

THE PROGRAMME

The Master of Business Administration (MBA) is a two—year full—time programme. The course structure of the programme is given hereunder

FIRST YEAR

SEMESTER-I

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-101	Management Process and Organisational Behaviour	70	30	100	3 Hrs.
CP-102	Business Statistics	70	30	100	3 Hrs.
CP-103	Managerial Economics	70	30	100	3 Hrs.
CP-104	Business Environment	70	30	100	3 Hrs.
CP-105	Business communication	70	30	100	3 Hrs.
CP-106	Accounting for Managers	70	30	100	3 Hrs.
CP-107	Computer Applications in Management	50 (T) 50 (P)		100	3 Hrs.
CP-108	Seminar		50*	50	

T= Theory, P= Practical

*The Seminar will be presented by each student on any topic relating to Indian Ethos and Values and current Socio—Economic context

SEMESTER-II

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-201	Management Science	70	30	100	3 Hrs.
CP-202	Marketing Management	70	30	100	3 Hrs.
CP-203	Human Resource Management	70	30	100	3 Hrs.
CP-204	Financial Management	70	30	100	3 Hrs.
CP-205	Business Research Methodology	70	30	100	3 Hrs.
CP-206	Production and Operations Management	70	30	100	3 Hrs.
CP-207	E-Commerce	70	30	100	3 Hrs.
CP-208	Comprehensive Viva –Voce	50	-	50	

Summer Training

At the end of second semester, all students will have to undergo summer training of 6—8 weeks with an industrial, business or service organisation by taking up a project study. The condition of successfully completing the programmes shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second year, in addition to compulsory papers and project studies, students shall have to choose six optional papers in third and six in fourth semester from the list of optional papers announced at the beginning of each semester. The list of optional papers for third and fourth semesters shall confine to the availability of teachers. A student will specialize in two areas (One Major and other Minor) by opting at least four papers (in major area) instead of three papers and two papers from (in minor area) in third and fourth semester.

SEMESTER—III

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-301	Business Policy and Strategic Management	70	30	100	3Hrs.
CP-302	Business Legislation	70	30	100	3Hrs.
CP-303	Summer Training Report	50	50*	100	

(Plus 6 Optional Papers by selection 3 Papers each from two areas)

*Internal evaluation will be based on seminar presentation.

SEMESTER-IV

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-401	Entrepreneurship Development	70	30	100	3Hrs.
CP-402	Research Project	100		100	
CP-403	Comprehensive Viva Voce (including viva-voce on research project)	50	-	50	

(Plus 6 Optional Papers by selecting 3 papers each from two areas)

List of Optional Papers of various specializations

FINANCE

3rd Semester

FM—301	Financial Decisions Analysis
FM—302	Foreign Exchange Management
FM—303	International Accounting
FM—304	Corporate Taxation
FM—305	Working Capital Management
FM—306	Management of Financial Institutions
FM—307	Security Analysis and Investment Management

4th Semester

FM-401	Principles of Insurance and Banking
FM-402	International Financial Management
FM-403	Management Control System
FM-404	Financial Derivatives
FM-405	Management of Financial Services
FM-406	Project Management
FM-407	Portfolio Management

MARKETING**3rd Semester**

MM-301	Advertising Management
MM-302	Sales Management
MM-303	Product and Brand Management
MM-304	Consumer Behaviour
MM-305	Distribution and Logistics Management
MM-306	Retailing
MM-307	Marketing Research

4th Semester

MM-401	International Marketing
MM-402	Industrial Marketing
MM-403	Service Marketing
MM-404	Direct Marketing
MM-405	Rural and Agricultural Marketing
MM-406	Marketing Communication Strategy

HRM**3rd Semester**

HRM-301	Management of industrial Relations
HRM-302	Management of Comparative Industrial Relations
HRM-303	Manpower Development for Technological Change
HRM-304	Compensation Management
HRM-305	Managing Interpersonal and Group Processes
HRM-306	Human Resource Planning and Development

4th Semester

HRM-401	Counselling Skills for Managers
HRM-402	Legal Framework Governing Human Relations
HRM-403	Management Training and Development
HRM-404	Organisational Change and Intervention Strategies
HRM-405	Human Resource Management : Strategies and Systems
HRM-406	Global Human Resource Management

DETAILED SYLLABUS FOLLOWS:

CP-101 : Management Process and Organizational Behaviour

Max. Marks: 100

External : 70

Internal :30

Time: 3 Hours

Note:- The examiner will set eight questions in all. Question No. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All questions will carry equal marks.

Objectives

The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents

Evolution of management thought : Systems and contingency approach for understanding organizations; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing individual behaviour; Personality; Perceptions; Attitudes; Learning; Decision-making; Management by Objectives; Understanding and managing group processes- interpersonal and group dynamics; Applications of Emotional Intelligence in organizations. Leadership and influence process; Work Motivation. Understanding and Managing organizational system—Organizational design and structure, Work stress, Organizational Change and development; Conflict Management; Stress Management.

Suggested Reading:

1. Koontz, H. and Wehrich, H.: Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. : Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. : Management, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Robbins, SP. : Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 1st ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
6. Stoner, J. L. et al. : Management, 6th ed., New Delhi, Prentice Hall of India, 1996.
7. Singh, Dalip: Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

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

CP—102 : Business Statistics

Max. Marks: 100
External: 70
Internal : 30
Time :3 Hours

Note :—The examiner will s eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objective

The objectives of this course is to make the students learn about the application of statistical tools and techniques for decision- making.

Course Contents

Univariate Analysis : An overview of central tendency, dispersion, aid skewness.

probability Theory; Classical, relative and subjective probability,

- Addition and multiplication probability models; Conditional probability and Baye’s Theorem.

Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications. Sampling and sampling methods; Sampling and non-s Sampling erros’s; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

Statistical Estimation and Testing; Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypothesis and errors; Large and small sampling tests—Z, t and F tests.

Non—Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed— Rank tests; Kruskal—Wallis test.

Correlation and Regression Analysis : Two variables case.

Index Numbers : Meaning and types; Weighted aggregative indices-Laspeyre’s and Paasch’s indices; Laspeyre’s and Paasth’s indices compared, indices of weighted average of (price and quantity) relatives; Tests of adequacy Special problems—shifting the base; splicing, overlapping index series; Uses and problems of Index number; Time Series Analysis; Trend Analysis.

Statistical Quality Control : Causes of variations in quality characteristics, Quality control charts, - purpose and. logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes -fraction defectives and number of defects Acceptance sampling.

Suggested Readings:

1. Hooda, R.P. : Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz; Kohler : Statistics for Business & Economics,. Harper Collins; New York.
3. Heinz, LW : Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.
4. Lawrence, B. Morse: Statistics for Business & Economics, Harper Collins, NY.
5. Levin, Richard I and David S Rubin : Statistics for Management Prentice Hail, Delhi.
6. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance international, Thompson Business Press, London.

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

CP— 103 Managerial Economics

Max. Marks 100

External: 70

Internal: 30

Time: 3 Hours

Note:- The examiner will set eight questions in all Question No.1, comprising of seven short answer two questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objectives of this course is to acquaint the students with concepts and techniques used in Micro—Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

Nature and scope of Managerial Economics. Importance of Managerial decision—making; Marginal analysis; Objective of a firm, Demand function, Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting; Short-run and long-run production functions; Cost curves and economics of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition, and oligopoly; Pricing strategies and tactics; National Income— alternative concepts and measurement of National income; Inflation—types, measurement and control; Balance of Payments; Monetary and Fiscal Policies.

Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, Illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
5. Mehta, P.L. Managerial Economics, Sultan Chand, New Delhi.

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

CP-104 Business Environment

Max. Marks: 100

External : 70

Internal : 30

Time: 3 hours

Note: — The examiner will set eight questions in all, Question No.1, comprising of seven short answer types questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The primary objectives of this course are to acquaint the students emerging global trends in business environment.

Course Contents

Nature, components and determinants of business environment, dynamics of business environment, key indicators; Risk in business environment, Assessing business environment — country risk and political risk.

Current state of business environment in India Economic reforms — Liberalisation, privatisation, globalisation, industrial policy and industrialisation trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment

India's current balance of payment position, globalisation trends, Trade reforms & trends, FIJI poky & trends, India's share iii world economy.

Trends in global trade & investment; Nature & operations of multilateral economic institutions- World Bank, WTO IMP and their impact on Indian business environment. Factors of global competitiveness.

Suggested Reading:

1. Daniel, John D and Radebangh, Lee H : Internatinal Business, 5th ed., New York, Addison Weley, 1989.
2. Charles W. Hill, International Business, fourth edition, Tata MCGraW Hill Publications Companies
3. AK. Sundaram J. Stemart Block : The International Business Environment PHI

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

CP—105 Business Communication

Max. Marks: 100

External: 70

Internal : 30

Time: 3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type Question shall be compulsory. In all, the students wld be required to attempt five question All Questions will carry equal marks.

Objectives

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents

Importance and nature of business communication, Effective communication skills; Process of communication Oral and Non-Verbal communication, Barriers and gateways in communication and Do's and Don't of business writing, Commercial letters; Writing business and academic reports; Presentation of reports; Public speaking, listening and Negotiations; conducting and attending interview and meetings.

Suggested Readings:

1. Petett & Lesikar: Business Communication.
2. Petett & Lesikar: Essential of Business Communication.
3. Bowman, Joel and Branchaw, Bernadine P. : "Business Communication: From Process to Product", 1987, Dryden Press, Chicago.
4. Hatch, Richard : "Communication in Business", 1977, Science Research Associates, Chicago.
5. Murphy, Herta A and Peck, Charles E. : "Effective Business Communications", 2nd ed., 1976, Tata McGraw Hill, New Delhi.
6. Pearce, C Glenn etc. : "Business Communications Principles and Applications", 2nd ed., 1988, John Wiley, New York.
7. Treece, Maira, "Successful Business Communications", 3rd ed., 1987, Allyn and Bacon, Boston.

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

CP—106: Accounting for Managers

Max. Marks: 100

External 70

Internal :30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type question, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of financial and accounting information for planning decision—making and control.

Course Contents

Financial Accounting - Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process; Depreciation accounting and policy, Preparation of final accounts of non—corporate entities, Proforma of Balance Sheet of Joint—stock Companies, Cost-accounting : nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost-Sheet.

Management Accounting : Nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; Financial analysis, Ratio analysis, Funds-Flow Statement, Cash-flow Statement

Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting.

Marginal costing : Break—even analysis. Decision involving alternative choices.

Standard Costing: An Overview

Suggested Readings:

1. Anthony, RN. and Reece, J.S. Accounting Principles, 6th ed, Homewood, illinois, Richard D. irwin, 1995.
2. Bhattachaiya : 5.K. and Dearden J. : Accounting for Management, Text and Cases, New Delhi, Vikas, 1996.
3. Gupta, RI. and Raxnaswamy : Advanced Accountancy, Volume I & II, Sultan Chanc & Sons.
4. Hingorani, N.L. and Rairanathan, A.R. : Management Accounting, Sthed., New Delhi, Sultan Chand, 1992.
5. Jawahar La! : Cost Accounting , Vikas Publishing House, New Delhi.
6. Maheshwari, S.N. : Advanced Accounting, Vikas Publishing House, New Delhi.

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

CP-107: Computer Applications in Management

Max. Marks: 100

Theory : 50

Practical :50

Time : 3 Hours

Note:- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; components of a computer system Computer languages; Number system PC-Software Packages - An Introduction - Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet; Data Files- Types/Organization; Master & Transaction File; Relevance of Data Base Management; Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Network Fundamentals, Analog and Digital Signals, Band width, Network Topology, Network Applications.

Suggested Readings:

1. Gill, N.S. : Computer Network Krishna Publishing House, New Delhi.
 2. V.Raja Reman Fundamentals of Computers, PHI, New Delhi.
 3. White: Data Communications and Computer Network, Thomson Learning, Bombay.
 4. B.Ranu: Computer Fundamentals, New Age Ltd.
 5. Leon & Leon: Introduction to Computerrrs, Vikas Publishing House, New Delhi.
 6. Douglas, E. Corner : Computer Network and Internet, Pearson Education, New Delhi.
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-108: Seminar

Max. Marks 50

SEMESTER-II

CP—201: Management Science

Max. Marks: 100
External: 70
internal : 30
Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objectives of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

Course Contents

Management Science - Basic concepts and its role in decision- making; Linear programming, meaning, scope & assumptions. Formulation of linear programming problem & solution by graphical & Simplex methods. Some special cases like degeneracy, unbounded ness, infeasibility and multiple optimal solutions. Sensitivity analysis. Integer programming, goal programming, dynamic programming and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems; Some special cases like minimization , unbalanced problems, degeneracy in transportation models. Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation.

Suggested Reading :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc., 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillan India Ltd., 1997.
6. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
7. Theirouf, R.J. and Klekamp, RC. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
8. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

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

CP—202 : Marketing Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation, Targeting and positioning; Product decisions —product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; Promotion decisions— promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - Types and functions, Selection, Cooperation and conflict management, vertical marketing implementation and systems, Marketing Logistics; Organising and implementing marketing in the organisation; Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing - Globalisation, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing.

Suggested Readings:

1. Kotler, Phil and Armstrong, G. : Principles of Marketing, New Delhi, Prentice Hall of India, 2002.
2. Kotler, Philip : Marketing Management, 11th Edition, New Delhi, Prentice Hall of India, 2002
3. Perreault, William D. and McCarthy, Jr. E. Jerome, Basic Marketing, 14th edition, TMH. 2002.
4. Rajan Saxena : Marketing Management, 2nd edition, Tata McGraw Hill, 2002.
5. Czinkota & Kotabe Marketing Management, Vikas Publishing, New Delhi.
6. Ramaswamy, V.S. and Namakumari, S. Marketing Management; Planning, Control, New Delhi, Macmillan., 1990.
7. Zikmund Marketing, 7th edition, Thomson Learning, Mumbai.

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

CP-203: Human Resource Management

Max. Marks: 100

External :70

Internal : 30

Time :3 Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objective of this course is to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resources Management in a changing environment; Corporate objectives and Human Resource Planning; Career and succession planning; job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Performance appraisal and potential evaluation; Job evaluation and compensation; Employee welfare; Industrial relations & trade unions; Dispute resolution & grievance management, Employee empowerment.

Suggested readings:

1. Aswathappa, K. : Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 1997.
 2. De Cenzo, D. A. & Robbins S.P. : Human Resource Management, 5th ed, New York, John Wiley, 1994.
 3. Guy, V & Mattock, I. : The New International Manager, London, Kogan Page, 1993.
 4. Holloway, I. Ed : Performance Measurement and Evaluation, New Delhi, Sage, 1995.
 5. Monappa, A & Saiyadain M. : Personnel Management, 2nd., New Delhi, Tata McGraw Hill, 1966.
 6. Stone, Lloyd and Leslie W. Rue : Human Resource and Personnel Management, Richard D. Irwin, Illinois, 1984.
- The list of cases and specific references including recent articles will be announced in the class at the tune of Launching of the course.

CP—204 : Financial Management

Max. Marks 100
External: 70
Internal: 30
Time :3Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision—making in a business unit

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modelling.

Suggested Readings:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Prasanna Chandra : Financial Management, McGraw Hill, 2002.
4. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
5. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bemard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

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

CP-205: Business Research Methodology

Max. Marks: 100
External: 70
internal : 30
Time: 3 Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

Course Contents

Nature and Scope of Research Methodology Problem Formulation and Statement of Research Objectives; Value and Cost of Information; Bayesian Decision Theory; Research Process; Research Designs - Exploratory, Descriptive and Experimental; Methods of Data Collection — Observational and Survey Methods; Questionnaire and Interviews. Attitude Measurement Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique. Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages Advanced Techniques for Data Analysis — ANOVA. Discriminate Analysis, Factor Analysis, Conjoin: Analysis and Clustering Methods.

Suggested Readings:

1. Andrews, F.M. and SB. Withey; Social indicators of WellBeing, Plenum Press, N.Y., 1976
2. Cooper & Sindler : Business Research Methods, TMH, 6th edition.
3. Fowler, Floyd J Jr ; Survey Methods, 2nd ed., Sage Pub;1993.
4. Fox, J. A. and P.E. Tracy Randomized response A Method of Sensitive surveys. Sate Pub;, 1986.
5. CR. Kothari; Research Methodology, Wishawa Parkashan, 2nd edition.
6. Golden, Biddle, Koren and Maren D. Locke Composing Qualitative Research, Sage Pub., 1997.
7. Salkind, Neil : Exploring Research, 3rd ed., Prentice Hall, NJ, 1997.
8. Bery G.C. : Marketing Rese3arch, Tata McGraw Hill, 2001.

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

CP-206 : Production and Operations Management

Max. Marks: 100

External: 70

internal : 30

Time: 3 Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objective:

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems and Layouts; Layout Planning and Analysis; Material Handling : Principles & Equipments; Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Capacity Planning; Product Planning and Selection, Process Planning, Aggregate Planning and Master Production Scheduling; Maintenance Management, Work Study : Method Study and Work Measurement, Material Management, Material Management; An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Buffa, E. S. & Sareen : Modern Production Management, New York, John Wiley, 2002.
3. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2nd Edition.
4. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York, McGraw Hill, 1984.
5. Norman Gaither, Production and Operations Management Thomson learning, Bombay, 2002.
6. Change, Aquilano & Jacobs : Operations Management for Competitive Advantage, TMH, 9th edition.
7. Chunawalla & Patel : Production and Operations Management, HPH.
8. Nair: Production and Operations Manageemnt, TMH.

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

CP – 207: E – Commerce

Max. Marks: 100
External: 70
internal : 30
Time: 3 Hours

Note-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of the course is to acquaint the students with the use of E—Commerce competing markets.

Course Contents

Introduction to Electronic Commerce: Framework, applications; network infrastructure (including internet). Internet commercialisation.

Electronic payment system, inter-organizational commerce & intra—organisational commerce, EDI, value-added network, digital library;

Security, advertising & marketing on the internet, introduction to e CR.M. consumer search & resource discovery, computer based education & training, digital copyrights.

Fundamental of mobile computation and wireless computation, multimedia & digits] video, software agents; characteristics & properties, technology, tote—script, agent language, applets & browsers.

Suggested Readings:

1. Kienam : Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur: Understanding E—Ccommerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James : E—Commerce, Thomson Learning, Bombay.
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.
6. Napier: Creating a Winning E-business, Vikas Publishing House, New Delhi.
7. Didar Singh : E-Commerce for Manager, Vikas Publishing House, New Delhi.
8. Whitely David : Electronic Commerce, TMH, N Delhi.
9. Efraim Turban, Jay Lee, David King & Ft Michael Chang, Electronic Commerce; A Managerial Perspective, Pearson Education, N. Delhi

The list of cases and specific refenceS including recent articles will be announced irs the class at the time of launching of the course

CP – 208: Comprehensive Viva-Voce

Max. Marks: 50

CP-301: Business Policy and Strategic Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3Hours

Note :-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

Course Contents

An Introduction to business policy — Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

Types of planning systems - corporate planning, strategic planning and long range planning; Strategy Formulation, Company's mission, purpose and objectives; Corporate strategy - concept, significance and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis. Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage.

Strategy implementation - Designing organisational structure and activating strategies; Matching structure and activating strategy, Structural, Behavioural and Functional implementation. concept of synergy.

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organisational system in evaluation.

Suggested Readings:

1. Jauch & Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. Azhar Kazmi : Business Policy and Strategic Management.
5. Kenneth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy
7. John A. Pearce and R.B. Robinson Strategic Management Strategy Formulation and Implementation.

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

CP-302: Business Legislation

Max. Marks : 100

External: 70

Internal:30

Time:3Hours

Note: - The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

The Indian Contract Act, 1872 : Essentials of a Valid Contract, Void Agreements Performance of Contracts, Breach of Contract and its Remedies, Quasi-Contracts, The Sale of Goods Act, 1930: Formation of a Contract, Rights of an Unpaid Seller; The Negotiable Instrument Act, 1881 : Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument, Arbitration; The Companies Act, 1956 : Nature and types of Companies, Formation, Memorandum and Articles of Association, prospectus Allotment of Shares, Share and Share Capital, Membership, Borrowing Powers, Management and Meetings, Accounts and Audit, Prevention of Oppression and Mismanagement, Winding up.; An Overview of Consumer Protection Act and Cyber Laws.

Suggested Readings:

1. Avtar Singh: Company Law, 11th ed., Lucknow, Eastern, 1996.
 2. Khergamwala, JS : 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
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-303 : Summer Training Project

Max. Marks: 50

At the end of second semester, all students will have to undergo Summer training of 6-8 weeks with industrial, business or service organization.

CP – 401 : ENTREPRENEURSHIP DEVELOPMENT

Max Marks. 100
External : 70
Internal : 30
Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents

Significance of Entrepreneur in Economic Development; Economic, Social and psychological need for entrepreneurship; Characteristics, qualities and pre – requisites of entrepreneur; The function of the entrepreneur in economic development of a Country; Methods and procedures to start and expand one's own business; Life cycle of new business and relationship with large enterprises; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business.

Feasibility Study – Preparation of Feasibility Reports : Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax planning; Economic, Technical, Financial and Managerial Feasibility of Project.

Govt. support to new enterprise; Incentives; source of Finance; Role of Govt. and Promotional agencies in entrepreneurship development.

Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only).

Suggested Reading:

1. Clifton, Davis S and Fyfe, David E.: “Project Feasibility Analysis” . 1977 John Wiley, New York.
2. Desai, A.N. : “Entrepreneur & Environment”. 1990. Ashish, New Delhi.
3. Drucker, Peter : “Innovation and Entrepreneurship”, 1985 Heinemann, London.
4. Jain Rajiv. : “Planning a Small Scale Industry : A Guide to Entrepreneurs”. 1984. S.S. Books, Delhi.
5. Kumar, S.A. : “Entrepreneurship in Small Industry”. 1990, Discovery, New Delhi.
6. McClelland, DC and Winter, WG. : “Motivating Economic Achievement”. 1969. Free Press, New York.
7. Pareek, Udai and Venkateswara Rao, T. : “Developing Entrepreneurship – A Handbook on Learning Systems”, 1978, Learning Systems, Delhi.

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

CP – 402 Research Project

Max. Marks: 100

The final project will be evaluated at the end of the fourth semester by the external examiner. This would be equivalent to the marks of the one paper.

CP – 403 Comprehensive Viva – Voce

Max. Marks: 50

LIST OF OPTIONAL PAPERS OF VARIOUS SPECILISATIONS

FINANCE

FM—301 Financial Decisions Analysis

Max. Marks: 100

External : 70

Internal :30

Time:3 Hours

Note :-The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. There would be one question in form of case study. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The basic objective of this course is to impart an intensive, knowledge about the use of quantitative techniques in specified financial decision—making areas.

Course Contents

Application of Linear Programming; Goal Programming; Regression analysis and Simulation Technique in Financial Decisions Making Areas; Corporate Debt Capacity Management Decisions; Business Failure and Reorganisation— Application of Multiple Discriminant analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-Volume-Profit Analysis under conditions of Uncertainty; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover code; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural aspects of Merger Decision; Estimation and Projection of Working Capital Decisions,

Suggested Readings:

1. Bierman, Harold. Lease Vs. : Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Ins., 1982.
2. Fogler, H and Ganpathy : Financial Econometrics Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
3. Ievy, H. and Sarnat H. Capital Investment and Financial Decision, Englewood Cliffs New Jersey, Prentice Hall Inc., 1982.
4. Van Home, James C. : Financial Management and Policy, Englewood Cliffs, New Jersey. Prentice Hall of India, 1990
5. Sapirio, Edverd, Financial Decision Analysis.

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

FM – 302 : Foreign Exchange Management

Max. Marks: 100

External: 70

Internal : 30

Time : 3 Hours

Note :— The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory for all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

To acquaint the students with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Currency Rates, Forward Rates, Quoting Forward Rates; Organisation of the foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure management: Foreign Exchange Risk, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and constraints on Exposure Management: Forecasting Exchange Rates : Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses.

Suggested Readings:

1. Sharan: International Financial Management, Prentice Hall of India, N. Delhi.
2. Shapiro: Multinational Financial Management, Prentice Hall of India, N. Delhi.
3. Paul Einzig : A Textbook on Foreign Exchange.
4. Maurice D. Levi: International Finance, McGraw Hall, N.Y.
5. A. Buckley: Multinational Financial, Prentice Hall of India, New Delhi.
6. Paul Roth : Mastering Foreign Exchange and Money Markets, Pitman, London.

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

FM—303: International Accounting

Max. Marks: 100

External; 70

Internal : 30

Time: 3 Hours

Note:- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial Markets and to analysis the accounting measurement and reporting issues unique to multinational business transactions

Course Contents

International dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment international accounting standards; concept and mechanism of setting international standards disclosure requirements of international accounting standards. Managing international information systems; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices.

Analyzing foreign financial statements; accounting for environmental protection measures.

Transfer pricing and international accounting : performance evaluation; foreign exchange risk management

Suggested Readings:

1. Arpon, Jeffrey S and Radebaugh, Lee H. : International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Cboi, Frederick D S and Mueller Gerhard G. : International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Evans, Thomas G. : International Accounting & Reporting London. MacMillan, 1985.
4. Gray, S i. : International Accounting and Transnational Decisions, London, Butterworth, 1993.
5. Holzer, H Peter : International Accounting, New York, Harper& Row, 1984.
6. Prodhon, Bimal. : Multinational Accounting, London, Croom-HeIm, 1986.
7. Rathore, Shirin. : International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

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

FM—304: Corporate Taxation

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax Planning in operational as well as strategic terms.

Course Contents

Basic Concepts of Income Tax; Residential status of a Company Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits; Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers; Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Clone or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration.

Suggested Readings:

1. Ahuja, G.K. & Gupta Ravi : Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1999.
2. Iyengar, A C.: Sampat Law of Income Tax, Allahabad, Bharat House, 1981.
3. Kanga, 3 B and Palkhivala, N A. : Income Tax Bombay, Vol. 1-3, N.M. Tripathi.
4. Ranina, H P. : Corporate Taxation : A Handbook 2nd New Delhi, Oriental Law House, 1985
5. Singhania, V K. : Direct Taxes: Law and Practice, Delhi, Taxman, 1991.
6. Srinivas, E A. : Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill, 1986.

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

FM – 305: Working Capital Management.

Max Marks: 100

External: 70

Internal: 30

Time :3 Hours

Note :—The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

Objectives

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Course Contents

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash -Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows. Types of Collection Systems. Cash Concentration Strategies, Disbursement tools, Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller—Or Model, Stone Model; Receivable Management- Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision of analysis, Inventory Management-kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation. Inventory Control Models, Short-term financing; Programming Working Capital Management; Integrating Working Capital and Capital Investment Processes.

Suggested Readings:

1. Bhalla, I V K, : Working Capital Management, Text and Cases, 4th ed. Delhi, Anmol, 2001.
2. Hampton J. J. and C. L : Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow : Short-term Financial Management, West Pub. Co., 1993.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989.
5. Smith, Keith V. and G. W. Gallinger : Readings on Short-term Financial Management 3rd ed., West Pub. Co., 1988.

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

FM-306: Management of Financial Institutions

Max, Marks 100

External: 70

Internal : 30

Time:3 Hours

Note:- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type question, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will Carry equal marks.

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:-

The Nature and Role of Financial System; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift institutions Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial

Planning of Financial Institutions; Financial Goals and Performance Statements Development Banks; Role of Development Banks in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, international Aspects of Financial Institutions.

Suggested Readings:

1. Rose, Peter S. And Fraser, Donald R. : Financial Institutions. Ontario, Irwin Dorsey. 1985
2. Vij Madhu. : Management of Financial Institutions in India, New Delhi. Anmol, 1991.
3. Yeager, Fred C. and Seitz, Nail E. : Financial Institution Management: Test and Cases. 3rd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Bhole L.M. : Management of Financial Institutions. Tata McGraw Hill, 2001.
5. Khan MY. Indian Financial System; Tata McGraw Hill,2000.

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

FM-307: Security Analysis and Investment Management

Max. Marks: 100

External: 70

Internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

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

Course Contents

Investment-return and risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities, OTCEI. Cost of investing in securities; mechanics of investing; markets and brokers; investment companies; market indices and return.

Objectives of security analysis; investment alternatives, valuation theories of fixed and variable income securities, government securities; non – security forms of investment; real estate investment; investment instruments of the money market; Fundamental and technical approach, efficient market theory, recent developments in the Indian stock market.

Suggested Readings:

1. Pandian : Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Raman Investment; Principles and Tehcniques, Vikas Publishing House, New Delhi.
3. Fischer, Donald E. And Jordan, Ronald J. : Security Analysis and Portfolio Management. Prentice Hall of India, New Delhi.
4. Fuller, Russell J. and Farrell, James L: Modern Investment and Security Analysis. New York, McGraw Hill.
5. Alexander, Gorden J. and Bailey, Jeffery V. : Investment Analysis and Portfolio Management, Dryden Press, Thomson Learning, Bmbay.
6. Machiraju, H.R. : Indian Financial System. Vikas Publishing House, New Delhi.

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

FM-401 Principles of Insurance and Banking

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The basic objective of this course is to apprise the students with the banking law and practice and develop and understanding of various laws affecting banks.

Course Contents

Introduction to insurance; Various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance and universal banking in India.

Insurance Environment : Internal, External, Legal and Commercial. Comparative Environment of Insurance business, Insurance procedure – Settlement of Claims under life and non life insurance.

Evolution of Banking Law; Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881.

Securities for Bank Advances : Forms of securities and precautions taken by Banks in accepting these securities.

Guarantees : Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security. Writing Reports in Bank visits; Prevailing practices in Banking – Case Studies. Banker Customer Relationship;

Contemporary Issues in Banking : NPA and Capital Adequacy in Indian Banks.

Suggested Reading:

1. Gulshan, S.S. : Law and Practices of Banking in India.
2. Davr, S.R. : Law and Practice of Banking.
3. Tandon, H.L. : Banking Law & Practice in India.
4. Varshney, P.N.: Banking Law and Practice.
5. Cox, David: Elements of Banking; John Murray, London.
6. Bodla, B.S. Garg, Mahesh and Karam Pal : Insurance Fundamentals, Procedures and environment.
7. Mehta, R.R.S. : Fundamental of Banking; Himalaya Publishing House Co., New Delhi.
8. Nigam, B.M.L. : Banking Law and Practive, Konark Publishers, Delhi.

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

FM- 402 : International Financial Management.

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents

Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments. International Working capital Management; Aspects of international cash management; international receivables management; securitization of receivables.

International investment : factors and benefits; direct and portfolio investment; international CAPM; Capital budgeting for foreign direct investment; assessing and managing political risk. International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; cost and risks of financing.

Suggested Reading :

1. Maurice D. Levi : International Finance, McGraw Hill, NY.
2. A Buckley : Multinational Finance, Prentice – Hall, N. Delhi.
3. P.G. Apte : International Financial Management, TATA McGraw Hills, New Delhi
4. A.C. Shapro : Multinational Financial Management Prentice Hall, N. Delhi.

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

FM – 403 : Management Control System

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives :

The Main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

Course Contents :

Management Control – Concept, Nature and Scope; Organisation Goals, Strategic Planning and Implementations, Organisation Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organisation Structure of an Organisation; Management Control Process; Programming, Budgetary Planning and Procedures. Budgetary Control; Flexible Budgeting, Zero – base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control, Analysis and Reporting, Variance Reporting Management Control Structure; Responsibility Centre, Responsibility Accounting, Costs Centre, Profit Centre, Inter – divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation – Qualitative and Quantitative, Investment Centre; Behavioural Aspects of Management Control; Motivation and Morale, Goal Congruence, Management Control in Specialised Organization: Selected Case studies on Non-profit and Public Service Organisations.

Suggested Readings :

1. Suggested, R.N. and Govindrajan V : Management Control Systems, 8th ed., Taraporevala, Chicago, Irwin, 1995.
2. Emmanuel, C and otley, D. : Accounting for Management Control, London, Nostrand Rienhold, 1985.
3. Ghosh, P.K. and Gupta, g.S. : Cost Analysis and Control New Delhi, Vision 1985.
4. Glynn, JJ. : Value for Money, Auditing in Public Sector. London, Prentice Hall Inc., 1985.
5. Horsey, P and Blanchard, H.B. : Management of Organisation Behaviour : Utilising Human Resources, New Delhi, Prentice Hall of India. 1998.
6. Maciariello J. A. and Kirby C.J. : Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.

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

FM-404: Financial Derivatives

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

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

Course Contents:

Financial Derivatives – An Introduction. Forward Contracts; Future Contracts; Other Derivative Securities; types of Traders; Futures Markets and the use of Futures for Hedging; forward and future prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black – Scholes Option Model; Binomial Model; Options on Stock indices; Currencies Futures Contracts; General Approach to Pricing Derivatives Securities; Derivatives Market in India.

Suggested Reading :

1. Bhalla, V. K. : Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Financial Derivatives : Delhi, S. Chand, 2001.
3. Brennet, M. : Option Pricing : Theory & Applications, Toronto, Lexington Books, 1993.
4. Cox, John C and Rubinstein : Mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Huang, Stanley S.C. and Randall, Maury R. : Investment analysis and Management, London, Allyn and Bacon, 1987.
6. Hull, John C.: Options, Futures and Other Derivative Securities 2nd ed., New Delhi, Prentice Hall of India, 1996.
7. Sharpe, William F. etc. : Investment, New Delhi, Prentice Hall of India, 1997.

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

FM- 405: Management of Financial Services

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives:

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Financial Services : Meaning, Nature and Types.

Leasing : Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing.

Factoring : Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting. Hire Purchase Finance and Consumer Credit : Conceptual FrameWork; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit.

Housing Finance : Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, Housing Finance Schemes.

Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions.

Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario.

Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation; Securitisation in India.

Depository system; Benefits of depository; Depository system in India.

Venture Capital : Meaning, Modes of Financing.

Role and Functions of Merchant Bankers.

Suggested Reading :

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung : Global Corporate Finance: Text and cases, 2nd ed., Miami Florida, Kotb, 1993.

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

FM- 406 : Project Management

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risks; Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Tiem and Cost Overrun in Pubic Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

Suggested Reading

1. w. Ahuja, G.K. & Gupta, Ravi : Systematic Approach to Income Tax, Allahabd, Bharat Law Hose, 1997.
2. Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

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

FM- 407 : Portfolio Management

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Course Contents

Introduction – Meaning, Need, risk & return determination of a portfolio, Markowitz portfolio theory, Sharp simple index model and APT; Optimal portfolio : selection & problems; Efficient Frontier; Meaning & Construction and investors utility; Efficient frontier (i) risk – free and (ii) risky lending and borrowing, leveraged portfolio; market portfolio; capital market line; CAPM; security market line; characteristic line; Portfolio revision – Meaning, need and constraints; formula plan; constant – dollar – value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies – passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

Suggested Reading :

1. Alexander, Gordon J. and Sharpe, William F. : Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin : Portfolio Management, Prentice Hall of India, New Delhi.
3. Sharpe : Investments, Prentice Hall of India, New Delhi.
4. Strong : Portfolio Management, Thomson Learning, Bombay.
5. Elton, Edwin J. and Gruber, Martin J.: Modern Portfolio Theory and Investment Analysis, New York, John-Wiley.
6. Reilly, Frank K. : Investment Analysis and Portfolio Management, Dryden Press.
7. Fischer Donald E. and Jordan, Renold J. : Security Analysis and Portfolio Management.

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

MARKETING

MM-301: Advertising Management

Max. Marks: 100

External : 70

Internal : 30

Time : 3 Hours

Note:- the examiner will set eight questions in all. Question no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All questions will carry equal marks.

Objective:

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

Course Contents:

Advertising : Concepts, Types, forms and Importance. Role of advertising in the Marketing Process: legal, Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two – Step Flow of Communication, theory of Cognitive Dissonance and Clues for Advertising Strategist; Stimulation of Primary and Selective Demand – Advertising, Planning and Objective Setting: Dagmar Approach. Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Measurement of Advertising Effectiveness; Advertising of an Agency; Electronic Media Buying. Advertising and Consumer Behaviour: Role of Creativity in Advertising.

Suggested Readings:

1. Belch, George E and Belch, Michael A. : Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
2. Arens and Bovee : Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management, 4th ed., New Delhi, prentice Hall of India, 2002.
5. O, Guinn : Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.
6. Kleppner, Otto : Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, Johan & Moriarty Sandara, PHI, 2002.

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

MM-302 : Sales Management

Max. Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objective

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents

Nature, Scope and Objectives of Sales Management; Theories of selling; Functions of Sales Manger; Selling Operations; Personal selling, Salesmanship; Sales forecasting; Determination of size of sales force; Sales organization: Recruitment and conducting sales training programmes; Designing and Administering Compensation plan; Motivating and supervising sales personnel; Sales Meetings and Contests; Designing Territories and allocating sales budgeting and Control; International Sales Management.

Suggested Readings:

1. Anderson, R. & Hair : Professional Sales Management, Tata McGraw Hill, New Delhi, 2000.
2. Manning & Reece : Selling Today, Pearson Education Asia, 8th Edition.
3. Dalrymple, D.J. : Sales Management : Concepts and Cases. New York, John-Wiley, 1989.
4. Still, R & Govoni : Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber : Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin : Sales Management. Tata McGraw Hill, New Delhi.
7. Futrell, Charles : Sales Management. Thomson Learning Mumbai.

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

MM-303: Product and Brand Management

Max. Marks : 100
External : 70
Internal : 30
Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to impart in – depth knowledge to the students regarding the theory and practice life cycle and Product and Brand Management.

Course Contents

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications. New Product Development Process : Developing Product Strategy; Financial Analysis of Product Management. Branding Strategies; Importance of branding; Branding terminology; Basic branding concepts- Brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product versus Corporate Branding.

Major Branding Decisions : Selecting a brand name; Brand extension decision; Family versus individual brand names, Multiple branding; Private versus national branding, Handling brand name changes.

Brand Positioning and Re-launch : Brand building and communication.

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

Programme to built Brand Equity, Measurement of Brand Equity.

Suggested Readings :

1. Lehmann, Donald R. and Winer, Russel S. : Product Management, Tata McGraw Hill, 3rd edition, 2002.
2. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
3. Cpwley, Don. : Understanding Brands, London, Kogan Page, 1991.
4. Czemiawskd, Richard D. & Michael W. Maloney : Creating Brand Loyalty, AMACOM, NY, 1999.
5. Kapferer, J N. : Strategic Brand Management, New York, Free Press, 1992.
6. Up shaw, Lyhh B. : Building Brand Identity: A Strategy for Success in a Hostile Market place, New York, John Wiley, 1995.
7. Keller, Kevin Lana : Strategic Brand Management, Prentice Hall, 1998.

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

MM-304 : Consumer Behaviour

Max. Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

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

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 Attitudes Change; Influence of Personality and Self-Concept on Buying Behaviour; Psycho-graphics and Lifestyle; Influence of Culture, Subculture and social class; Reference Group Influence, Diffusion of Innovation and Opinion Leadership; Family Decision – Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit.

Suggested Readings :

1. Assael, H. : Consumer Behaviour and Marketing Action, Asian Books Pvt.Ltd., New Delhi, 2001.
2. Engle, J. E. etc. : Consumer Behaviour: Chicago, Dryden Press, 1993.
3. Hawkins, D. I. etc. : Consumer Behaviour: Implications for Marketing Strategy, TMH, 2002.
4. Schiffman, LG and Kanuk, L. L. : Consumer Behaviour. New Delhi, PrenticeHall of India, 1994.
5. Loudon & Loudon : Consumer Behaviour, TMH, New Delhi.
6. Soloman, Michael E. Consumer Behaviour, Buying, Having, Being, PHI/Pearson Edu., New Delhi.

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

MM-305 : Distribution and Logistics Management

Max.Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.

Course Contents

Distribution Channels : Role of Marketing Channels, Channel Structure, Factors affecting choice of Distribution; Channels behaviour and Organisation; Channels Cooperation and Channels Conflict; Distribution Intensity. Introduction to Distribution Logistics : Nature importance and scope of logistic decisions; Integrated logistics; Total cost concept; Supply chain management – nature importance and interface with logistics; Concept of Customer service.

Transportation and Physical Distribution; Importance and modes of transportation; Selection of transportation modes; Multi – modal transportation; Documentation and carrier liabilities; Inter – state good movement and problems; Transportation management. Inventory Control : Economic order quantity under conditions of certainty and uncertainty; Inventory requirements as function of number of stock locations: Techniques of inventory control.

Warehousing : Role and modern concept of warehousing; Private V/s public warehousing; Planning warehousing operations; Site selection, warehouse layout, material handling; Management of receipts and issues; computers and warehouses management Order Processing : Importance to customers service; Packaging and utilization. Distribution Control and Performance Evaluation.

Suggested Readings :

1. Bowersox and Others : Physical Distribution Management, Tata McGraw Hill, New Delhi.
2. Stern, Louis W. Adel, I.E.L. Ansary, Anne T. Coughlan : Marketing Channels, Prentice Hall, New Delhi.
3. Glaskowsky, N.A. : Business Logistics, Dryden Press, Ohio.
4. Khanna, K.K. : Physical Distribution Management, Himalaya Publishing House, New Delhi.
5. Lambert, D. et. Al. : Strategic Logistics Management, Tata McGraw Hill, New Delhi.
6. Ballu, Ronald H. : Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.
7. Martin, Christopher and Gordon Wills : Marketing Logistics and Distribution Management.

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

MM – 306: Retailing

Max .Marks: 100

External: 70

Internal: 30

Time : 3 Hours

Note: - The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives : The course will focus on manufactures, perspective on retailers and understanding of the retail business.

Course Contents

An Introduction to the Retailing System. Retailing mix – Social forces, Economic forces, Technological forces, Competitive force; Retailing definition, Structure, Different formats; marketing Concepts in Retailing – Consumer purchase behaviour, Cultural and Social group influence on consumer Purchase Behaviour; Retail Store location – Traffic flow and analysis, population and its mobility, exteriors and layout, Customer traffic flows and pattern, Creative display; Merchandise planning – Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space; Retail promotions – Staying ahead of competition; Supply Chain Management; Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and other current and emerging formats – Issue and Options; Retail Equity; Technology in Retailing; Retailing through the Internet.

Suggested Readings :

1. Berman, Berry & Evans, Joel & R. : Retail Management : A Strategic Approach, PHI/Pearson Education, New Delhi.
2. Levy Michael & Weitz Barten W. : Retailing Management, Tata McGraw Hill, New Delhi.
3. Newiman, Andrew J. & Cullen, Peter : Retailing Environment & Operations; Vikas Publishing House, New Delhi.
4. Duane: Retailing Thomson Learning, Mumbai.
5. Gilber, David : Retail Marketing Management, Paerson Education, New Delhi.
6. Diamond, Jay and Gerald Pintel : Retailing, Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat : Strong in Modern Retailing, Prentice-Hall, NJ,1992.

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

MM-307 : Marketing Research

Max.Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Course Contents

Introduction to Marketing Research, Importance, nature and scope of marketing research; marketing information system and marketing research; Marketing research process, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Problem Identification and Research Design : Problem identification and definition : Development of a research proposal: Types of research designs.

Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods – questioning techniques, online surveys, observation method; Questionnaire preparation.

Aptitude measurement and scaling techniques – elementary introduction to measurement scales. Sampling Plan : Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

Data Collection : Organisation of field work and survey errors – Sampling and non – sampling errors.

Data Analysis: Hypothesis testing, tests of significance (Parametric & non –parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Marketing Research

Applications: Product research; Advertising research; Sales and Market research; International marketing research.

Suggested Reading :

1. Boyd. H.W. Ralph Westfall and S.F. Starsh : Marketing Research: Text and Cases, Richard D. Irwin, Boston.
2. Chisnall, peter M: The Essence of Marketing Research, Prentice Hall, New Delhi.
3. Churchill, Gilbert. A : Basic Marketing Research, Dryden Press, Boston.
4. Green Paul E. Donald S. Tull and Gerald Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
- 5.Luck, D.J. : Marketing Research, Prentice Hall, New Delhi.
6. Tull, Donald and Hawkin, Del : Marketing Research : Measurement and Method, Prentice Hall, New Delhi.
7. Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.

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

MARKETING

MM-401 : International Marketing

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives :

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

Course Contents

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; basic modes for entry; process of International Marketing; Domestic Marketing versus International Marketing.

International Marketing Environment, WTO Framework and International Marketing; Factors influencing International Market selection and segmentation, Selection strategies. International Marketing Planning and Control.

International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

Suggested Reading

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, N. Delhi.

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

MM-402 : Industrial Marketing

Max Marks. 100

External : 70

Internal : 30

Time: 3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to lay a foundation for an understanding of the complex dimension of the Industrial Marketing

Course contents

Nature and scope of International Marketing; Differences between Industrial Marketing and consumer marketing; understanding Industrial Markets; Organizational Customers; Classifying Industrial products; nature of demand in Industrial Markets; Industrial Buyer Behavior; Industrial Purchasing System; Industrial Marketing Research; Industrial Marketing Strategy: Strategic planning. Assessing Marketing Opportunities, segmentation of Industrial Markets, Product Positioning: Product Decision and Strategies; Industrial Services; Industrial Pricing: Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy; Logistics Management; Industrial Marketing Communication: Sales force Management, Advertising and sales promotion.

Suggested readings

1. Reader Robert R. Industrial Marketing Analysis, Planning and control Englewood Cliffs, New Jersey, Prentice Hal Inc. 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.
4. Corey E Raymond, Industrial Marketing: Cases and concepts, 3rd ed. Englewood cliffs, New Jersey Prentice Hall Inc. 1983.
5. Gross AC Business Marketing Boston, Houghton Mifflin, 1993.
6. Hill, Richard etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin, 1975.
7. Webster, FE. Industrial Marketing Strategy, 2nd ed. New York John Wiley, 1979.
8. Alexander S. Ralph cross – Industrial Marketing.
9. Reeder Robert R., “Industrial Marketing” PHI.

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

MM 403: SERVICE MARKETING

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to develop insights into emerging trends in the service in a developing economy and tackle issues involved in the management of services on national basis.

Course contents

The Emergence of Service Economy, Nature of Services, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-supply Management; Advertising; Branding and Packaging of Services; Recovery Management; Relationship Marketing; Employee Empowerment. Customer Involvement in service.

Suggested readings

1. Zeithaml V A and Bitner, M J. Services Marketing 3rd edition; McGraw Hill, New Delhi, 2002.
2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition Pearson Education, New Delhi.
3. Hoffman & Bateson, Essentials of Service Marketing; Thomson Learning; Mumbai.
4. Shankar, Ravi, Service Marketing, Excel, 2002.
5. Rampal M.K. & Gupta SC; Service Marketing; Galgotia Publishing Company, New Delhi.
6. Rust, Zahorik and Kenningham, Services Marketing.
7. Medonald, Malcom and Payne, A Marketing Planning for services. Butterworth Heinemann, 1996.
8. Rampal & Gupta, "Service Marketing"
9. SN Jha, "Service Marketing" HPH.
10. Sarinivasan R., "Service Marketing" PHI.
11. Chaudhary Nimit & Monika Chaudhary, "A text book of Marketing & Services" McMillan.
12. Rama K., Rao Mohana, "Service Marketing" Pearson.

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

MM-404: Direct Marketing

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

This course acquaints students with the need, significance, and operation of direct marketing.

Course Contents

Direct Marketing : Definition, scope and importance of direct marketing ; Direct Marketing Modes – Tele Marketing, Catalogue Marketing Network Marketing, Data-base Marketing, Changing face of Direct Marketing.

Elements of Direct Marketing : Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing – likely pitfalls, rules for success.

Institutional Direct Marketing : Industrial Direct Marketing; Retail Direct Marketing; Dealer – identified direct marketing. Segmentation and Target Marketing; Marketing Mix for Direct Marketing; Product, price, place and promotion strategies.

Direct Marketing Operations : Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfilment and customer service – receiving and processing orders, inventory and warehousing decision, and customer service.

Tools and Techniques : Role of information technology in direct marketing; Developing customer data base; cost analysis and cost control of direct marketing; Evaluation effectiveness of Direct marketing. Application of Direct Marketing: Financial services marketing, Fund raising; Customer loyalty programmes.

Suggested Reading

1. McDonald, William J. : Direct Marketing, TMH, New Delhi, 1998.
2. Bird Dryayton : Common Sense Direct Marketing, Kogan Page, London.
3. Bob Stone : Successful Direct Marketing Methods, NTC, Chicage.
4. Edward, Nash : The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
5. Edward, Nash : Direct Marketing, TMH, New Delhi, 1992.
6. Roberts, M.L. and P.D. Berger : Direct Marketing Management, Prentice Hall, New Jersey.
7. Stone, Martin, Derek Davies and Alison Bond : Direct Hit, Macmilian, New Delhi.

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

MM 405: RURAL AND AGRICULTURAL MARKETING

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of the course is to express the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course contents

Nature, characteristics and the potential of Rural Markets in India, Socia-cultural, economic & other environmental factors affecting rural marketing: attitudes and behaviour of the rural consumers and farmers; Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning; media planning: planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds, Farm input & pesticides: Organization and function of agricultural marketing in India. Classification of agriculture product with particular reference to seasonality and perishability; Marketing structure and performance; Processing facilities for different agricultural products. Role of warehousing; Determination of agricultural prices and marketing margins; Role of agricultural price commission. Role of Central and state Governments. Institutions and organization in agricultural marketing; Unique features of commodity market in India; Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested readings

1. Arora RC Integrated Rural Development, 1979, Scharnd, New Delhi.
2. Desao. Vasat. Rural Development 1988, Himalaya Bombay.
3. Mishar, SN Politics and Society in Rural India. 1980, Inter India, Delhi.
4. Porter, Michael, E. Competitive Strategy. 1980 Free Press, New York.
5. Rudra Ashok. Indian Agricultural Economics. Myths and realities, 1982 Allied New Delhi.
6. Stalk, George, Competing Against Time 1990, Free Press New Delhi.
7. Gopaldaswamy T.P. Rural Marketing, Wheeler Pub., New Delhi.
8. Sukhpal Singh, "Rural Marketing- Focus on Agricultural Inputs" Vikas Publication.
9. Ramakeshary Y., "Rural Marketing- Focus on Agricultural Inputs" Jaicob Publication.
10. S.H. Acharya & NL Aggarwal, "Agricultural Marketing in India" IBH.
11. Ramakrishanayn, "Rural Marketing" Pearson.
12. SL Gupta, "Rural Marketing - Text & Cases" WP.
13. Awadesh Kumar Singh, Satya Prakash Pandey, "Rural Marketing Indian Perspective" New age.

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

MM-406 : Marketing Communication Strategy

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this course is to make the students understand the intricate process of marketing communication, and how each tool of communication contribute to the overall communication strategy.

Course Contents

The Communication Process – The nature of communication. A Basic Model of Communication – source Encoding, Message, Channel, Receiver/Decoding, noise, Response/Feedback. Analysing the Receiver, the Response Process, Cognitive Processing of Communications –the cognitive Response Approach, the Elaboration Likelihood Model.

Establishing objectives for integrated Marketing communication programs – The value of objectives – communications, planning & decision making, determining Promotional Objectives – Marketing versus communication objectives, Sales versus Communication Objectives – sales-oriented objective, communication objectives.

Creative Strategy, Planning and Development, The importance of Creativity in Advertising, Advertising Creativity, Planning Creative Strategy – The creative challenge, Taking Creative Risks, creative Personnel, the Creative Process, Creative Strategy Development.

Creative Strategy: Implementation and Evaluation: Appeals and Execution Styles, Creative Tactics – Creative Tactics for print advertising, Creative Tactics for Television.

The Internet and integrated marketing communications Advertising, Sales Promotion on the Internet, Personal Selling on the Internet, Public Relations on the Internet, Direct Marketing on the Internet.

The Process of Public Relations-Developing & Executing the PR Programme, Publicity.

Suggested Reading

1. George E. Belch & Michael A. Belch : Advertising & Promotion – An Integrated Marketing Communications Perspective.
2. Kotler Philip : Analysis, Planning, Implementation & Control, Pearson Education, Delhi.
3. Blythe : Marketing Communication, Pearson Education, New Delhi.
4. Tom Duncan : Integrated Marketing Communication, TMH, New Delhi.
5. O’Guinn, : Advertising, Vikas Publishing House, New Delhi.

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

HUMAN RESOURCE MANAGEMENT

HRM-301: Management of Industrial Relations

Max Marks:100
External :70
Internal : 30
Time : 3 Hours

Note:- The examiner will set eight questions in all. Question, No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels.

Course Contents

Industrial relations Perspectives; Industrial Relations and the emerging socio-economic scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role of trade unions; Trade union and the employees; Trade union and the management; Discipline and grievance management; Negotiation and collective settlements; Participative management and co-ownership; Productive bargaining; Employee empowerment and quality management; Industrial relations and technological change; ILO and industrial relations.

Suggested Readings:

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

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

HRM-302: Management of Comparative Industrial Relations

Max.Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, required to attempt five questions. All Questions will carry equal marks.

Objectives

Recent years have witnessed an increasing degree of globalization of economies. Appreciation of industrial relations policies and practices of major economies would be necessary to perform efficiently in the liberalized environment. This course aims to familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

Course Contents

Industrial relations globalization; Emerging Trends in industrial relations; Trade union strategies towards liberalization and technological change; Employee response to industrial restructuring and organizational re-engineering; Emerging trends in collective bargaining and negotiations; Productivity bargaining and wage negotiations; Employee empowerment and participative decision-making; Changing role of the State and industrial relations in the developed newly developed and developing economies.

Suggested Readings

1. Adams, R.J. & Meltz N. M. ed. : Industrial Relations Theory, Its Nature, Scope & Pedagogy, LMR Press/Rutgers University, 1993.
2. Bamber, G. J. & Lansbury R.D. ed. : International and Comparative Industrialized Market Economies, Routledge, London, 1993
3. Davis, E. M. & Lansbury, R.D. ed. : Managing Together Consultation and Participation in the Workplace, Longman, Melbourne, 1996.
4. Frankel, S. & Harrod, J. : Industrialization and Labour Relations : Contemporary Research in Seven Countries, ILR Press, Ithaca, 1995.
5. Gardner, M & Harrod, J. : Industrialization and Labour Relations : Contemporary Research in Seven Countries, ILR Press, Ithaca, 1995.
6. Jacoby, S. M: The Workers of Nations: Industrial Relations in Globalized Economy, Oxford University Press, Oxford, 1994.
7. Locke, R. etc.: Employment Relations in a Changing World Economy, MIT Press, Cambridge, 1995.

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

HRM-303: Manpower Development for Technological Change.

Max.Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, required to attempt five questions. All Questions will carry equal marks.

Objectives:

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such change.

Course Contents

Manpower management in the 21st Century; Environmental context of human resource management; the emerging profile of human resources; Changing technology; Concept and process of technological innovation; Organisational implications of technological change; Transformation; Human resources 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.

Suggested Reading:

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

HRM-304: Compensation Management.

Max.Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents

Understanding of economic theory related to reward management; Competitive imperatives; productivity, quality, service, speed, learning; Planning for improved competitiveness; Determination of inter and intra-industry compensation differentials; Internal and external equity in compensation systems; Understanding and compensation packages; compensation of chief executives, senior managers, R & D Staff, etc.; Understanding different components of compensation packages; compensation practices of multinational corporations and strategic compensation systems; Statutory provisions governing different components of reward systems; Working of different institutions related to reward system like wage boards, pay commissions.

Suggest Reading:

1. Armstrong, Michel and Murlis, Helen : Reward Management: A Handbook of Salary Administration, London, Kegan Paul, 1988.
2. Bergess, Lenard R. : Wage and Salary Administration, London, Charles E-Merril, 1984.
3. Capeman, George : Employees Share Ownership, New York, Kogan Page, 1991.
4. Hart, Robert A : Economics of Non-Wage Labour Costs, London, George Alen and Unwin, 1984.
5. Henderson, Richard I : Compensation Management : Rewarding Performance, 6th ed., Englewood Cliffs. Prentice Hall Inc., 1994.
6. Micton, Rock. : Handbook of Wage and Salary Administration, 1984.

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

HAM-305 : Managing Interpersonal and Group Processes

Max.Marks : 100

External

: 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the student to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Contents

Group as a medium of learning : Developing and charge; Group cohesiveness; Influence processes; communication; Interpersonal awareness and feedback process; Interpersonal trust; Group decision-making; Group synergy; Team building; Fundamental interpersonal relations orientation (**FIRO-B**); Career roles and identity; Competition and cooperation.

Suggested Readings :

1. Bennis, W.G. : Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc : Organizational Behaviour: An Experiential Approach 5th ed., Englewood Cliffs, New Jersey, Hall Inc., 1991.
3. Kolb, D. etc : Organizational Behaviour : Practical Readings for Management, 5th ed., Englewood Cliffs, New Jersey Prentice Hall Inc.,1991.
4. Mainiero, L.A. & Tromley C.L. : Developing Managerial Dkills in OB, New Delhi, Prentice Hall of India, 1985.
5. Moore, M.D. etc. : Inside Organizations : Understanding the Human dimensions, London, Sage, 1988.

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

HRM-306 : Human Resource Planning and Development

Max. Marks : 100

External

: 70

Internal : 30

Time : 3 Hours

Note :- The examiner will set eight questions in all. Questions No.1, comprising of seven short answer type questions, shall be compulsory. In all the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organizations.

Course Contents

Micro level manpower planning and labour market analysis; Organisational human resource planning; Workforce flow mapping; Age and grade distribution mapping; Models and techniques of manpower demand and supply forecasting; Behavioural factors in human resource planning – Wastage analysis; Retention; Redeployment and exit strategies; Career Management and career planning; Performance planning; Potentials appraisal and career development: HRD Climate; Culture; QWL; HRD strategies; HRD in strategic organizations; Human resource information system; Human resource valuation and accounting.

Suggested Readings :

1. Arthur, M. : Career Theory Handbook, Englewood Cliffs, Prentice Hall Inc., 1991
2. Belkaoui, A. R. and Belkaoui, J.M. : Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
3. Dale, B. : Total Quality and Human Resources: An Executivew Guide, Oxford, Blackwell, 1992.
4. Greenhaus, J.H. : Career Management, New York, Dryden, 1987.
5. Kavanagh, M. J. etc. : Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G. : Strategic Human Resource Management, Oxfor, Blackwell, 1995.
7. Thomson, R and Mabey, C. : Developing Human Resource Oxford, Butterworth- Heinemann, 1994.

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

HRM – 401: Counselling Skills for Managers

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives:

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents

Emergence and growth of counseling services: Approaches to counselling; Counselling process – beginning, developing and terminating a counseling relationship and follow up counselor's attitude and skills of counseling; coping with occupational stress in the organizations; Assessing client's problems; Selection counseling strategies and interventions – changing behaviour through counseling; Special problems in counseling; Application of counseling to organizational situations with a focus on performance counseling.

Suggested Reading

1. Cormenr, L.S. and Hackney, H. : The Professional Counsellor's Process Guide Helping, Englewood Cliffs, New Jersey , Prentice Hall Inc., 1987.
2. Maclennan, Nigel : Counselling for Managers, Aldershot, Grover, 1996.
3. Moursund, J. : The Process of Counselling and Therapy, 2nd ed., Englewood Cliffs, Prentice Hall Inc., New Jersey, 1990.
4. Munro, C. A., etc. : Counselling : A Skills Approach, Methuen, 1980.
5. Reddy, Michael : Counselling at Work British Psychological Society and Methuen, London and New York, 1987.

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

HRM 402: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course contents

Emergence and objective of labour laws and their socio-economic environment; laws relating to industrial disputes, trade unions; social security laws- laws relating to workmen's compensation, employees state insurance, wages and bonus laws – the law of minimum wages, payment of wages, laws relating to working conditions – the laws relating to factories, interpretations of labour laws, their working and implications for management , union workmen; The economy and the industry.

Suggested readings

1. Ghaiye BR Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
2. Malhotra, O.P. the Law of Industrial Disputes, Vol. 1 and 2 NM Tripathi, Bombay 1985.
3. Malik P.L. Handbook of Industrial Law, Eastern Book Lucknow, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. Oxford, University Press New Delhi, 1994.
5. Saini Debi. S. Redressal of Labour Grievances, Claims and disputes. Oxford & IBH New Delhi. 1995.
6. Seth D. D. Industrial Dispute Act 1947 Vol. I & II NM Tripathi, Bombay, 1995.
7. Srivastava SC “Industrial Relations and labour Law”, Vikas, New Delhi, 1994.
8. Kapoor ND., Chand and Sons Sultan, “Mercantile Law” New Delhi, 2001.
9. Chhabra TN, Suri RK, “Industrial Relation” Dhanpat Rai.

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

HRM 403 : MANAGEMENT TRAINING AND DEVELOPMENT

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of Training in HRD, and to enable the course students to manage the Training systems and processes.

Course contents

Training Process – an overview; role responsibilities and challenges to training manager organization and management of training function; Training needs assessment and action research; Instructional objectives and lesson planning; learning process; Training climate and pedagogy; Training methods and techniques; Training aids; Training communication; Training evaluation; Training and development in India.

Suggested readings

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page. 1995.
3. Lynton, R. Pareek, U. Training for Development. 2nd ed. Vol. I, Vol-II, Vistaar, New Delhi, 1990.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to measure Training Effectiveness. Aldershot Gorwer, 1986.
6. Reid, M A etc. training Interventions: Managing Employee Development. 3rd ed. IPM, London, 1992.
7. Senge, P. The Fifth Discipline; The art and practice of the learning organization, Century London. 1992.
8. Sahu RK, ” Management Training for Development” Excel Publication.

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

HRM 404 : ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Course contents

Organizational change- and overview, approaches to problem diagnosis; some major Techniques of planned change; Steps in OD, General OD competencies, OD skills, designing interventions-interpersonal, team, intergroup and system; Evaluation of OD; Ethics of OD professional; Future of OD; Internal and External Consultant; Excellence of management by chief executives.

Suggested readings

1. Abad, Ahmad etc. Developing Effective organization. Shri Ram Center for Industrial Relations. New Delhi. 1980.
2. De Nitish, Alternative designs of Human Organizations. Sage, London, 1988.
3. French, W H. and Bell, Ch. Organizations Development. Prentice hall of India. New Delhi, 1991.
4. French, W L. etc. organization Development theory, Practice and research 3rd ed. Unive Book Stall, New Delhi, 1990.
5. Harvey, D F. and Brown, D R. An Experiential Approach to Organization Development. Prentice Hall Inc., Jersey, 1990.
6. Huse, F E. and cummings, T G. Organizations, Development and Change. 3rd ed. New York, West, 1985.
7. Dharani Sinha, P. etc. consultants and Consulting styles. Vision, New Delhi. 1992.
8. Singh Kavita, "Organizational change & Development" EB.

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

HRM 405: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives

The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD

Course contents

Field of HRD - Concepts, goals, challenges, 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.

Suggested readings

1. Dayal, Ishwar. Successful Application of HRD. New concepts, New Delhi. 1996.
2. Dayal Ishwar. Designing HRD Systems. Concept, New Delhi, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challanges & Strategies in 2000 AD ISTD, New Delhi. 1995.
4. Maheshwari, B L. & Sinha Dharni P. Management of Change Through HRD. TATA McGraw Hill, New Delhi, 1991.
5. Pareek, U. etc. Managing Transactions: The HRD Response. Tata McGraw hill. New Delhi, 1992.
6. Rao, TV etc. alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur, 1988.
7. Silver, DN HRD: The Indian Experience. India, New Delhi, 1991.
8. Tripathi RC, "HRD" Sultan Publication.
9. Gupta Santosh & Deep Sachin Gupta, "Human Resource Development" Publications.
10. Subbarao P., "Human Resource Development" HPH.
11. Kaushal H., "Human Resource Development" McMillan.
12. Kundala Sarinivas R., "Human Resource Development & Management" PHI.

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

HRM – 406: Global Human Resource Management

Max. Marks: 100

External: 70

internal : 30

Time :3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Objectives:

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of global organisations.

Course Contents

Human and cultural variables in global organizations; Cultures in organisations and Hofstede's study; Structural evolution of global organizations; Cross cultural leadership; motivation and decision making; Cross cultural communication and negotiation; Human Resource management in global organizations; selection, source criteria for international assignment; Compensation and appraisal system.

Suggested Reading

1. Adler, N. J. : International Dimensions of Organizational Behaviour, Kent pub. , Boston, 1991.
2. Bartlett, C and Ghoshal, S. : Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P. J. etc., : International Dimensions of Human Resource Management, 2nd ed., Wadsworth, California, 1994.
4. Hofstede, G. : Cultures Consequence: International Difference in Work Related Values. 2nd edition, Sage, London, 2001.
5. Marcis, D and Puffer, S. M. : Management International: Cases, Exercises and Readings, West Publishing, St. Paul, 1994.
6. Mead, R. : International Management : Cross Cultural Dimensions, Blackwell, Cambridge, 1994.
7. Ronen, S. : Comparative and Multinational Managements, John Wiley, New York, 1986.

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