



**UNIVERSITY OF RAJASTHAN  
JAIPUR**

**SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER I, II – 2014-2015**

**SEMESTER III, IV – 2015-2016**

Prepared by — Pushp

Checked by — om

**Choice Based Credit System for  
Master of Business Administration  
w.e.f. Session 2014-15**

The details of the courses with code, title and the credits assign are as given below.

**Abbreviations Used**

**Course Category:**

CCC : Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC : Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

**Contact Hours:**

L : Lecture

T: Tutorial

P: Presentation

S: Self Study



**Master of Business Administration**

**Master of Business Administration (MGM)**

## Semester-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGM101	Organization Behavior	CCC	4	3	1	0	3	0	-
2	MGM102	Quantitative Techniques	CCC	4	3	1	0	3	0	-
3	MGM103	Human Resource Management	CCC	4	3	1	0	3	0	-
4	MGM104	Marketing Management	CCC	4	3	1	0	3	0	-
5	MGM105	Managerial Accounting	CCC	4	3	1	0	3	0	-
6		Core Elective-I	ECC	4	3	1	0	3	0	-
7		Core Elective-II	ECC	4	3	1	0	3	0	-
8		Core Elective-III	ECC	4	3	1	0	3	0	-
Total Credits in the Semester				32						

Electives in Semester-I : MGMA01 - Economics for Managerial Decisions  
 MGMA02 - Computer Application in Management  
 MGMA03 - Business Communication

## Semester-II

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGM201	Production and Operations Management	CCC	4	3	1	0	3	4	-
2	MGM202	Research Methods in Management	CCC	4	3	1	0	3	4	-
3	MGM203	Financial Management	CCC	4	3	1	0	3	4	-
4		Core Elective-IV	ECC	4	3	1	0	3	4	-
5		Core Elective-V	ECC	4	3	1	0	3	4	-
6		Core Elective-VI	ECC	4	3	1	0	3	4	-
7		Core Elective-VII	ECC	4	3	1	0	3	4	-
8		Core Elective-VIII	ECC	4	3	1	0	3	4	-
Total Credits in the Semester				32						

Electives in Semester-II : MGMB01 - Business Environment  
 MGMB02 - Human Resource Planning and Development  
 MGMB03 - Global Business Management  
 MGMB04 - Organizational Change and Effectiveness  
 MGMB05 - Decision Support and Management Information System

*For* *Lauren*

## Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGM301	Strategic Analysis and Choice	CCC	4	3	1	0	3	0	-
2	MGM302	Project Formulation and Implementation	CCC	4	3	1	0	3	0	-
3	MGM303	Summer Training Project*	PRJ	4	3	1	0	3	0	-
4		Core Elective- IX	ECC	4	3	1	0	3	0	-
5		Core Elective- X	ECC	4	3	1	0	3	0	Functional Area
6		Core Elective- XI	ECC	4	3	1	0	3	0	Functional Area
7		Core Elective- XII	ECC	4	3	1	0	3	0	Functional Area
8		Core Elective- XIII	ECC	4	3	1	0	3	0	Functional Area
Total Credits in the Semester				32						

\* Duration (08 Weeks)

Electives in Semester-III: MGMC01 - Business Legislation  
 Other Electives as per specialization (See Program Administration point No. 14)

## Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGM401	Management of technology and Innovation	CCC	4	3	1	0	3	0	-
2	MGM402	Strategic Execution and Change	CCC	4	3	1	0	3	0	-
3	MGM403	Integrated Term Paper	SSC	4	3	1	0	3	0	-
4		Core Elective-XIV	ECC	4	3	1	0	3	0	-
5		Core Elective-XV	ECC	4	3	1	0	3	0	-
6		Core Elective-XVI	ECC	4	3	1	0	3	0	Functional Area
7		Core Elective-XVII	ECC	4	3	1	0	3	0	Functional Area
8		Core Elective-XVIII	ECC	4	3	1	0	3	0	Functional Area
Total Credits in the Semester				32						

Electives in Semester-IV: MGMD01 - Corporate Social Responsibility and Governance  
 MGMD02 - Entrepreneurship Development and Management  
 Other Electives as per specialization (See Program Administration point No. 14)

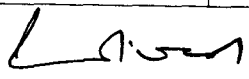
*For* *Signature*

## Elective Core Courses

### Specialization Clusters:

- A. First Semester Electives
- B. Second Semester Electives
- C. Third Semester Electives
- D. Fourth Semester Electives
- E. Marketing Specialization
- F. Human Resource Specialization
- G. Finance Specialization
- H. Rural Development Specialization
- I. Information Technology Specialization

Elective Course Code	Specialization	Paper Title	Prerequisite	Semester
MGMA01	First Semester Electives	Economics for Managerial Decisions	-	I
MGMA02	First Semester Electives	Computer Application in Management	-	I
MGMA03	First Semester Electives	Business Communication	-	I
MGMB01	Second Semester Electives	Business Environment	-	II
MGMB02	Second Semester Electives	Human Resource Planning and Development	-	II
MGMB03	Second Semester Electives	Global Business Management	-	II
MGMB04	Second Semester Electives	Organizational Change and Effectiveness	-	II
MGMB05	Second Semester Electives	Decision Support and Management Information System	-	II
MGMC01	Third Semester Electives	Business Legislation	-	III
MGMD01	Fourth Semester Electives	Corporate Social Responsibility and Governance	-	IV
MGMD02	Fourth Semester Electives	Entrepreneurship Development and Management	-	IV
MGME01	Marketing	Consumer Behaviour	MGMB01, MGMB03	III / IV
MGME02	Marketing	Advertising Management	MGMB01, MGMB03	III / IV
MGME03	Marketing	International Marketing	MGMB01, MGMB03	III / IV
MGME04	Marketing	Sales and Distribution Management	MGMB01, MGMB03	III / IV
MGME05	Marketing	Marketing of Services	MGMB01, MGMB03	III / IV
MGME06	Marketing	Brand Management	MGMB01, MGMB03	III / IV
MGMF01	HR	Management of Industrial Relations	MGMB04	III / IV
MGMF02	HR	Manpower Development for Technological Change	MGMB04	III / IV
MGMF03	HR	Management Training and Development	MGMB04	III / IV
MGMF04	HR	Organizational Change and Intervention Strategies	MGMB04	III / IV


*For* 

MGMF05	HR	Human Resource Development: Strategies and Systems	MGMB04	III / IV
MGMF06	HR	Human Resource Planning and Development	MGMB04	III / IV
MGMF07	HR	Compensation Management	MGMB04	III / IV
MGMF08	HR	Strategic Human Resource Management	MGMB04	III / IV
MGMF09	HR	Evolution of managerial thought & related interdisciplinary concepts	MGMB04	III / IV
MGMG01	Finance	Financial Decisions Analysis	MGMA02, MGMB01	III / IV
MGMG02	Finance	Investment Management and Security Analysis	MGMA02, MGMB01	III / IV
MGMG03	Finance	Portfolio Management	MGMA02, MGMB01	III / IV
MGMG04	Finance	Management of Financial Services	MGMA02, MGMB01	III / IV
MGMG05	Finance	Financial and Commodity Derivatives	MGMA02, MGMB01	III / IV
MGMG06	Finance	Management of Financial Institutions	MGMA02, MGMB01	III / IV
MGMH01	Rural Dev.	Management of Rural Development	MGMB01	III / IV
MGMH02	Rural Dev.	Management of Rural and Agro Based Industries	MGMB01	III / IV
MGMH03	Rural Dev.	Rural Credit and Finance	MGMB01	III / IV
MGMH04	Rural Dev.	Rural Marketing	MGMB01	III / IV
MGMI01	IT	Information Technology for Management	MGMA02, MGMB05	III / IV
MGMI02	IT	Data Communication and Application	MGMA02, MGMB05	III / IV
MGMI03	IT	Data Base Management System	MGMA02, MGMB05	III / IV
MGMI04	IT	Internet and Services	MGMA02, MGMB05	III / IV
MGMI05	IT	Strategic Management of Information Technology	MGMA02, MGMB05	III / IV



### Programme Administration

1. The medium of instruction and examinations shall be English.
2. There will be a component of continuous assessment as per University rules. This will be conducted by the Institute under supervision of the Director. This will carry 20% weightage in the calculation of the final result.
3. The rules of passing, readmission and EoSE (End Term Semester Exam) will be as per University rules and guidelines.
4. Courses/papers are inter-changeable from one year to another. The optional are given separately for each semester.
5. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups. Only a few optional groups will be introduced, keeping in view the teaching faculty position.
6. The question paper pattern for EOSE Examination will be as follows:
  - For Semester- I & II Examination: There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.
  - For Semester- III & IV Examination: There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.
7. No candidate shall be considered to have pursued a regular course or study unless he is certified by the Director of the Institute to have attended 75% of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.
8. Promotion from one semester to another will be as per University rules.
9. The CGPA (of the end term University exam EoSE and internal continuous assessment) will be determined as per University rules and guidelines.
10. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
11. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.
12. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.
13. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
14. A student will opt for total 7 specialization papers. 4 out of these will be from one functional area and 3 from another. He/She cannot choose from more than two functional areas.
15. Functional Area Electives will be announced at the beginning of the semester.
16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).



## MBA : Semester-I

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### ORGANIZATION BEHAVIOR

Course Code: MGM  
Subject Code: MGM101  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Introduction to Organizational Behaviour- Nature and Scope

Foundations of Individual Behaviour- Personality Attitude, values, Emotions, Perception, Role and implication. Emotional Intelligence.

Basic Motivation Process; Applications.

Leadership- Basic Approaches. Contemporary Issues. Group Formation; Group Behaviour; Norms of Groups

Teams- Nature Task, Understanding Work Teams, Interpersonal Communication- Process and Enhancing Effectiveness.

#### References:

1. Goleman , Daniel. Emotional Intelligence.
2. Pareek, Udai. Organization Behavior, Oxford.
3. Hicks and Gullet. Organizations.
4. Stephan Robins- Organizational Behaviour.

### QUANTITATIVE TECHNIQUES

Course Code: MGM  
Subject Code: MGM102  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Time Series Analysis. Decision theory decision under uncertainty. Criterion of Min., Maximum, Minimax. Decision making under risk Bayesian approach.

Game theory – Types of Games, Two person zero sum games. Mixed strategy. Probability theory and problems.

Linear Programming. Problem formulation and geometric methods of solution, simplex method, two phase method, elementary ideas about duality.





**References:**

1. C.R. Kothari – Quantitative Techniques
2. Levin and Kirkpetuck – Quantitative approach to Management
3. Sharma: Quantitative Techniques for Managerial Decisions – MacMillan, New Delhi
4. Bierman Bonini and Hausman – Quantitative Analysis for Business decisions.

**HUMAN RESOURCE MANAGEMENT**

Course Code: MGM  
Subject Code: MGM103  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Human Resource Management. Introduction, Scope. HRM Environment in India. Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.

Human Resource Procurement- Recruitment, Selection and Induction.

Performance Appraisal- Uses, Process, Methods, MBO. Internal Mobility- Promotion. Transfer and Demotion. Discipline-Meeting, Forms. Process and Causes of Indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation- Components. Voluntary Retirement. Managing Employee Exit- Workers, Managers, CEO.

Case and Problems.

**Note:** The text books and reference books will be announced in the class at the beginning of the course by the teacher.

**MARKETING MANAGEMENT**

Course Code: MGM  
Subject Code: MGM104  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Nature and Scope of Marketing, Core Marketing Concepts (Market, Needs, Wants and Demand, Value and Satisfaction, Consumer and Customer, Goods and Services, Competition, Company orientation towards marketplace), The Marketing Environment (External and Internal)

Consumer buying decision process and Basics of Market Research, Levels of marketing planning, Segmentation, Targeting and Positioning, Marketing Mix of Goods and Services

Developing products (Introduction to product, Product levels, Product Classification, Product life cycle, Product Line and Mix, Packaging and Labeling, Product Quality) Concept and Role of Brands, Pricing Decisions (Introduction to price, Process of pricing, Methods of pricing)

Value Chain Model, Market Channels (Importance, Levels, Functions and Flow, Service Sector channels, Channel Design, Management and Integration, E-Commerce channels) Retailing and Wholesaling, Marketing Communications (Role, Process, Mix, Measuring results, and integrated marketing communications)

Marketing Evaluation and Control, Fundamentals of Relationship Marketing, Digital Marketing, Not-for-profit marketing, Retail Marketing, Rural Marketing, Industrial Marketing, Sustainability and Ethics in marketing.

### References:

1. Enis, B M.; *Marketing Classics: A Selection of Influential Articles*. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G.; *Principles of Marketing*. New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip; *Marketing Management: Analysis, Planning, Implementation and Control*. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S.; *Marketing Management: Planning, Control*, New Delhi, MacMillan, 1990.
5. Neelamegham, S.; *Marketing in India: Cases and Readings*. New Delhi, Vikas, 1988.

## MANAGERIAL ACCOUNTING

Course Code: MGM  
Subject Code: MGM105  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Accounting – Functions and scope of Accounting, Accounting concepts and conventions; Accounting Process – Double Entry system, Journal, Ledger, Trial Balance. Capital and Revenue expenditure/receipts; Preparation of Final Accounts with adjustments. Inventory Valuation, Depreciation. Overview of International Financial Reporting Standards (IFRS). Regulatory framework governing accounting and reporting practices

Analysis of Financial Statements – Ratio Analysis, Analysis of Corporate performance and drawing inferences; Cash Flow Statement – preparation and analysis.

Cost and Management Accounting – Cost Concepts and Classification; Cost Structure analysis through Cost Sheet; Techniques of Costing; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting

**References:**

1. Narayanaswamy, R.; Financial Accounting - A Managerial Perspective, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; Financial Accounting, Pearson
3. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.; Accounting: Text and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi
4. Banerjee, A.; Financial accounting - A Managerial Emphasis, Excel Books
5. Khan, M. Y. and Jain, P. K.; Management Accounting, Tata McGraw-Hill, New Delhi
6. Anthony, Robert: Management Accounting
7. Hunt, Williams and Donaldson: Basic Business Finance
8. Wheldon: Cost Accounting and Cost Methods

## MBA : Semester-II

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### PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MGM  
 Subject Code: MGM201  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Nature and scope of Production and Operations Management, Operations as a Strategy- Product and Service Design Factors, Types of Production, Location of Facilities, Types of Production Systems, Plant Layout, Scheduling Production Planning, Method study, Work Simplification and Work Measurement and Control, Aggregate Planning

Value and Analysis and Management, Inventory Management

Models and Applications, Lean Manufacturing.

Network Techniques – Project Planning & control, project monitoring through network techniques, PERT & CPM, Concept of Time estimates, and Project Costs,

Quality Management- Techniques and Tools, Total Quality Management Systems (TQMS), Types of International standards on quality systems, ISO 9000:2000. Standards, Total Quality and Safety.

Cases/Problems

**References:**

1. Stevenson, W. J. (2008). Operations management (10th ed.). New Delhi: Tata McGraw Hill.
2. Heizer, J. & Render, B. (2004). Operations management. New Jersey: Prentice Hall.
3. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South – Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.

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6. Davis, M. M., Acquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
7. Schroeder, R. G. (2006). Operations management: Contemporary concepts and cases (3rd ed.). New Delhi: McGraw Hill.
8. Wild, R. (2003). Operations management text and CD-ROM (6th ed.). UK: Thomson Learning.

## RESEARCH METHODS IN MANAGEMENT

Course Code: MGM  
 Subject Code: MGM202  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information

Sampling Fundamentals: Census and Sampling Methods, Sampling Design, Size of Sample, Probability and Non Possibility, Sampling Techniques.

Processing of Data: Editing and Scrutiny of Data, Classification, Tabulation and Presentation of Data.

Analysis of Data: Univariate Data Analysis- Measurement of Central, Tendencies and Variability, Bivariate Data Analysis- Correlation, Linear Regression and Association Analysis.

Testing of Hypothesis: Null Hypothesis and Alternative Hypothesis, Type of Errors, P Values, Parametric Test- t-Test,  $\chi^2$  – Test, analysis of Variance, Z-Test, Non Parametric Test- Sign Test, Run Test, Mann Whitney U-Test, Kruskal Wallis Test, Kolmogorov–Smirnov Test.

Report Writing: components of the Report, Layout of Research Report, Bibliography, Reference, Webliography, Contents, Presentation of Plagiarism Clicks, Findings, Conclusions, Recommendation and Suggestions in the Report.

Cases/Problems.

### References:

1. Goode, W.J. and Paul Hatt; Methods in Social Research, McGraw Hill Book Co, Auckland.
2. Sigal and N.Castallan: Non Parametric Statistics for the Behavioural Sciences
3. McGraw Hill International Edition, New York.
4. Maxwell, Joseph: Qualitative Research Design. An interactive Approach. Sage Publications, London.
5. Galting, John: Theory and Methods in Social Research
6. Gupta S.P: Statistical Methods
7. Dwivedi: Research Methods in Behavioural Science - MacMillan



## FINANCIAL MANAGEMENT

Course Code: MGM  
 Subject Code: MGM203  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

### References:

1. Brealey, Richard A. and Myers Steward C.; Principles of Corporate Finance; Tata McGraw Hill
2. Archer, Stephen H. etc.; Financial Management; John Wiley, New York
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
5. Pandey, I. M.; Financial Management, Vikas Publishing House Pvt. Ltd.
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
7. Horne, James C.; Financial Management and Policy; Prentice Hall of India, New Delhi
8. Damodaran Aswath; Corporate Finance; Wiley

## MBA : Semester-III

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### STRATEGIC ANALYSIS AND CHOICE

Course Code: MGM  
 Subject Code: MGM301  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

The External Context of Strategic Decisions - Industry Structure and Analysis. Competitors and Complementors, Strategic Groups, Dynamics of Competition.

The Internal Context – Resources, Capabilities and Core Competence, Resource Based View of the Firm.

Corporate and Business Strategies, Diversification Mergers Acquisitions, Strategic Alliance, Competitive Strategies, Cooperative Strategies. Analytical and Human Issues in Strategy Formulation (Indian Context)

Strategy in a Global Environment. Global and National Environment. Patterns of Global Expansion and Entry Mode. Emerging Markets.

#### References:

1. Wheelon Thompson and David Hunger, Strategic Management and Business Policy, Pearson, New Delhi 2004.
2. Ramaswamy and Namakumari; Strategic Planning – Formulation of corporate strategy; MacMillan India Ltd., New Delhi 1999
3. Azhar Kazmi, Business Policy; Tata McGraw- Hill Publishing Co. Ltd., New Delhi
4. Gupta, Goldakota and R. Srinivasan; Business Policy and Strategic Management, PHI, New Delhi.

### PROJECT FORMULATION AND IMPLEMENTATION

Course Code: MGM

Subject Code: MGM302

Total Credits: 04

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

#### Course Contents

Concepts, Characteristics, Life Cycle. Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NNVP, IRR and Payback. Sensitivity Analysis. Social Cost Benefit Analysis- rationale, Concept of Shadow Pricing. Value of Foreign Exchange, Shadow Price of Investment, Social Rate of Discount. Role of Development, Financial Institutions. Work Breakdown Structure (WBS), Contractor Schedule, Project Planning Programming Budgeting System (PPBS). Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information Systems (PMIS), Project Audit. Ex-Post Evaluation.

#### References:

1. Matto P.K.; *Project Formulation in Developing Countries*.
2. Little I.M.D. and J.A. Mirrless; *Project Appraisal and Planning for Developing Countries*.
3. Mishan E.J.; *Cost Benefit Analysis*.
4. Cleland D.I. and W.R. King ; *System Analysis and Project Management*.
5. Dasgupta, P.S. Marglin and A. Sen; *Guidelines for Project Evaluation (UNIDO)*.
6. Sudgen R. and A. Williams; *The Principles of Cost Benefit Analysis*.
7. Little I.M.D. and J.A. Mirrless; *Manual of Industrial Project Analysis in Developing Countries (OECD)*.
8. Chitale V.P.; *Project Viability in Inflationary Conditions*.
9. Chandra, Prasanna ; *Project: Preparation, Appraisal, Budgeting and Implementation*. 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.

## SUMMER TRAINING PROJECT REPORT

Course Code: MGM  
Subject Code: MGM303  
Total Credits: 04

### Guidelines

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an Industrial, Business or Service Organization by taking up a project study, as approved by the Institute from time to time. Report must be based on primary and secondary data, must be an original work and reflect capability for working independently using computers and software. The project report will contain the following:

- Certificate from the Organization
- Certificate by the Guide
- Acknowledgement
- Contents
- Executive Summary
- Brief Introduction to the Organization
- Analysis of the work done by the Student
- Conclusions and Recommendations
- Bibliography
- Annexure (of the data collected, questionnaire etc.)
- The project report will be of 30-35 pages (maximum).

### Evaluation:

The Project report will be evaluated by an external examiner appointed by the University. The evaluation will be based on four components viz. Content, Presentation, Analysis and Viva-Voce. The viva-voce will be conducted at the Institute.

## MBA : Semester-IV

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### MANAGEMENT OF TECHNOLOGY AND INNOVATION

Course Code: MGM  
Subject Code: MGM401  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Technological Environment, Process of Technological Change- Internal and External development of Technology. Technology Strategy, Appropriation of Technology, Technology Transfer- Types, Modes.

Managing Technology Transfer- Technology Transfer Agreement (Basic idea)



Organizing for Innovation, Process Innovation, Product Innovation, Embedding Innovation in Organizational Culture. Economics of Innovation; Innovation Strategies. Relevance of Innovation and Innovation as Competitive Advantage.

**References:**

1. Narayanan V.K., "Managing Technology and Innovation for Competitive Advantage, Pearson: 2001.
2. Govindarajan and Chris Trimble, 10 Rules for Strategic Innovations, HBS, 2007.
3. Tushman M.L. and P.R. Lawrence; Managing Strategic Innovation and Change.
4. Jones, T.; Innovation at the Edge. How Organizations Evolve and Embed Innovation, Capacity, Bulterworth, U.K.
5. Ajad, R.R.; Technology Transfer and Joint Ventures abroad.

**STRATEGIC EXECUTION AND CHANGE**

Course Code: MGM  
Subject Code: MGM402  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Overview- Making Strategy Work, Role of Organizational Structure, Leadership, Effective Coordination Information Networks and Resource Allocation in Effective Implementation.

Implementing Strategy in Companies that Compete in a Single Industry, Across Industries and Countries. Defining Operational Strategies, Balance Scorecard to Implement Strategy.

Knowledge Management and Information Strategy and Communication for effective execution. Strategy Evaluation -Methods and Challenges.

**References:**

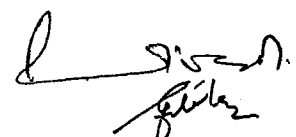
1. Ram Charan: Execution.
2. Lawrence G. Hrebiniak. Making Strategy work, Wharton, 2005 (Indian reprint)

**INTEGRATED TERM PAPER**

Course Code: MGM  
Subject Code: MGM403  
Total Credits: 04

**Guidelines:**

The integrated term paper will be based on an in-depth inter disciplinary study of a case/situation/ problem/ issue/ concept. The student is submit 2 term papers as part of curriculum requirement of this course. The term paper will be multi disciplinary in approach. It can be based on primary / secondary study. The term paper will cover-





- An analysis of subject of study.
- Literature review.
- Data analysis and interpretation (if required).
- Summary and conclusions and disclaimer.
- Bibliography (Chicago manual style). Each term paper will be between 15-20 pages.

The term paper would encapsulate the learning of the course. The student will submit the topic of the term paper within a month of the commencement of the semester to the designated guide. The term paper will be submitted on or before the date announced by the Institute.

#### **Evaluation:**

The term paper will be evaluated by an external examiner appointed by the University. The evaluation will be based on four components viz. Content, Presentation, Analysis and Viva-Voce. Viva-Voce would be common for both papers which will be submitted as a single unit. The viva-voce will be conducted at the Institute. The Director will assign a faculty / visiting faculty to a group for general guidance for this paper.

### **Core Elective Group: (A) –First Semester Electives**

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#### **ECONOMICS FOR MANAGERIAL DECISIONS**

Course Code: MGM

Subject Code: MGMA01

Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### **Course contents**

Nature and Scope of Managerial Economics, The fundamental Concepts of Managerial Economics.

Demand Analysis – Types of Demand, Determinants of Demand, Elasticity of Demand, Demand Forecasting- Methods and techniques.

Costs and Concepts, Types and Break-even Analysis, Revenue.

Market Structure and Pricing Decisions – Pricing under Perfect Competition, Monopoly, Differentiated Monopoly, Monopolistic Competition and Oligopoly. Collective and Non-Collective oligopoly and Solution of Oligopoly Problem.

Market references – Concepts, Background and the status in India.

Cases / Problems.

#### **References:**

1. H. Craig Peterson and W. Cris Lewis: Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi
2. VL Mote, Samuel Paul & G.S. Gupta: Managerial Economics – Concepts and Cases, Tata

McGraw Hill Publishing Company Ltd., New Delhi.

3. D.N. Dwivedi: Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi.
4. R.L. Varshney and K.L. Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
5. P.L. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
6. M.L. Seth: Micro Economics, Laxmi Narain Agarwal, Agra.

## COMPUTER APPLICATION IN MANAGEMENT

Course Code: MGM

Subject Code: MGMA02

Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course contents

Computer System Architecture and Configuration; Overview and functions Operating System; Commonly used Applications Software: Text Processing for Document Preparation; Electronic Spreadsheet for Data Analysis (Creating workbook, calculation using formula and functions, sum, average, count, if, vlookup/ hlookup, sort, filter, Pivot table, simple charts); Presentation Software (All these software will have practical classes also).

Database Management System - Objectives of DBMS, Advantages and Disadvantages of DBMS; Database Models: Overview of Hierarchical Model, Network Model and Relational Data Base Model; ER Model; Relational Data Base: SQL – creating tables, select, update, delete, alter table, Drop; Overview of Client Server System, Distributed Database and Object Oriented Database; Concept of Data Mining, and Data Warehousing. (There will be practical classes on SQL)

Telecommunication Concepts - Overview of Data Communication and OSI Layers; Communication Channels; Types of Communication Network: Based on Geographical Area and Topology; Overview of IP Addressing.

### Suggested Reading:

1. Lucas Henry.C: Information Technology for Management, TMH, New Delhi.
2. Raja Ram V: Fundamentals of Computers, PHI, New Delhi.
3. Barihoke Deepak: Fundamentals of IT, Excel Books.
4. ITLESL – Introduction to Inforamtion Technology – Pearson Education
5. Microsoft Press – MS Excel – Step by Step
6. Microsoft Press – MS Access – Step by Step
7. Microsoft Press – MS Word – Step by Step
8. Microsoft Press – MS Power Point– Step by Step
9. S K Singh: Database System – Concept Design and Applications, Pearson Education.

**BUSINESS COMMUNICAITON**

Course Code: MGM  
 Subject Code: MGMA03  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Business Communication . Process of Communication. Types of Communication- Formal/ Informal. Communication Channels, Communication Networks, Interpersonal Communication, Making Communication Effective.

Business Writing and Correspondence- Reports, Memos letters, Agenda, Minutes and Notes.

Business Letters- Business Letter Format, Type of Letter, Effective letter writing, emails, text messages. Business Communication in Meetings, Presentations, Telephone and Email Etiquettes.

Non-Verbal Communication- Kinesis, Praxis and Paralanguage.

Exercise: Communication exercise to be undertaken in real world situations.

**References:**

1. Dulex Ronald and John Fielden: Principles of Business Communication, McMillan, New York 1990.
2. Ludlow Ron and Paton Fergus: The Essance of Effective Communication, New Delhi, Prentice Hall of India 1991.
3. Godall H. Lloyd Jn and Christopher Waogen: The Persuasive Presentation, Harper and Row, Cambridge, 1986.
4. Asha Kaul : Effective Business Communication, PHI, New Delhi, 2001.

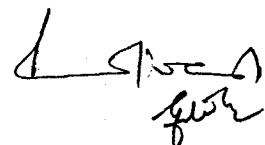
**Core Elective Group: (B) –Second Semester Electives****BUSINESS ENVIRONMENT**

Course Code: MGM  
 Subject Code: MGMB01  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Introduction to Economic, Politico- Legal, Social, Ecological, Technological and Global Environment Factors that effect business.



Social transition, demographics, rural-urban divide, digital divide, social inclusion- impact on business. National issues.

Technology change, Technology for development, Ecological issues concerns and impact on business. National and global issues.

Regulatory environment, Role of competition, Competition Commission of India, Impact of FDI issues- policies on business. Emerging trends in Public Policy and Impact.

### References:

1. A. Das Gupta & Nitish Sen Gupta Governance and Business in India.
2. RBI annual reports on currency and finance
3. Planning Commission

Websites of Government of India pertaining to above (eg. Ministry of Finance, Rural Development)

Newspaper / Journal articles / web references and books referred to by concerned faculty.

## HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course Code: MGM

Subject Code: MGMB02

Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course contents

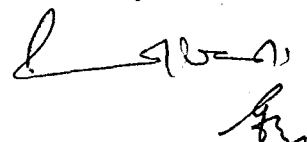
Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in designing HRD System.

Human Resource Planning – Concept, Process, Linking HRD with Strategic Planning, Job Design – Concept and Approaches. Job characteristic, Model to Work Motivation.

Employee Training and Development – Training Phases, Need Assessment, Establishment of Training Objectives, Training Methods, Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, T.A. Evaluation of a Training Programme, Designing Training Programme, Employee Empowerment, Concept and Approaches, Human Resources Audit.

### References:

1. Edwin B. Flippo: Principles of Personnel Management
2. Hiroy, S. Pyars & Leslie W. Rue: Human Resource and Personnel Management, Richard D. Irwin Inc.
3. Randeil, S.Schuler: Effective Personnel Management – West Publishing Company
4. Paul Pigors & Charles A. Myers Personnel Administration McGraw Hill Kogakusha
5. Arun Monappa & Mirze S. Saiyadmin Personnel Management, Tata McGraw Hill
6. Ivancevich & Gullock: Functions of Personnel: Human Resource Management
7. Pareek U & T.V. Rao – Designing and Managing Human Resource Systems, Oxford & Hill Pub. Co. New Delhi.



## GLOBAL BUSINESS MANAGEMENT

Course Code: MGM  
Subject Code: MGMB03  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Globalisation (Concept, Evolution, Drivers, Challenges, Opportunities and Stages of global involvement- EPRG framework), International Trade Theories

Socio-Cultural Environment and its impact on business, Political Environment and Systems, Technological, Demographic, Natural, Legal Environment and their impact on Business.

Economic Environment (Economic Systems, Global Financial Institution- *WTO, World Bank, IMF, UNCTAD, Asian Development Bank*, Global Monetary System- *Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade* and Regional Economic Integrations- *ASEAN, SAARC, BRICS, MINT, EU, NAFTA*)

Global Market selection and entry strategies, Issues in Global marketing (Product decisions, Pricing decisions, Promotion decisions), Issues in Global Human Resource Management, Global operations and logistics.

India- an emerging market, Global trade in pre-liberalisation and liberalisation era, India's Export performance and direction, Indian Trade Policy and Economic Regulation in India.

### Suggested Readings

1. Charles Hill and Arun Jain, '*International Business*', McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, '*International Business*', Pearson.
3. Francis Cherunilam, '*International Business*', PHI.
4. Warren J Keegan, '*Global Marketing*', Pearson.
5. Rakesh Mohan Joshi, '*Global Business Management*', Oxford Press.
6. Cateora, Graham and Salwan, '*International Marketing Management*', McGraw Hill.

## ORGANIZATIONAL CHANGE AND EFFECTIVENESS

Course Code: MGM  
Subject Code: MGMB04  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

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**Course contents**

Organization Change- Process of Change

Resistance to Change- Management of Resistance, Change at Organizational Level, Individual Level, Transactional and Transformational Change, Challenges to Change.

Organizational Learning- Methods, Theories. Embedding Learning Creativity- Concept Necessity and Management. Diversity in Organizations- Gender, Cultural, Regional Diversity, Age, Cross Cultural Dimensions. Integrating Diversity. The Millennials in Workplace.

Organization Effectiveness Models, Creating and Sustaining Effectiveness.

**References:**

1. Anderson, A H and Barker D.; *Effective Enterprise and Change Management*. Oxford, Blackwell Publishers Ltd. 1996.
2. French, W E and Bell, C H; *Organization Development*, New Delhi, Prentice Hall of India, 1995.
3. Khandwalla, P N; *Organisation Design for Excellence*. New Delhi, Tata McGraw Hill, 1992.
4. Luthans, F.; *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
5. Robbins, S P.; *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
6. Senge, Peter: *The Fifth Discipline: The Art and Practice of Learning Organizations*.
7. Schien, Edger; *Organizational Psychology*.

**DECISION SUPPORT AND MANAGEMENT INFORMATION SYSTEM**

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Information System: Basic Concepts, Role of Information in Business in present environment, Business Processes and Information Systems, Types of Business Information Systems with Functional Perspective and Enterprise wide Systems

System Analysis & Design: Overview of System Development, Different Methodologies – Life Cycle & Prototype Approach. Detailed Study on Life Cycle Design & Implementation, Case Study.

Securing Information System: System Vulnerability and Abuse, Software Vulnerability, Tools for Security.

Decision Support System: An Overview, Relevance of DSS characteristics and capabilities of DSS. Types of Decision – Structured, Semi, Un-structured, Decision making process, Systems for Decision Support – MIS, Decision support System, GIS, Executive Support System, Group Decision Support System

**References:**

1. Keen, Peter G.W.: *Decision Support System an Organizational Perspective*, Addison Wesley Pub.
2. Theierauff, Robert J.; *Decision Support System for-Effective Planning*, Prentice Hall, 1982.
3. Krober, Donald W., and Hugh J. Watson ; *Computer Based Information System*, New York, 1984.

4. Management Information System in Digital Firm – K C Laudon, J.P. Laudon- Prentice Hall India
5. Davisl, Michael W.; *A Management Approach*. Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
6. Andrew P.; *Decision Support System Engineering*, Sage, John Wiley & Sons, New York, 1991.
7. Leod, Raymond Me Jr.; *Management Information System*. MacMillan Publishing Company, New York, 5<sup>th</sup> ed., 1993.
8. Turban, Efrain; *Decision Support & Expert Systems- Management Perspective*. MacMillan Publishing Company, New York, 1988.

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**Core Elective Group: (C) –Third Semester Electives**

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**BUSINESS LEGISLATION**

Course Code: MGM  
 Subject Code: MGMC01  
 Total Credits: 04

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

**Course Content**

Indian Contract Act. 1972- Meaning of Agreement and Contract, Offer, Acceptance, Consideration Frustration of Contract, Quasi-contract and Remedies on Breach of Contract and Void Agreements.

Indian Companies Act- Formation of Company, Memorandum and Articles of Associaton, Prospectus, Directors, Meetings and CSR in Companies Act.

Negotiable Instrument Act, 1981- Kinds of Negotiable Instruments like Bill of Exchange, Promissory Notes, Cheques, Draft, Holder in Due Course, Pre-Cautions by and protection of Bankers in making payment of cheques.

Sale of Goods Act & Partnership Act.- Some Important Provisions like Meaning of Sale, Passing of Risk, Caveat emptor, Guarantees and warranties, Rights of unpaid seller, formation & Essentials of Partnership, Implied Authority, Minor as Partner and Dissolution of Firm.

Salient Features of Consumer Protection Act and Law Relating to Intellectual Property, Protection of Women at Workplace (Relevant Act.)

**Suggested Readings**

1. Avtar Singh; *Company Law*, 11<sup>th</sup> ed., Lucknow, Estern, 1996.
2. Khergamwala, J S.; *The Negotiable Instrument Acts.*, Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A.; *Guide to the Companies Act.*, Nagpur, Wadhwa, 1992.
4. Shah, S M.; *Lectures on Company Law*, Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K.; *Business Law For Managers*. New Delhi, Sultan Chand, 1998.
6. Taxman Guide to Company Act.

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**Core Elective Group: (D) –Forth Semester Electives**


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**CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE**

Course Code: MGM  
 Subject Code: MGMD01  
 Total Credits: 04

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

**Course contents**

Corporate- An Overview, Corporate Performance, Role of Board of Directors in Improving Standards of Economic and Social Performance.

Corporate Governance- An Overview, Mechanism, Models, Code, Stakeholders. Board Structure and Style, Role and Responsibility of Board of Directors, Role of Audit Committee,

Corporate Ethics- An Overview, Importance, Ethical Organization and Corporate Code, Ethics and Rule of Law, Business Ethics and Environment, Ethical Issues in Business, Work Ethics V/s Ethics in Work.

Corporate Social Responsibility (CSR)- An Overview, Models, Impact on Business and Society.

**References:**

1. Chakrabarti S.K., Management by Values Towards Cultural Congruence. Oxford University Press, 1991.
2. Hill, Charles Gareth R. Jones, An Integrated Approach to Strategic Management Cengage Learning, New Delhi, 2008.
3. Ackerman; The Social Challenge to business.
4. HBR Articles.

**ENTREPRENEURSHIP DEVELOPMENT AND MANAGEMENT**

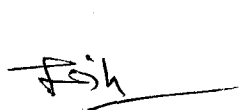
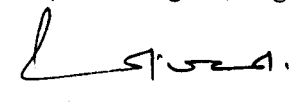
Course Code: MGM  
 Subject Code: MGMD02  
 Total Credits: 04

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

**Course Content**

Entrepreneurship (Nature, Importance, Drawbacks, Evolution), The Entrepreneurial Process, Creativity (Concept and Process), Innovation, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Corporate Entrepreneurship, Role of entrepreneurship in Society and Economy

Idea and Opportunity Identification (Sources, Methods), Feasibility Analysis (Technological, Legal, Financial, Market, Managerial),



Business Plan (Objectives, Features, Structure- Overview, Marketing Plan, Organisational Plan, Financial Plan)

Choice of ownership, Sources of Capital (Equity and Debt Financing, Venture Capital, Angel Investor) and Financial Management issues, Operations and Production issues, Marketing issues- Guerrilla Marketing Strategies, HR issues, Information Management and Intellectual Property Rights related issues, E-Commerce issues, Quality Management issues,

Growth and Stabilisation strategies, Managing Competitive Advantage, Institutional Assistance to New Enterprises, Managing Family and Small Enterprises, Succession Planning, Exit Strategies

Cases and Problems.

#### References:

1. Zimmerer and Scarborough, 'Essentials of Entrepreneurship and Small Business Management', Prentice Hall of India.
2. Hisrich, Peters, Shepherd, 'Entrepreneurship', McGraw-Hill.
3. Rajeev Roy, 'Entrepreneurship', Oxford Publication.
4. Dipesh D. Uike, 'Entrepreneurship Development', Himalaya Publication House.
5. David H. Halt, 'Entrepreneurship – New Venture Creation', Prentice Hall of India.
6. Vasant Desai, 'Dynamics of Entrepreneurship Development and Management', Himalaya Publishing House.
7. Don Steinhott and John F Burgess, 'Small Business Management Fundamentals', McGraw-Hill.

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### Core Elective Group: (E) -Marketing

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#### CONSUMER BEHAVIOUR

Course Code: MGM

Subject Code: MGME01

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

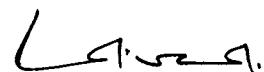
Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.

Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.

Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.





**References:**

1. Assael, H.; *Consumer Behaviour and Marketing Action*. Ohio, South Western, 1995.
2. Engle, J F. etc.; *Consumer Behaviour*, Chicago, Dryden Press, 1993.
3. Howard, John A. etc.; *Consumer Behaviour in Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. etc.; *Consumer Behaviour- Implications for Marketing Strategy*. Texas, Business, 1995.
5. Mowen, John C.; *Consumer Behaviour*. New Your, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L.; *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

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

**ADVERTISING MANAGEMENT**

Course Code: MGM  
Subject Code: MGME02  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Role of advertising in Marketing Process, Advertising and IMC Today, The Evolution of IMC , Economic , Social, Ethical, Legal and Regulatory Aspects (Role of ASCI)

The Foundations of Advertising, Advertising and Consumer Behavior : Cognitive dissonance, Determinants of Advertising Strategy, Research for Advertising Planning, Planning for Media and the Message, Role of Headline, Body copy, Logo, layout, various appeals . Advertising and Media planning: objective, positioning and target audience, Advertising effectiveness and measurement.

Creative Strategy and the Creative Process, Execution through copy and artwork, Use of Print, Electronic, Outdoor and Digital Media, Emerging Media –digital marketing and trends : social media advertising and role of stakeholders. Advertising thinkers and impact on creativity process, Advertising for retail, cooperative, political, non- profit, International, and Public-service

Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Sponsorship, and Corporate advertising, Role and functions of Advertising agencies.

**References:**

1. William F. Arens, Michael F. Weigold, Christian Arens, *Contemporary Advertising & Integrated Marketing Communications*, 14/e McGraw-Hill Higher Education
2. William D. Wells, John Burnett, Sandra Moriarty, *Advertising-Principles and Practice*, Seventh edition, Pearson Education, Inc 9<sup>th</sup> impression (2013)
3. George Belch, Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 7<sup>th</sup> edition, Tata McGraw Hill Education Private Limited
4. Aaker David, *Advertising Management*, 4<sup>th</sup> Edition, New Delhi Prentice Hall
5. Rajiv Batra, John.G.Myers, David.A.Aaker 'Advertising Management' published by Dorling Kindersley India Pvt. Ltd. 5<sup>th</sup> impression (2009)

*Fsh*

*L. J. S. A.*

## INTERNATIONAL MARKETING

Course Code: MGM  
Subject Code: MGME03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

International Marketing- Concept, Importance, Challenges and opportunities, International Marketing Environment, Stages of International Marketing involvement (EPRG), International Market Segmentation, Targeting and Positioning, Screening and Selection of Markets.

International Trade Theories, Trade blocks, Global marketing information system and research, International Market- Entry strategies (Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly-Owned Subsidiaries Aboard, Strategic Alliances)

Developing products (Standardisation, Adaptation, Product strategies, Product launch and Product life cycle in international markets, Packaging and Labelling, Product Quality), Branding Decisions (Role, Importance and strategies), Pricing Decisions (Factors influencing, Pricing approaches, Terms of payment in international transaction, Grey marketing, Dumping, Transfer pricing and Counter Trade)

Channels of International Distribution (Direct and Indirect), Selection of Channels, Market Intermediaries, International Retailing, International Marketing communication strategies, factors influencing international marketing communications, Impact of ICT revolution in International marketing communications

Negotiating with International customers, partners and regulators, Export and Import procedure and documentation, Institutional support for International Trade, Recent trends and contemporary issues in International Trade

### References:

1. Cateora, Graham & Salwan- International Marketing.
2. Charles Hill & Arun Jain- International Business.
3. Warren Keegan- Global Marketing.
4. Varshney & Bhattacharyya- International Marketing
5. Kotler, Kelly & Koshi- Marketing Management.
6. Ramaswamy & Namakumari- Strategic Planning.

## SALES AND DISTRIBUTION MANAGEMENT

Course Code: MGM  
Subject Code: MGME04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

*For* *L. S. S. A.*

The sales process- prospecting, negotiation, persuasion, closing and evaluation. Setting and Formulating personal selling objectives- Recruitment and selection, developing and conducting sales training program. Supervision, motivation and appraisal of salesmen, Sales meetings and their effectiveness, Compensation and incentive plans  
 Sales forecasting and budgeting, sales objectives and quotas, Concept of key account management, Developing and managing sales evaluation programs, cost of sales analysis.  
 Designing and management of territories  
 Overview of marketing channels, systems, structures, functions and relationships. Channel planning. Channel intermediaries, Whole selling and retailing (to be expanded) Formats of retailing and their usefulness, Indian context in organized retailing

#### References:

1. Anderson, R.; *Professional Sales Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
2. Buskirk, R H and Stanton, W. J.; *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
3. Still, Cundiff, Govoni, *Sales Management: Decisions, Strategies and Cases*, 5th Edition, Prentice Hall India and Pearson Education (2011)
4. David Jobber, Geoff Lancaster, *Selling and Sales Management*, Pearson Education (2011)
5. Coughlan, *Marketing Channels*, 7th Edition, Dorling Kindersley (India) Pvt. Limited
6. Stanton, William J. etc.; *Management of a Sales Force*. Chicago, Irwin, 1995.

### MARKETING OF SERVICES

Course Code: MGM  
 Subject Code: MGME05  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Distinction between goods and service marketing, Extension of the product concept and the services concept. Nature of Services and significance of service marketing Challenges in service marketing  
 Service triangle and extended marketing mix  
 Classification of services, Service quality: definition evaluation and models SERU-QUAL and Gap Analysis, Service standardization and customization, service encounter, service distribution, Physical Evidence, Servicescape, Service expectations and service satisfaction, Pricing of Services & Service Distribution, complaint handling, Service Recovery Strategies, Targeting consumers, Relationship Marketing, Customer Lifetime Value, Yield management, Marketing Research in Services, Service Satisfaction measurement

#### References:

1. Lovelock, *Services Marketing, (People, Technology, Strategy)* 7 Edition, Pearson
2. Zeithmal, *Services Marketing*, 6th Edition, Tata McGraw Hill




3. F. Frei, A. Morris, Uncommon Service: How to Win by Putting Customers at the Core of Your Business, HBR Press (2012)
4. Venkat Ramaswamy, Francis Guillard, The Power of co-creation, Free Press Business (2010)
5. David Maister, Managing the professional service firm, Free Press Business (2003)

## BRAND MANAGEMENT

Course Code: MGM  
Subject Code: MGME06  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

The product, Product extensions and hierarchy, New product development-Evolution and stages of development, Understanding Brand and Brand Hierarchy, Brand personality, Brand Image, Brand identity, brand positioning, brand equity, value addition from branding, Brand –consumer relationships, brand loyalty and customer loyalty  
Managing Brands, Brand creation, brand extensions, Brand –product relationships, brand portfolio.  
Product and Brand Management concepts and organization  
Research and measurement of brands- identity, positioning, image, personality, and brand equity valuation, Branding strategies in different sectors- consumer, industrial and service brands, Brand value chain, Brand tracking studies and brand equity management system. Managing Brands  
Overtime- Reinforcement and revitalization of Brands

### References:

1. David A. Aaker, Building Strong Brands, Pocket Books
2. Kevin Lane Keller, Strategic Brand Management, 4 th edition, Pearson Prentice Hall
3. Issac Jacob, Strategic Brand Management, 3 rd edition, Pearson
4. Keller, Strategic Brand Management and Best Practice Cases in Branding, Pearson
5. Marketing Warfare, Al Ries & Jack Trout, McGraw Hill

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### Core Elective Group: (F) -Human Resource

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## MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: MGM  
Subject Code: MGMF01  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."



**Course Content**

Origin of Industrial Relations and its Socio-Economic Dimensions, Role of State in Industrial Relations.

Legal Framework of Industrial Relations- Machinery for Settlement of Disputes, Regulation of Trade Unions.

Meaning of Trade Unions, their functions and activities. Political dimensions of Trade Unions, Employers' Association, Social responsibilities of Trade Unions, Problems of Trade Unions in India.

Collective Bargaining & Negotiation, Discipline- Meaning and its management, Grievance management. Industrial Conflicts- Reasons and Impact Analysis. Negotiation techniques

Participative Management- Significance and its progress in India, Employee Empowerment. Industrial Relations and Technological change. Latest Trends in Industrial Relations.

**References:**

1. Kochman, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K; *Trade Unionism. Myth and Reality*, New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc.; *The Future of Industrial Relations*, New Delhi, Sage, 1994.
4. Papola, T.S. & Rodgers, G.; *Labour Institutions and Economic Development in India*. Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners; *The Strategic Management of Industrial Relations*. New Delhi, Oxford University Press, 1994.
6. Virmani, B.R.; *Participative Management Vs. Collective Bargaining*, New Delhi, Vision Books, 1988.
7. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*, Melbourne, Longman, 1987.

**MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE**

Course Code: MGM

Subject Code: MGMF02

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of new Technology.

Concept and Process of Technological Innovation; Organizational Implications of Technological Change.

Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology.

Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

**References:**

1. Clark, Jon.; *Managing Innovation and Change*. University of Southampton, 1995.
2. Clark, Jon.; *Human Resource Management and Technological Change*. London, Sage, 1993.
3. Campbell, A. and Warner, M.; *New Technology, Skills and Management*, London, Routledge, 1992.
4. Rastogi, P.N.; *Management of Technology and Innovation*. New Delhi, Sage, 1995.
5. Warner, M.; *New Technology and Manufacturing Management*. London, Wiley, 1990.
6. Womack, J.P. etc.; *The Machine That Changed the World*. New York, Maxwell Macmillan, 1990.
7. Whittakar, D.H.; *Managing Innovation*. Cambridge University Press, 1990.

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

### MANAGEMENT TRAINING AND DEVELOPMENT

Course Code: MGM  
 Subject Code: MGMF03  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Training Process- an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.

Training Needs Assessment and Action Research Instructional Objectives and Lesson Planning; Learning Process.

Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.

Organizational support required, Transfer climate, Role of line managers

Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

**References:**

1. Training & Development, Goldstein
2. Beunet, Roger ed.; *Improving Training Effectiveness*. Aldershot, Gower, 1988.
3. Buckley R. & Caple, Jim.; *The Theory & Practice of Training*. London, Kogan & Page, 1995.
4. Lynton, R. Pareek, U.; *Training for Development*. 2nd ed. New Delhi, Vistaar, 1990.
5. Pepper, Allan D.; *Managing the Training and Development Function*. Aldershot, Gower, 1984.
6. Rae, L.; *How to Measure Training Effectiveness*. Aldershot, Gower, 1986.
7. M.A. etc.; *Training Interventions: Managing Employee Development*. 3rd ed. London, IPM, 1992.
8. Senge, P.; *The Fifth Discipline: The Art and Practice of the Learning Organization*. London, Century, 1992.



## ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Course Code: MGM  
Subject Code: MGMF04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Organization Change- an Overview; Approaches to Problems Diagnosis.

Some Major Techniques of Planned Change; Steps in OD.

General OD Competencies, OD Skills, Designing Interventions- Interpersonal, Team, Intergroup and Systems.

Evaluation of OD, Ethics of OD Professional, Future of OD.

### References:

1. Abad, Ahmad. Etc.; *Developing Effective Organization*. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
2. De Nitish.; *Alternative Designs of Human Organization*. London, Sage, 1988.
3. French, W.H. and Bell, CH.; *Organisation Development*. New Delhi, Prentice Hall of India, 1991.
4. French, W.L.; *Organisation Development Theory, Practice and Research*. 3rd ed. New Delhi, Universal Book Stall, 1990.

## HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Course Code: MGM  
Subject Code: MGMF05  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Field of HRD- Concepts, Goals, Challengers; HRD Climate and Practices in India.

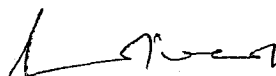
Staffing HRD Function; Developing HR Strategies; HRD System Design Principles.

Design & Administration of Select HRD Systems; HRD for Workers.

HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in Indian Organizations.

### References:

1. Dayal, Ishwar; *Successful Applications of HRD*. New Delhi, Concepts, 1996.
2. Dayal, Ishwar; *Designing HRD Systems*. New Delhi, Concept, 1993..
3. Pareek, U. etc.; *Managing Transitions: The HRD Response*. New Delhi, Tata McGraw Hill, 1992.





## HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course Code: MGM  
Subject Code: MGMF06  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Manpower Planning- Introduction, Rationale, Process.  
Manpower Planning- National, Corporate, Unit.  
Manpower Planning and Strategic Planning.  
Manpower Forecasting- Process Planning, Linking Business Process Planning with Human Resource Planning, Manpower Demand, Planning.  
Manpower Supply, Simple and Change Models, Wastage analysis, Redeployment, Work analysis.  
Management Succession- Succession Planning and Replacement Planning, Career Planning, Performance Planning, Potentials Appraisal.

### References:

1. James W. Walker; Human Resource Planning, McGraw- Hill.
2. Monica Belcourt, Kenneth J. McBey; Strategic Human Resources Planning, Changage Learning India Pvt. Ltd.
3. Arthur, M.; *Career Theory Handbook*. Englewood Cliffs, Prentice Inc., 1991.

## COMPENSATION MANAGEMENT

Course Code: MGM  
Subject Code: MGMF07  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Compensation: Role, Economic & Behavioral Issues, Wage concepts, Components of Compensation- Basic, Dearness Allowance, Fringe benefits, Bonus, Incentives etc.  
Administration of compensation: Linkage between Job analysis & Job description And compensation, Developing a compensation plan, Cafeteria Approach, Profit sharing & stock option, Team based compensation, Internal & external equity.

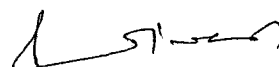
Corporate Compensation: Globalisation, Diversity & Compensation, Executive Compensation, Voluntary Retirement Scheme, Severance pay, Downsizing.

Recent Trends: International Compensation Management, Strategic Compensation Management, HRIS & Compensation.

Laws relating to compensation : main features

Payment of wages Act 1936, Minimum wages Act 1948, Bonus Act 1965, Provident fund Act, Employee State Insurance Act 1948

CASE STUDIES



**References:**

1. George.T.Milkovich,Jery.M.Newman,Ratnam;*Compensation*,McGraw Hill.9thedition
2. Bhattacharya,Sengupta,*Compensation management,Excel Books,2009*
3. *Henderson,Richard I, Compensation management,Ratson ,1976*

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Code: MGM  
 Subject Code: MGMF08  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Understanding SHRM: Meaning, Need & importance of SHRM, Linking HR strategy with Business strategy. (SHRM- Strategic Human Resource Management)

Strategizing HR Processes: Recruitment & retention, Training & Development, Compensation & Performance Management Strategies

Manifestation of HR strategies: HR and Change Management, HR and OD Initiatives, Human Side of Mergers & Acquisitions.

Evaluating the HR function: Scope & Importance of evaluating HRM, The 5-C model, HR scorecard, Challenges in measuring the impact of HRM.

Developing HR as a Strategic Value addition function: Gaining competitive advantage through HR, the VRIO framework, future challenges.

Cases & Problems

**References:**

1. Strategic Human Resource Management, Monica Belcourt & Kenneth McBey, Cengage Learning.
2. Strategic Human Resource Management, Rajib Singh Lochan, Excel Books.

**EVOLUTION OF MANAGERIAL THOUGHT & RELATED INTERDISCIPLINARY CONCEPTS**

Course Code: MGM  
 Subject Code: MGMF09  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course Contents**

Classical Management Thinkers, Bureaucracy, Human Relations Movement, Fayol, Taylor, Gullick, Weber, Mayo, Follett, McGregor, McLelland, Simon, Bernard, Ulrich; Organizational Theory: Parkinson's Laws

Emergence of Indian Management Thought: From Kautilya to contemporary Indian thinkers; Theories underlying cultural norms in developed & developing countries: Rensis Likert

Management vs. Administration, Management as a Science & Management as an Art; Qualities of a Manager; Personal Effectiveness & Learning, Emotional Intelligence, Business Etiquette, Social Responsibility, Professionalism, Work-life balance

Indian Cultural Context: Demographic distribution, Historical Evolution, Regional Disparities, Influence of LPG, Tenets of sensitivities & aspirations of Indian Workforce, Gender & Diversity Management

**References:**

1. Prasad & Prasad; Administrative Thinkers
2. Daniel Goleman; Emotional Intelligence
3. Sage; Human Development in the Indian Context: Volumes I & II

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**Core Elective Group (G) Finance**


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**FINANCIAL DECISION ANALYSIS**

Course Code: MGM

Subject Code: MGMG01

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas.

Corporate Debt Capacity Management Decision; Business Failure and Reorganization- Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty.

Cost-Volume-Profit Analysis under Conditions of Uncertainty. Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions.

Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

**References:**

1. Bhalla, V K.; *Financial Management and Policy*. 2<sup>nd</sup> ed., New Delhi, Anmol, Delhi, 1998.
2. Bierman, Harold; *Lease Vs. Buy Decision*. Englewood Cliffs, New Jersey, Prentice Hill Inc., 1982.

3. Fogier, H and Ganpathy; *Financial Econometrics*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
4. Levy H and Sarnat H.; *Capital Investment and Financial Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
5. Van Horne, James C.; *Financial Management and Policy*. Englewood Cliffs, New Jersey, Prentice Hall of India, 1997.

## INVESTMENT MANAGEMENT AND SECURITY ANALYSIS

Course Code: MGM  
 Subject Code: MGMG02  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

#### Investment:

Nature and scope of investment analysis, Elements of investments. Avenues of investment, Approaches to investment analysis, Concept of return and risk, Security return and risk analysis, Measurement of risk and return.

#### Financial Assets:

Types and their characteristics, Source of financial information.

#### Public Issue:

SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Appointment of merchant bankers; Underwriting; Brokers; Registrars; Managers, Bankers & Allotment of Shares.

#### Secondary Market:

Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need; Depository Act-1996.

#### Valuation of Securities:

Bonds; Debentures; Preference Shares; and Equity Shares.

#### Fundamental Analysis:

Economic Analysis; Industry Analysis and Company Analysis.

#### Technical Analysis:

Trends, Indicators, Indices and moving averages applied in technical analysis.

Recent development in Indian Stock Markets including investors protection.

### References:

1. P. Pandian : "Security analysis and portfolio management".
2. Madhumati, Rangarajan : "Investment analysis and portfolio management".
3. Agarwala, K.N. and Deeksha Agarwala: "Bulls, Bears and The Mouse", Macmillan, New Delhi.
4. Cheney, J. and E. Muses: "Fundamentals of Investments", Paul, New York.

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## PORTFOLIO MANAGEMENT

Course Code: MGM  
Subject Code: MGMG03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

**Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.

**Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns; Effect of combining securities; Markowitz risk-return optimization.

**Single Index Model:** Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution.

**Capital Market Theory:** Capital market line, security market line; Risk free lending and borrowing; Recent developments.

**Factor Models:** Arbitrage pricing theory, principle of arbitrage, arbitrage, arbitrage portfolios; Two factor and multi factor models.

**Efficient Market Hypothesis:** Weak, semi-strong and strong, random walk etc.

**Portfolio Construction:** techniques of portfolio construction.

**Portfolio Performance Evaluation:** Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

### References:

1. Barua, Raghunathan and Verma: "Portfolio Management", Tata McGraw Hill, Delhi.
2. Clark, James Francis: "Investment- Analysis and Management", McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: "Investment Management", Prentice Hall, International Edition, New York.
4. Fischer, D.E. and Jordan R.J.: "Security Analysis and Portfolio Management", Prentice Hall, New Delhi.

## MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGM  
Subject Code: MGMG04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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**Course Content**

Concept, Nature and scope of financial services; Regulatory frame work for financial services; Recent trends in marketing of financial services

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.

Other Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

**References:**

1. Khan, M.Y: "Financial Services", Tata McGraw Hill, New Delhi
2. Agashe, Anil: "Financial Services Markets and Regulations", Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Avadhani, V.A.: "Financial Services in India", Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Bhole, L.M.: "Financial Markets & Institutions", Tata McGraw Hill, New Delhi

**FINANCIAL AND COMMODITY DERIVATIVES**

Course Code: MGM

Subject Code: MGMG05

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course Content**

Introduction to Derivatives Market: Exchange traded markets, over the counter markets, types of traders: hedgers, speculators and arbitragers, Forwards, futures , options , swaps and other derivative contracts. Overview of Indian derivatives market. Financial & Commodity Mechanics of Futures and Options Markets: Background, Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, taxation.

Pricing Derivatives: Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.

Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swaptions.

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Derivatives Mishaps and learning: This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them.

**References:**

1. Hull, John C.; Options, Futures and Other Derivatives; Pearson
2. Gardner: Futures & Options - MacMillan
3. The Quest for value: G. Bennett Stewart: Harper Business (Harper Collins Publishers)
4. Basic Business Finance: Donaldson, Richards, D. Irwin (1971)
5. Gardner: Derivatives – MacMillan
6. Gupta, S.L.: “Financial Derivatives”, PHI Learning Pvt. Ltd., New Delhi

### MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Code: MGM  
Subject Code: MGMG06  
Total Credits: 04

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

**Course contents**

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions.

Flow of Fund, Analysis of the Borrowing and Lending Behaviour of Financial Institutions. Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning.

Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Proforma Statements.

Working and Organization of Different types of Financial Institutions in India and different regulatory bodies, International Aspects of Financial Institutions.

**References:**

1. Bhalla, V.K.; *Indian Financial System*, Delhi, Anmol Pub. Pvt. Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz; *Capital Markets and Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B.; *Financial Management of Financial Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A.; *Development Banking*. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R.; *Financial Institutions*. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu; *Management of Financial Institutions in India*. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Seitz, Nail E.; *Financial Institution Management: Text and Cases*. 3<sup>rd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

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**Optional Group (H) Rural Development**

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**MANAGEMENT OF RURAL DEVELOPMENT**

Course Code: MGE  
Subject Code: MGEH01  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Rural Management- Key issues;

Rural Resources- Key resources and their management (overview only) (Water, land forest for e.g.)  
Role of Rural Community in growth and development. Community initiatives.

Rural Entrepreneurship- Problems/ prospects and revival

Rural Infrastructure and Development.

PURA (Success stories), Role of PPP in rural infrastructure development.

MNREGA and its role and impact on rural development, skill development.

**References:**

1. EPW Articles.
2. Websites and publications of Ministry of Finance, Ministry of Rural Development, Ministry of Water Resources; MOEF, Government of India
3. Experiential learning through visit to rural areas.

**MANAGEMENT OF RURAL AND AGRO BASED INDUSTRIES**

Course Code: MGM  
Subject Code: MGMH02  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Choice of Agro-based Industries.

Problems relating to location and size. Growth of agro based industry, Innovation, New models.

Product Development ,planning pricing ,product mix.

Choices of appropriate technology for development of rural industries.

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Manpower Development for Rural Industries.  
Quality and Reliability of Rural Products.

**References:**

1. Problems of Development of Tribal Areas : S.G.Deogaonker
2. Rural :Planning of one country : Black,John Donald,Vestocott
3. Rural Organization, Agriculture series and Job Opportunities in Agriculture; Un.Eca.
4. Management Research Method for Agricultural, ; Agarwal abd Heady
5. Agricultural Decision Analysis :Jack R. Anderson,John L.Dillon and Brian Hardaker
6. Agricultural Bargaining Power :George W.Ladd

**RURAL CREDIT AND FINANCE**

Course Code: MGM  
Subject Code: MGMH03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Financial management of rural industries.  
Tools of Financial analysis and control.

Financial forecasting and budgeting.

Methods of raising rural credit.  
Control of investment in receivables and inventories.  
Banking micro finance -emerging role, issues and problems.

Cases/Problems.

**References:**

1. Transformation of Agriculture : G.B.Singh
2. Management in Agricultural Finance :S.C.Jain
3. Production Credit Management in Changing Agriculture : Desai and Desai
4. Capital and Finance in Agriculture :UN,UEDD
5. Agriculture Finance :Murray and Nelson
6. Agricultural Price Analysis :Geoffrey S. Shepherd
7. Agricultural and Economic Growth : Japan's Experience –Edited by Obkawn,Johri Ston and Kaneda

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## RURAL MARKETING

Course Code: MGM  
Subject Code: MGMH04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Rural Markets- Demographic Analysis.  
Rural Marketing- Nature and Scope  
Rural Consumers- Consumer Behaviour  
Macro Environment for Rural marketing.  
4Ps of Rural Marketing. Emphasis on differentiation for Rural Markets. Pricing strategies. Logistics for rural markets.  
Innovation in Distribution Channels, Setting of Rural Sales Organization.  
Product Innovation for Rural Markets.  
Marketing Control for rural markets.

### References:

1. Loan System : T.P.S. Chaudhary and J.N.Sharma
2. Rural Reconstruction in India and China : Netra pal Jain
3. The Political Economy of Agrarian Change : Keith Griffin
4. Agricultural Bargaining power :George W.Ladd
5. Indian Journal of Agricultural Economics (Quarterly)
6. Agricultural Situation in India (Monthly)
7. EPW Articles.
8. Bijapurkar Rena; We are Like That Only.
9. Rural Development Digest – NCD : Hyderabad National institute of Community Development (Quarterly)

### Core Elective Group (I) Information Technology for Management

## INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code: MGM  
Subject Code: MGMI01  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

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Introduction to Information technology. Impact of globalization in business. Introduction, Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP, ERP selection, ERP Implementation etc.

Issues for Senior Management: Management control, decision making process, types of decisions and uses of various information systems at different levels of management, Management Issues, Security Issues etc.

Societal Implications and Future Trends: Social responsibilities, technology, applications of IT and the Impact of IT. Ethics and Information Technology and the future of IT. CYBER Laws.

Cases/Problems

### References:

1. Mc Kenney, James L. Waves of Change: Business Evolution Through Information Technology, Boston, NBS Press, 1995.
2. Goyal: Management Information Systems – MacMillan, New Delhi
3. Lucas, Henery C. Jr. Information Technology for Management: McGraw Hill Kogakusha.
4. Donald H. Sanders: Computers Today: McGraw Hill, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology: PIII Pvt. Ltd., New Delhi.
6. W.S. Jawadekar: Management Information Systems: Tata McGraw Hill Publishing Company Ltd, New Delhi.
7. Yeates: Systems Analysis and Design – MacMillan, New Delhi
8. C.K. Somoyogi and Robert D. Galliers: Towards Strategic Information Systems: Abacus Press, UK.

## DATA COMMUNICAITON AND APPLICAITON

Course Code: MGM

Subject Code: MGMI02

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Data Communication, computer communication and networking, communication, softwares. Data transmission: Analog data, digital data, analog modulation: AM, FM, PM, Digital modulation: Pulse Code Modulation (PCM). Multiplexing: Frequency division multiplexing FDM, Time Division Multiplexing (TDM)

Introduction to Transmission Channels/Media: Twisted Pair, Coaxial Cable, Optical Fiber Cable, Radio. TV, Microwave Transmission and Satellite Channel etc. OSI Reference Model for computer networks. Characteristics of Protocols.

Data Switching Techniques: Circuit Switching, message switching and packet switching techniques. Virtual circuits and datagrams, X.25 packet format.

Cases/Problems

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**References:**

1. William Stallings, "Data and Computer Communications", Prentice Hall, India (4<sup>th</sup> edn.)
2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India (2<sup>nd</sup> edn.)
3. T. Viswanathan, "Telecommunication, Switching Systems and Networks", Prentice Hall, India.

**DATA BASE MANAGEMENT SYSTEM**

Course Code: MGM  
 Subject Code: MGMI03  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Data Processing Concepts: Data Structures: File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models.

Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Districuted Data processing Systems and a Need for Database Environment for such a System.

Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Data Base Management Systems for Successful Implementations of Distributed Systems; Structured Query Language.

Distributed Data Base Systems: On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria, Performance Analysis; Recovery Issues, Re-organizational Problems; Implementation and Maintenance Issues; Database Administration.

Case/Problem

**References:**

1. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2<sup>nd</sup> ed., Eaglewood Cliff, New Jersey, Yourdon Press 1991.
2. Kroenke, David M: Database processing: fundamentals, Design, Implementation. 4<sup>th</sup> ed., New York, McMillan 1992.
3. McFadden, Fred R and Hoffer, Joffrey, A. Database Management. 3<sup>rd</sup> ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J.A. Guide to SQL Boston, Boyd and Fraser, 1990.
5. Salcni, Joe, Client/Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.
6. Systems and Developers Manuals for an RDBMS such as Oracle.

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## INTERNET AND SERVICES

Course Code: MGM  
 Subject Code: MGMI04  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

History and evolution of internet, capabilities, benefits, problems of Internet, its applications and flue of Internet. FTP, talent, TC/IP protocol, Characteristics of protocols, LAN, MAN, WAN.

Introduction to HUBs, Switches, Routers, Bridges, gateways Earth station, VSAT, Modem etc. and their applications. Introduction to current trends of Information Technology: E-commerce, Electronic Data interchange (EDI) etc.

Introduction to Integrated Service Digital Network (ISDN): Overview of ISDN, Principles of ISDN, Evolution of ISDN, User Interface, Objectives, benefits and Services. ISDN Channels and their functions. Broadband ISDN.

### Cases/Problems

### References:

1. William Stalling, "Data and Computer Communications", Prentice Hall, India, (4<sup>th</sup> edition)
2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India.
3. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology, PHI Pvt. Ltd., New Delhi.
4. William Brain K: Using Information Technology: A Practical Introduction to Computers and Communication.

## STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course Code: MGM  
 Subject Code: MGMI05  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Key Issues in Information System Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage of use of IT.




Creativity, Learning Organizations and Role of Information Technology in Business Transformation.  
Technology Convergence.

Information Partnerships; Managing in the Market space: National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource ; Managing the IT Function; Outsourcing IT Function.

Cases/Problems

**References:**

1. Alter, S. Information Systems: A Management Perspective. California, Addison Wesley, 1992.
2. Galliers, R.D. Strategic Information Management: Challenges and Strategies in Managing Information Systems. Oxford, Butterworth – Heinemann, 1994.
3. McKenney, James L. Waves of Change: Business Evolution Information Technology, Boston, IIBS Press, 1995.

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