers participation in

management, International Labour Organisation, Recommendation of II National Commission on labour.

BAM-909

CHANGE MANAGEMENT

CREDIT: 4 (4+0+0)

1. Concept and Process of Change
2. Culture and Change Process
3. Management of Resistance to Change
4. Implementing Change
5. Concept of organization diagnosis
6. Diagnostic Process
7. Intervention in Change
8. Manager as Change Agents

FINANCE

BAM-914

SECURITY ANALYSIS

CREDIT: 4 (4+0+0)

Concepts of Investments, Objectives of Financial investment, Types of Investments, Approaches of investments decision making.

Risk Analysis: Types of Risk, Measurement (Characteristic Regression Line (CRL), Calculation of Beta), Capital allocation between risky & Risk assets-Utility analysis.

Security Returns & Valuation: Valuation bond and fixed income instruments, valuation of equity and preference shares (Dividend Capitalization & CAPM).

Fundamental Analysis : Economic, Industry & Company

Technical Analysis : Efficient Market theory, Random Walk Theory

Derivatives : Options and Futures and Swaps

BAM-915

CORPORATE TAXATION

CREDIT: 4 (4+0+0)

Basic Concepts of Income Tax, Residential Status of a company, set-off and carry forwarded of losses, Deduction of exemption in Additional Tax on Undistributed profits

Computation of Tax liability

Meaning and Scope of Tax Planning

Tax planning regarding-Dividend policy, issues of Bonus shares, Managerial Remuneration, Amalgamation & Mergers

Implication of Avoidance of Double taxation Agreements

BAM-916

MANAGEMENT OF FINANCIAL SERVICES

CREDIT: 4 (4+0+0)

Unit 1: Natures and functions of financial services.

Unit 2: Hire-purchase, Leasing and consumer credit.

Unit 3 : Insurance services: Nature and functions. Role of LIC and GIC.

Unit 4: Venture Capital: Nature and Scope of venture capital in India. Venture Capital firms Study of Venture Capital Funds of IDBI and SIDBI

Unit 6: Mergers/Amalgamations and Acquisition/Takeovers

Unit 7: Merchant Banking: Concept, merchant banking in India, regulation of merchant banking in India.

Unit 8: Mutual Funds: Concept and classification. Growth and importance of mutual funds. Performance of listed schemes. Performance of open ended schemes.

BAM-875

WORKING CAPITAL MANAGEMENT CREDIT: 4 (4+0+0)

Management of working capital: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements

Solvency, Liquidity Analysis & Financial Flexibility

Financing Approaches in Working Capital., Financing of working capital and norms of bank finance;

Sources of working capital: Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

Cash Management: Concept of Cash Budget, Cash Collection Systems, Cash Concentration, Strategies

Inventory Management, Approach of inventory Management

Accounts Receivable Management, Credit Policy & Collections

Managing Payables & Accruals

Short Term Financing. Payment System & Financial Institution

Marketable Securities: Avenues and Issues

NGO'S & RURAL MANAGEMENT

BAM-922

RURAL RESOURCES AND DEVELOPMENT CREDIT: 4 (4+0+0)

To provide and depth under standing of the problem and process of the Rural Development, Resources distribution and gapes, Rural Ecology, irrigations, water supply and habitations, land utilization and cropping pattern, Agricultural Productivity, Technical Inputs, Water Electrification, Fertilizers , Seeds, Implements, Plant Protection, Subsidies man power employments, migration, Rural Women Status, Role and Participation, Special Area Development Programme, Public Service and Extension Service.

BAM-923

RURAL MARKETING

CREDIT: 4 (4+0+0)

- Indian Rural Market
- Research in Rural Market
- Media Habits of Rural Market
- Constitution of Rural Market
- Consumer Behaviour
- Targeting, Segmenting and Positing
- Price strategy, Distribution Strategy and Communication Strategy
- Innovation
- Financial Services
- Future of Rural Marketing and Employment

BAM-897

NGO'S AND RURAL DEVELOPMENT

CREDIT: 4 (4+0+0)

- Evolution and growth voluntary organizations
- Theory of Voluntarisms
- Framework and type of NGOs

- Concepty of NGOs interventions in rural development
- People's participations in development
- Role of SHGs
- Concept of advocacy and strategies of NGOs in advocacy work
- Case study of some successful NGOs like SEVA, PRADHAN and CAPART etc.

BAM-924 RURAL MANAGEMENT: PRINCIPLES AND POLICIES CREDIT: 4 (4+0+0)

- Concept and Connotations of Rural Development
- Rural Economy of India
- Paradigms of Rural Developments
- Rural Developments Policies
- Strategies for Sustainable Development
- Poverty and Unemployment eradication programme
- Natural Resources and Infrastructure Development Programme
- Planning for Rural Development

**Areas of Specialization (Any One Group with
Any Three Subjects)**

IV-Semester

MARKETING

BAM-873

INTERNATIONAL MARKETING

CREDIT: 4 (4+0+0)

The course provides an exposure to concepts and issues pertaining to international marketing. The topics covered include need for international marketing, features of international marketing and domestic marketing, international business environment-economic, political, legal demographic, cultural and natural environment, international trading environment, international marketing research, market profiling and selection, market entry and operating strategies-exporting, licensing contract manufacturing, foreign production, joint ventures, etc, international market segmentation and market coverage strategies, differentiated marketing, undifferentiated marketing, concentrated marketing, niche marketing, product strategies, international marketing and product life cycle, pricing strategies, promotion strategies, distribution strategies, international marketing Organisation-export department, subsidiary, foreign branches/officer, foreign direct investment and multinational corporation, foreign trade strategy of India, exim policy, and export promotion measures, major problems of India export sectors, impact of globalization on India agriculture and manufacturing.

BAM-891

TOURISM MANAGEMENT

CREDIT: 4 (4+0+0)

Growth in global tourism and trends in Indian tourism, types of tourism-adventure, health, cultural and ecotourism, tourism operation and services, travel agency and tour operation and business, tourism products of India, hospitality and resort management, tourism transport system-land, air, water transport, tourism market environment and market segments, marketing mix-tourism products, pricing, selling and distribution channels, festivals and events management, sustainable tourism

management, Tourism organisations: organisation and functions of WTO, PATA, ICAO, FHRAI, TAAI, IATO, tourism infrastructure in India.

BAM-904

RETAIL AND FRANCHISING

CREDIT: 4 (4+0+0)

- Introduction
- The attraction of Franchise
- Franchise relationships
- Master Franchise
- Franchise Selection
- Franchise and Business opportunity Rule
- Franchisor

BAM-906

SALES AND DISTRIBUTION MANAGEMENT CREDIT: 4 (4+0+0)

1. Concept of Sales management, evolution, nature and role, importance, Difference Sales and Marketing.
2. Determining sales related marketing policies, products policy, distribution policy, pricing policy.
3. Concept of Distribution, Distribution channel, strategy, distribution channel management.
4. Channel conflict, causes, types and implication of conflicts.
5. Distribution and logistics.

Books Recommended

- Sales and Distribution Management-Aftab Alam
- Sales and Distribution Management-Tapan Panda, Sunil Sahadev
- Sales Management Decisions, Strategies and Cases-Richard Still, Esward Cundiff, Norman Govoni.

BAM-907 CUSTOMER RELATIONSHIP MANAGEMENT

CREDIT: 4 (4+0+0)

Unit 1: CRM: Concept and role of CRM in Business

Unit 2: Building: CRM and Sales force automation: Introduction, SFA and Mobile CRM, SFA process. Customer retention.

Unit 3: CRM in Marketing: Campaign Management, CRM Marketing initiatives. Strategies of CRM.

Unit 4: CRM in e-business: E-CRM, CRM and Enterprise planning.

Unit 5: Analytical CRM: Introduction, nature and role.

Unit 6: Designing CRM programme: Concept and process.

Unit 7: CRM tools and implementation of CRM

Unit 8: Future of CRM.

HUMAN RESOURCE MANAGEMENT

BAM-910 HUMAN RESOURCE PLANNING AND DEVELOPMENT CREDIT: 4 (4+0+0)

1. Human Resource Planning Definition needs and method
2. Anticipating and forecasting manpower needs
3. Process of Human Resource Planning
4. Man power plan Components
5. Problem & Limitations of Manpower planning

BAM-911

CONFLICT MANAGEMENT

CREDIT: 4 (4+0+0)

Unit 1:

- **Conflict:** Definition and Nature of Conflict, the Conflict Process, Sources of Conflict in Organizations, Interpersonal Conflict Management Styles, Structural Approaches to Conflict Management.

Unit 2:

- **Communication, Conflict and Negotiation:** The Six Basic Principles of Persuasion: Liking, Reciprocity, Social Proof, Consistency, Authority, Scarcity.

Unit 3:

- **Conflict Resolution Exercises:** Identification of your conflict Resolution
- **Conflict Management Exercises:** Role Playing Method, Case Study Method.
- **Collective Bargaining.**

Unit 4:

- **Resolving Conflict Through Negotiation:** Nature and Significance of Negotiation Skills, Bargaining Zone Model of Negotiations, Situational Influences on Negotiation, Negotiator Behaviours, Third Party Conflict Resolution, Cross Cultural Perspectives on Negotiation Styles, Study on Negotiation Skills Among Indian Executives.

References

1. Human Relations and Organizational Behaviour: R.S. Dwivedi
2. Organizational Behaviour: Mc Shane & Glinow: Tata McGraw Hill Edition
3. Organizational Behaviour: L.M. Prasad
4. Organizational Behaviour: Texts and Cases, 2nd Ed.-By Uma Sekaran
5. Organizational Behaviour: Texts and Cases By R.K. Puri & Sanjeev Verma
6. Organizational Behaviour: 11th Edition By Stephen P. Robbins
7. Leadership Research Findings, Practice and Skills by Andrew J. DuBrin
8. Kharbanda: Be A Dynamic Leader
9. Modern Labour Laws an Industrial Relations: Srikanta Mishra
10. Industrial Relations, Trade Unions and Labour Legislation: P.R.N. Sinha, Indu Bala Sinha & Seema Priyadashini Shekhar.

BAM-912

STRESS MANAGEMENT AT WORKPLACE

CREDIT: 4 (4+0+0)

Unit 1: Understanding Stress

Definition, Sources of Stress, Signs, Symptoms, Causes and Effects of Stress

Unit 2: Stress Management: Ancient and Modern Perspective

- Stress A New Age Killer
- Why Most People are Unhappy Most of the Time
- Coping: Every Life Has A Story
- Kosha Model of Stress Management

Unit 3: Personality Type and Stress

- Identification of Organizational Stress: Is your job stress killing you
- Organizational Stress & Burn Out
- Stress and coping in Organization

Unit 4: Stress Management Techniques & Therapies

Strategies for Coping with Stress: Marinating Work life Balance, Spirituality and Stress Management

Time Management: Importance of Time Management, Analysis of Time, Planning Time and Resources, Setting Goals and Objectives, Planning to Achieve Goals

Physical Exercise and Yoga

Progressive Relaxation Theraphy

Talking Cure Theraphy

Reference

1. Stress Management: Dr. Umesh Sharma
2. Stress Management For Busy People Tata McGraw Hill Edition

BAM-913

INTEGRATIVE LEADERSHIP

CREDIT: 4 (4+0+0)

Unit 1: Introduction

- What is Integrative Leadership

- The Foundation Integrative Model
- Integrative, Transformative and Transcendent Practices

Unit 2: The Nature and Importance of Leadership

- Meaning of Leadership: Leadership as a Partnership, Leadership Verses Management
- The Impact of Leadership on Organizational Performance: Research and Opinion: Leadership Does Make a Difference
- Leadership Roles: Readiness for Leadership Role, Identifying Leadership Role
- The Satisfaction and Frustrations of being a Leader: Satisfaction of Leaders, Dissatisfaction and Frustrations of Leaders

Unit 3: Traits, Motives, and Characteristics of Leaders

- Personality Traits of Effective Leaders: General Personality Traits, Behaviour and Attitudes of a Trustworthy Leader
- Leadership Motives: The Power Motive, Developing an Internal Locus of Control, Drive and Achievement Motive

Unit 4: Creativity, Innovation and Leadership

- Steps in the Creative Process, Characteristics of Creative Leaders: Intellectual Abilities, Personality
- Organizational Methods to Enhance Creativity: Systematically Collecting fresh ideas, Brainstorming, Self-Help Techniques to Enhance Creative Problem Solving, Leadership Practices for Enhancing Creativity

Reference

- Integrative Leadership by Richard John Hatala & Lillas Marie Hatala
- Leadership Research Findings, Practice and Skills by Andrew J. DuBrin

Reading List

1. The Seeds of Leadership, chapter 1, Section 1, Page no. 15 in 'How Great Leaders Get Great' by-John Baldoni
2. Tracing your Organizational Roots, chapter 9, Section 4, page no. 181, in 'How Great Leaders Get Great 'by-John Baldoni

Management Development (MD) versus Organisation Development (OD), overview of the field of Organisation Development, Values, assumptions and belief in Organisation Development, theories related to Organisation Development-managing O.D. process, action research, them interventions, inter-group and third party peacemaking intervention, comprehensive interventions, structural intervention, ethical stander in O.D., role of power and politics in the practices of O.D, assessing the effects of Organisation Development.

FINANCE

BAM-917

FINANCIAL MARKET

CREDIT: 4 (4+0+0)

Unit 1: Indian Financial System: Concept, Growth and Structure.

Unit 2: SEBI: Funtions and Constitution.

Unit 3: Money market and Instruments. Introduction to the Capital Market

Unit 4: NEAT system: Concept, Hierachy, Logging in and logging off. Order management, Internet broking, WAP.

Unit 5: Primary market: Market of new issues, need for floating capital, public offer private placement, rights issues, equity and debt, recent trends in public issues.

Unit 6: Secondary market: Stock trading, NSE, BSE. Instruments of trading. Index: Introduction and types of index. Training methods and depository services. Security market indicators: Sensex, Study of fixation of indices.

Unit 7: Foreign Exchange Market

BAM-918

MICRO FINANCE

CREDIT: 4 (4+0+0)

1. Concept of micro-Finance : Nature and Scope
2. The Indian Micro-Finance Industry-Status and Trends
3. Models of Micro-Finance-Introduction to Strategic Choice by Organizations
(Exercise on Models to be done in small groups).
4. Cost in Micro-Finance Institutions
5. Portfolio and Delinquency Management-Delinquency, Default, Definitions, Rates and Sustainability
6. Strategic Business Planning-Key Aspects and Strategic Issues for Developing a Business Plan
7. Impact assessment of Micro-Finance Programmes

BAM-919

RISK MANAGEMENT IN BANKING

CREDIT: 4 (4+0+0)

1. E-Commerce & Internet Banking-An Introduction
2. Role of Information Technology and Ideal Technology with special reference to Risk Management
3. Credit Rating for Risk Management
 - a. Conduct of Account and Nature of Security
 - b. Financial Risk
 - c. Industrial Risk
 - d. Management Risk
4. Managing Operation Risk with Six Sigma
5. Based Norms in Indian Banking Sector

BAM-920 INTERNATIONAL FINANCIAL MANAGEMENT CREDIT: 4 (4+0+0)

1. International Financial System
2. Foreign Exchange Market., Determination of Exchange rate
3. Foreign Exchange Risk Management
4. Balance of Payments and International Economic Linkages., IMF
5. International Working Capital Management
6. Issue in Foreign Investment Analysis
7. Sources of Finance in International Financial Market

Recommended Books:

1. Multinational Financial Management by Alan C. Shapiro., Prentice Hall
2. Foreign Exchange and Risk Management by C. Jeevanandam; Sultan Chand & Sons

BAM-921 INVESTMENT & PORTFOLIO MANAGEMENT CREDIT: 4 (4+0+0)

1. Portfolio Analysis: Risk & Return, Markowitz model and Sharp Index Model
2. Portfolio Selection: Utility Theory & Indifference Curves
3. Capital Asset Pricing Model, SML & arbitrage Pricing Theory
4. Portfolio Performance Evaluation
5. Portfolio Revision: Active management & Passive Management