



BERHAMPUR UNIVERSITY

COURSES OF STUDIES

**FOR
2-YEAR FULL TIME MBA EXAMINATION
(SEMESTER PATTERN)**

**1st and 2nd Semester Examination-2014
3rd and 4th Semester Examination -2015**

Published by:

**BERHAMPUR UNIVERSITY
BHANJA BIHAR
BERHAMPUR – 760007 (GANJAM) ORISSA**

COURSES OF STUDIES

About the Programme:

The master of Business Administration (MBA) is two year full time programme (semester system). The course structure and the programme administration are as follows:

Course structure :

The MBA course shall be of two years' duration and shall carry a total of 2800 marks. First year and Second Year of the course shall comprise of two semesters each. First year (i.e. first and second semester) of the course shall comprise of all compulsory papers carrying a total of 1600 marks. Second year of the course (i.e. third and fourth semester) shall comprise of both compulsory and specialization papers carrying a total of 1200 marks. Each student shall opt for two specialization groups from among the three specialization groups offered during the 2nd year (Third and Fourth Semester). In each of the third and fourth semesters, a student shall opt for specialization papers under the specialization groups offered by the department, based on availability of faculty and infrastructure. The decision of staff council in this regard is final and binding. Each theory paper shall carry 80 marks for university examination of 3 hours duration and the remaining 20 marks for internal assessment. The list of papers offered during the four semesters of the programme is follows:

FIRST SEMESTER

BM-101	Management Process and Organization Behaviour
BM-102	Quantitative Methods
BM-103	Managerial Economics
BM-104	Managerial Skill Development
BM-105	Accounting for Managers
BM-106	Marketing Management
BM-107	Indian Ethos and Values
BM-108	Environment and Management

SECOND SEMESTER

BM-201	Organizational Effectiveness and Change
BM-202	Research Methodology
BM-203	Production and Operation Management
BM-204	Human Resource Management
BM-205	Business Policy and Strategic Management
BM-206	Business Legislation
BM-207	Financial Management
BM-208	Computer Applications in Management

Summer Training Project Report:

At the end of the First year, each student is required to undergo summer training of 6 to 8 weeks duration in any business organization of his/her own cost and risk. Further, each student shall prepare a project report under the guidance of a faculty member of the Department and present the same to the Head/Coordinator of the Department before 15 days of filling up of the University Examination application forms for THIRD SEMESTER. The project report reflects the work done by the candidates in the industry. Hence certificate from the competent person from industry in which the student has undergone summer training has to be enclosed with the project report. Besides, the certificate from the internal faculty guide who supervised the project has to be enclosed with the project report.

THIRD SEMESTER

Compulsory Papers

BM-301	Summer Training Project Report
BM-302	Management Science

LIST OF SPECIALISATION GROUPS AND PAPERS (THIRD SEMESTER)

Each student has to choose any TWO of the following groups as specialization for the THIRD semester. Further, he has to study TWO papers offered by the department under the respective specialization group during the third semester

Group-A	Marketing Management
Group-B	Financial Management
Group-C	OB & Human Resource Development

THIRD SEMESTER SPECIALIZATION PAPERS

Group-A	<u>MARKETING MANAGEMENT</u>
	BM-303 Consumer Behaviour
	BM-304 Advertising Management
	BM-305 International Marketing
	BM-306 Brand Management

THIRD SEMESTER SPECIALIZATION PAPERS

Group-B	<u>FINANCIAL MANAGEMENT</u>
	BM-307 Security Analysis and Investment Management
	BM-308 Project, Planning, Analysis and Management
	BM-309 International Financial Management
	BM-310 Working Capital Management

THIRD SEMESTER SPECIALIZATION PAPERS

Group-C	<u>OB & HUMAN RESOURCE DEVELOPMENT</u>
	BM-311 Managing Interpersonal and Group Processes
	BM-312 Human Resource Development
	BM-313 Compensation Management

BM-314 Human Resource Planning and Development

FOURTH SEMESTER

Compulsory Papers

BM-401	Decision Support System and Management Information System
BM-402-A	Seminar Presentation (50 Marks)
BM-402-B	Comprehensive Viva-Voce (50 Marks)

LIST OF SPECIALIZATION GROUPS AND PAPERS (FOURTH SEMESTER)

Each student has to choose any TWO of the following groups already opted by him/her in third semester, as specialization groups opted by him/her for the FOURTH semester. Further, he has to study TWO papers offered by the department under the respective specialization group during the fourth semester

Group-A	Marketing Management
Group-B	Financial management
Group-C	OB and Human Resource Development

FOURTH SEMESTER: PAPERS COVERED UNDER SPECIALIZATION GROUPS

Group-A	<u>MARKETING MANAGEMENT</u> BM-403 Marketing of Services BM-404 Sales And Distribution Management BM-405 E-Commerce BM-406 Strategic Marketing
Group-B	<u>FINANCIAL MANAGEMENT</u> BM-407 Management of Financial Institutions BM-408 Portfolio Management BM-409 Management of Financial Services BM-410 Financial Derivatives
Group-C	<u>OB & HUMAN RESOURCE DEVELOPMENT</u> BM-411 Management Training and Development BM-412 Manpower Development for Technological Change BM-413 Organizational Change and Intervention Strategies BM-414 Global Human Resource Management

DETAILED SYLLABUS

FIRST SEMESTER COURSES

BM-101 MANGEMENT PROCESS AND ORGANISATION BEHAVIOUR

Objectives:

The objectives of the paper are to familiarize the students with the basic management process and behavioral dynamics in the organization.

Course contents:

Evolution of management thoughts, Management process: functions, skills and roles, problem solving and decision making; social responsibility of business. Understanding and managing individual behavior-personality, perceptions and learning, work motivation: Maslow, Herzberg and McClelland's theories; Understanding and Managing Group Process- Interpersonal and group dynamics, Team Building, Leadership styles and effectiveness; Understanding and Managing organizational change, conflict management, organizational culture, Case Study.

Suggested Readings

1. Koontz, H and Wechrich, 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, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip *Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001*
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englowed Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*. 6th ed., New Delhi, Prentice Hall of India, 1996.

BM- 102 QUANTITATIVE METHODS

Objectives:

The main objective of this course is to make the students familiar with statistical and mathematical technique and their applications in business decision making.

Course Content:

Measures of central tendencies, Measures of dispersions, Simple Correlation and Regression analysis, concept and applications. Concept of Probability- Probability rules-joint and marginal probability, Baye's theorem, probability distributions- Binomial, Poisson, Normal distribution, Concepts of testing hypothesis, Sample test for testing mean and proportion of large and Small sample tests- T-test, F-test and Chi-Square test for independents of attribute and goodness for fit. Index number. Different types and tests of index number.

Suggested Readings

1. Chadha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, Mc Graw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Narag, A S. *Linear Programming and Decision Making*. New Delhi, Sultan Chand, 1995.
6. Sharma, J.K. *Fundamentals of Operations Research*, Macmillan, New Delhi, 2001
7. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millan Publishers, 1990.

BM-103-MANAGERIAL ECONOMICS

Objectives:

To make the students understand the micro-economic behaviour of the organisation and to enable them to become good decision maker and successful manager.

Course Contents:

Introduction to Managerial Economics, Nature and Scope of Managerial Economics, Theory of Firm – Profit Maximisation, Sales Maximisation,

Demand Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand, Demand forecasting

Production and Cost- Returns to scale, Cost curves, Break even analysis,

Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

Macro Economic Analysis of Managerial Decisions: Meaning and Nature of Macro Economics; Circular Flow of income, the concept of GDP, GNP, Concepts of Consumptions, Savings and Investment, Inflation.

Suggested Readings

1. Adhikary, M. *Business Economics*., New Delhi, Excel Books, 2000.
2. Baumol, W J. *Economic Theory and Operations Analysis*. 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O P. *Managerial Economics*. New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics*. New York, Macmillan, 1991.
6. Milgrom, P and Roberts J. *Economics, Organization and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
7. Mithani., D.M, *Managerial Economics*, Himalaya Publishing House (Latest Edition).
8. Dwivedi., D.N, *Managerial Economics*, Vikas Publishing House (Latest Edition).

BM-104-MANAGERIAL SKILL DEVELOPMENT

Objectives:

The course is aimed at equipping in students with the necessary and 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 skill; Process of communication; Barriers and gateways in communication; Dos and Don'ts of Business writing; Commercial letters; Writing business reports; Oral Communication-presentations of reports; public speaking and negotiations; Legal aspects of Business Communication , case study.

Suggested Readings:

1. Pathi, S.N., "Modern Business Communication", Himalaya Publishing House.
2. Bowman, Joel P. Branchaw, Bemadine P., "Business Communication: From Process to product", 1987, Dryden Press, Chicago.
3. Hatch, Richard, "Communicating in Business", 1977, Science Research Associates, Chicago.
4. Murthy, Herta A. AND Peek, Charrles E., "Effective Business Communications", 2nd. ed. 1976, Tata McGraw Hill, New Delhi.
5. Pearce, C. Glenn etc., "Business Communications: Principles and Applications", 2nd ed. 1988, John Wiley, New Delhi.
6. Treece, Maira, "Successful Business Communications", 3rd ed., 1987, Allyn and Bacon Boston.

BM-105 ACCOUNTING FOR MANAGERS

Objectives:

The students are to be familiarized with the basic conceptual frame work of Financial Accounting and Management Accounting.

Course Contents:

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope; Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

Suggested Readings

1. Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management. Text and Cases*. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997.
8. S.P. Jain & K.L. Narang, *Financial Accounting*, Kalyani Publishing.
9. M Y Khan and P.K.Jain, *Management Accounting Text, Problems and Cases*, The McGraw-Hill companies.
10. Sharma and Gupta, *Financial Accounting for Managers: An analytical Perspective*, Pearson

BM-106: MARKETING MANAGEMENT.

Objectives:

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

Course Contents:

Nature and scope of marketing, Concepts orientations towards the market place, 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 & strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling; Channel management-selection, co-operations and conflict management, vertical marketing Implementation and systems, Organising and implementing marketing in the organization; Evaluation and control of marketing efforts; New issues in marketing-Globalisation, Consumerism, Green marketing, Legal issues.

Suggested Readings:

1. Enis,B.M., Marketing Classics; A Selection of Influential Articles, New York, McGraw Hill, Latest edition.
2. Kotler, Philip and Armstrong, G., Principles of Marketing, New Delhi, Prentice Hall of India, Latest edition.
3. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation & Control, New Delhi, Prentice Hall of India, Latest edition.
4. Ramaswami, V.S. and Namakumari, S., Marketing Management:Planning and Control, New Delhi, Mac Millan, Latest edition.
5. Stanton, William, J.Fundamentals of Marketing, New York, McGraw Hill, Latest edition.
6. Neelamegham, S., Marketing in India: Cases and Readings, New Delhi, Vikas, Latest edition.
7. Biplab Bose- Marketing Management Himalaya Publishing House.

BM-107- INDIAN ETHOS AND VALUES

Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate

Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Suggested Readings

1. Chakraborty, S.K.: Foundations of Managerial Work - Contributions from Indian Thought, Himalaya Publishing House Delhi 1998
2. -----: Management Effectiveness and Quality of Work-life - Indian Insights, Tata McGraw Hill Publishing Company, New Delhi.1987
3. -----: Management by Values,,Oxford University Press,1991
4. Drucker,P:Managing in Turbulent Times, Pan Books London 1983
5. Kumar, S and N.K.Uberoi: Managing Secularism in the New Millennium, Excel Books 2000
6. Griffiths, B. The Marriage of East and West, Colling, London 1985
7. Gandhi, M.K.: The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972

BM-108 BUSINESS ENVIRONMENT

Objectives:

A sound understanding of business environment is essential for decision making .It is essential for students to integrate the environmental factors and laws related to business for proper decision making and success of any business.

Course contents:

Nature and scope of Business environment, Role of government, Private and Multinational corporations, Methods of measuring National Income ,GDP, GNP and National income, inflation and its causes, Recession, Depression and stagflation, Business Cycle International Trade ,Foreign Exchange system, Monetary Policy and Fiscal policy, International institutions: IMF and World Bank, Financial environment-Indian money market and capital Market ,Evaluation of New economic policy – Liberalization , privatization and Globalization ,Foreign Direct Investment and its need .

Suggested Readings:

1. Corporate Laws- Singhanian Taxmann's publications
2. S.K.Misra & V.K.Puri, Economic Environment of Business by Himalaya publishing House.
3. Aswatha ,essentials of business environment by Himalaya publishing House.
4. Chopra , Mercantile law by Himalaya publishing House.
5. Saharay & Saha,Commercial & Industrial Law,New central book Agency.

SECOND SEMESTER COURSES

BM-201: ORGANISATION EFFECTIVENESS AND CHANGE

Objectives:

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents:

An Overview of Concepts of Organizational Change Effectiveness and Development; Skills and Change Agent; Organizational Climate and Culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflict and Negotiation; Business Ethics and Corporate Governance; Management of Gender Issues; Cross-Cultural Dynamics, case study.

Suggested Readings:

1. Anderson, A.H. and Barker D. , Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd., Latest edition.
2. French, W.E. and Bell, C.H., Organization Development, New Delhi, Prentice Hall of India, Latest edition.
3. Rao, S.R. etc., Effective organization and Social Values, New Delhi, Sage, Latest edition.
4. Khandawalla, P.N., Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F., Organizational Behaviour, 7th ed., New York, McGraw Hill, Latest edition.
6. Mendonca, M. and Kanungo, R.N., Work Motivation, New Delhi, Sage, Latest edition.
7. Robbins, S.P., Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, Latest edition.

BM- 202: REASEARCH METHODOLOGY

Objectives:

The objective of the course is to enable students to develop an understanding and an appreciation of the quantitative and qualitative research methods relevant to satisfactorily address a particular research question.

Course Contents:

Nature and Scope of Business Research, Identification of Research problem, Research objective, Type of Business Research, Research Process, Research Designs: Exploratory, Descriptive, Experimental and Observational. Planning and formulation of Research Projects, Preparation of questionnaire and schedules, Measurement problem and scaling techniques. Collection of data: Primary and Secondary data. Purpose of research application, Type of research reports, Structure of Research report, Report writing and Presentation.

Sampling: Probabilistic and Non probabilistic sampling. Methods of drawing samples :Lottery methods and using random number table, Sampling Vs. Complete enumeration, Sampling and Non sampling errors, Concept of different sampling methods : Simple random Sampling, Stratified random sampling, Cluster sampling, Multistage sampling.

Data analysis: Editing, Coding, transformation of data, Basic data analysis, Setting of hypothesis, hypothesis testing, Cluster and Factor analysis (Concept only). Hypothesis: Null hypothesis and alternative hypothesis, Testing of hypothesis, Type I and Type II errors, Analysis of Variance: One way and two way Classifications.

Suggested Readings:

1. Kothari, C.R., Research Methodology, New Age International Publishers,
2. Zikmund, Business Research Methods, Cengage/ Thomson.
3. Paneerselvam, R., Research Methodology, New Age International Publishers.
4. D.K.Bhattacharya – Research Methodology, Excel Books.
5. Priti R. Majhi & Prafulla K. Khatua, - Research Methodology, HPH.
6. Deepak Chawla & Neena Sondhi - Research Methodology, concept and cases, Vikash.

BM-203-PRODUCTION AND OPERATION MANAGEMENT

Objectives:

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 operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents:

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling –Principles – Equipments, Line Balancing—Problems; Operations decisions-Production Planning and Control--In Mass Production--in Batch / Job Order manufacturing; Capacity Planning—Models; Process Planning --Aggregate Planning---Scheduling---Maintenance Management Concepts --- Work Study, Method Study, Work Measurement, Work Sampling, Work Environment --- Industrial Safety; Material Management: An Overview of Material Management., Material Planning and Inventory Control; JIT; Materials Planning Budgeting and Material Requirement Planning; Purchase management; Stores Management; Quality Assurance - Acceptance Sampling, Statistical Process Control, Total Quality Management; ISO-9000; Maintenance Management; Safety Management.

Suggested Readings:

1. Adam, E.E. & Ebert, R.J., Production and Operations Management, New Delhi, Prentice Hall of India Inc., Latest edition.
2. Chary, S.N., Production and Operations Management, New Delhi, Tata McGraw Hill, Latest edition .
3. Dilworth, James B., Operations Management: Design, Planning and Control for Manufacturing and Services, Singapore, McGraw Hill, Latest edition.
4. Panner Selvem, Production and Operations Management, Prentice Hall of India.
5. Chunnawala, Production & Operations Management, Himalaya Publishers, Mumbai.

BM-204- HUMAN RESOURCE MANAGEMENT

Objectives:

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

Course contents:

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Job Analysis; Job Description & specification; Selecting Human Resources; Induction and placement; Manpower Training and Development; Performance Appraisal; Job Evaluation & Wage Determination; Empowerment, case study.

Suggested Readings:

1. Aswathappa, K., Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, Latest edition.
2. De Cenzo, D.A. & Robbins, S.P., Human Resource Management, New York, John Wiley, Latest edition.
3. Guy, V. & Mattock, J., The New International Manager, London, Kogan Page, Latest edition
4. Holloway, J. ed. Performance Management and Evaluation, New Delhi, Sage, Latest edition.
5. Monappa, A. & Saiyadain M., Personnel Management, New Delhi, Tata Mc-Graw-Hill, Latest edition.
6. Stone, Lloyed and Leslic W. Rue, Human Resource and Personnel Management, Richard D., Irwin, Illinois, Latest edition.
7. Human Resource Management and Industrial Relations - P.Subba Rao-Himalaya Publishing House

BM-205- BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objectives:

The objective of this course is to understand the nature and significance of strategic management as a distinct field of scholarly study. Further it aims at developing an understanding about strategic management processes and techniques and their impact on a firm for intelligent decision-making.

Courses Contents:

Business policy as a field of study; General management point of view ; SWOT analysis tools and techniques for strategic management, Concept, Components – Purpose, Vision, Mission, Objectives, Goals, Policies and Programme strategies, Stimulus for strategy, Mint berg's Model, Strategic Management Process, Benefits of Strategic Management. Business Strategy, Strategic factors analysis summary (SFAS), Generic competitive strategies ,Corporate Strategy, Strategic alliances, Directional strategy, Growth, Stability, TOWS Matrix, Hofer's analysis, BCG, GEC Analysis Nature, Importance, Participants, Barriers in evaluation, Requirements for effective evaluation, Strategic Control , Premise Control, Implementation Control, Strategic surveillance, Special alert control, Techniques of strategic evaluation and control – Strategic Momentum Control and Strategic leap control, Balance scorecard evaluation,case study.

Suggested Readings

1. Ansoff, H Igor. *Implanting Strategic Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
2. Budhiraja, S B and Athreya, M B. *Cases in Strategic Management*. New Delhi, Tata McGraw-Hill, 1996.
3. Christensen, C R. etc. *Business Policy: Text and Cases*. 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. *Strategic Management and Business Policy*. 3rd ed. New York, McGraw-Hill, 1988.
5. Hax, A C and Majluf, N S. *Strategic Management*. Englewood Cliffs, New jersey, Prentice Hall Inc., 1984.
6. Hamel, G and Prahalad, C K. *Competing for the Future*. Boston, Harvard Business School Press, 1994.
7. Peters, Tom. *Business School in a Box*. New York, Macmillan, 1995.
8. Srinivasan R., *Strategic Management – The Indian Context*, PHI.
9. Kazmi Azhar, *Business Policy and Strategic Management*, Tata McGraw-Hill- Latest edition.

BM-206 – BUSINESS LEGISLATION

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 Instruments 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. Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings.

Suggested Readings

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

BM-207 FINANCIAL MANAGEMENT

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

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; Short-term Financing Investments; Management of Working Capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy;

Suggested Readings

1. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990.
2. Bhalla, V K. *Financial Management and Policy*. 2nd ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance*. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. *Financial Management and Policy*. 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. *Principles of Financial Management*. New York, Macmillan Publishing Company, 1991.
7. Pandey I.M. – Financial Management – Vikas Publishing House
8. Chandra, Prasanna – Financial Management – TMH

BM- 208 COMPUTER APPLICATIONS IN MANAGEMENT (CAM)

Objectives:

The purpose of this course is to acquaint the students with the basic concepts of computers used in business. The entire paper is meant for making the students of management understand basic concepts and its usefulness in business environment without the technical detail.

Course Contents:

Basic Computer Concepts – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages, Input and Output devices; Memory (or storage) devices, Secondary storage – direct access devices, serial access devices. Central Processing Unit, Decoders; Registers; Program execution: Fetch, Decode, Execute cycle.

Computer Software – introduction to Software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS, functions of OS. Introduction to different types of operating systems,

Computer networks and Internet – Basic concepts of computer networks; types of network: local area networks and wide area networks; switches hubs, routers, idea of distributed systems; the Internet: World Wide Web, search engine, e-mail, home page.

Microsoft Office: Microsoft Word – The different functionalities in the Microsoft Word software; Creating, Editing, Saving and printing a file; Use of the different tools; Handling tables in MS Word. Mail merge.

Microsoft Excel – Creating, editing, using the different tools available in MS Excel. Performing mathematical calculations using MS Excel including various types of statistical measures. Creating a column chart; Changing the size and position of a chart saving a file in Microsoft Excel; Closing a Microsoft Excel worksheet.

Microsoft PowerPoint – The different functionalities of Microsoft PowerPoint. Creating and inserting a new slide; Creating a title slide; Applying a design template; Creating a hierarchy, Slide Sorter view; Running the slide show; Printing the slides. .

Suggested Readings:

1. Introduction to Computer Science, IITL Education Solutions Ltd., Pearson Education.
2. David, Van Over. *Foundations of Business Systems*. Fort Worth, Dryden, 1992.
3. Eliason, A L. *On-line Business Computer Applications*. 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. *Connecting to the Internet*. Sebastopol, C A, O'Reilly, 1993.
5. John, Moss Jones. *Automating Managers: the Implications of Information Technology for Managers*. London, Pinter, 1990.
6. Long, L. *Computers*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. *Computers Concepts and Uses*. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
8. Computer applications in business, S.Sudalaimuthu & S.Anthony Raj ,HPH
9. Introduction to Computers, Peter Norton, TMH publication

THIRD SEMESTER COURSES

BM-301- SUMMER TRAINING PROJECT REPORT

At the end of the First Year (i.e. second semester) courses, each student is required to undergo summer training of **6 to 8 weeks** duration in any business organization. Each candidate is required to submit the summer training project report at least 15 days before filling-up of the university examination forms of THIRD SEMESTER. The project report must be accompanied by certificate from the faculty guide and concerned business organization in which the student has undergone summer training.

BM-302-MANAGEMENT SCIENCE

Objectives:

The course is designed to introduce the students to the principles of operation research techniques and their applications in decision making, students will also be required to use computer packages for data processing purposes.

Course Contents:

Linear Programming Problem-Meaning, Scope, Application, Assumptions and Limitations. Graphical Method and Simplex Methods of Solution. Transportation, Assignment and Traveling Sales Man Problems. Markov Analysis, Game Theory. Network Analysis, PERT and CPM, Time Cost Trade-off. Queuing Theory (M/M/I) (∞ /FCFS), Replacement Models.

Suggested Readings

1. Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.
3. Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984
4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
6. Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, New York - 5th Edition - 1993.
7. Turban, Efrain Decision Support & Expert Systems - Management Perspective - Macmillan Publishing Company, New York, 1988
8. Sharma, S.D., Operations Research, Kedar Nath, Ram Nath & Co.
9. Gould, F.J. etc., Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., Latest edition.
10. Taha Harndy A., Operations Research: An Introduction, Mac Millan, New York, Latest edition.
11. Sharma J.K., Operations Research: Theory and Applications, New Delhi, Mac Millan India, 1997.

**SPECIALISATION PAPERS (THIRD SEMESTER)
GROUP – A: MARKETING MANAGEMENT**

GROUP-A: MARKETING MANAGEMENT

BM-303 CONSUMER BEHAVIOUR

Objectives:

The basic objective of this course is to develop and 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 Strategies; Consumer Involvement and Decision Making; Information Search Process; Evaluation Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitude and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyles, Reference Group Influence; Diffusion of Innovation and Opinion Leadership, Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Suggested Readings:

1. Assael, H., Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J.F. etc., Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc., Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1889.
4. Hawkins, D.I. etc., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C., Consumer Behaviour, New York, McMillan, 1993.
6. Sciffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, Prentice Hall of India, 1994.

BM-304 ADVERTISING MANAGEMENT

Objectives:

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

Course Content:

Advertising Management: Advertising- Definition, Nature and Scope; Advertising agency and its Role, Types of advertising; Advertising Campaign Planning process, Setting Advertising objectives, Advertising Budget and methods of budgeting for advertising, Developing and designing a message, Role of creativity in advertising, Media planning, Measuring the effectiveness of advertisements, Pre-testing and Post-testing of advertisements, Legal, Ethical and Social aspects of advertising.

Suggested Readings:

1. Aakar, David A. etc., Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E. and Belch, Michael A., Introduction to Advertising and Promotion, 3rd ed., Chicago, Irwin, 1995.
3. Borden, William H., Advertising, New York, John Wiley, 1981.
4. Hard, Norman, The Practice of Advertising, Oxford, Butterworth Heinemann, 1995.
5. Kevin, Keller, Strategic Brand Management, Latest Edition.
6. Ogilvy, David, Ogilvy on Advertising, London, Longman, 1983.
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill, 1990.

BM- 305 INTERNATIONAL MARKETING

Objective

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

Course Contents:

Conceptual frame work of International Marketing: Basic differences between domestic and International marketing International Marketing Environment. EPRG frame work in International marketing, stages of development into Global Marketing. Indian Foreign Trade: Indian Trade Policy - Recent trends in India's foreign trade - Export Assistance, Institutional Infrastructure for Export Promotion in India Identification of Foreign Markets: Product Planning for Exports – Export pricing - Market Entry and Overseas Distribution System - Promoting products Internationally. Overseas Market Research: Marketing Plan for Exports - New Techniques in International Marketing, International subcontracting Joint Ventures, and Counter trade Arrangements, Multinationals. Exports finance, risk export documents and procedure.

Suggested Readings

1. Bhattacharya, B. *Export Marketing: Strategies for Success*. New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J J. *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.:*International Marketing*, Prentice Hall.
6. Terpstra, Vern and Sarathy, R. *International Marketing*. Orlando, Dryden Press, 1991.
7. Walter, I and Murray, T. *Handbook of International Business*. New York, John Wiley, 1988.

BM 306 BRAND MANAGEMENT

Objective:

The course is designed to familiarize the students with the concepts of brand management strategies in the emerging scenario.

Course Contents

Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Suggested Readings

1. Aaker, David, A. *Managing Brand Equity*. New York, Free Press, 1991.
2. Cowley, Don. *Understanding Brands*. London, Kogan Page, 1991.
3. Czerniawski, Richard D. & Michael W. Maloney *Creating Brand Royalty*, AMACOM, NY, 1999
4. Kapferer, J N. *Strategic Brand Management*. New York, Free Press, 1992.
5. Murphy, John A. *Brand Strategy*. Cambridge, The Director Books, 1990.

GROUP-B: FINANCIAL MANAGEMENT

BM- 307 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objectives:

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and investment decision making process.

Course Contents

Investment - Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return; Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market;

Suggested Readings

1. Amling, Frederic. *Investment*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
2. Bhalla, V K. *Investment Management: Security Analysis and Portfolio Management.*, 8th ed., New Delhi, S. Chand, 2001.
3. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*. 6th ed., New Delhi, Prentice Hall of India, 1995.
4. Fuller, Russell J. and Farrell, James L. *Modern Investment and Security Analysis*. New York, McGraw Hill, 1993.
5. Haugen, Robert H. *Modern Investment Theory*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
6. Huang, Stanley S C and Randall, Maury R. *Investment Analysis and Management*. London, Allyn and Bacon, London, 1987.
7. Sharpe, William F. etc. *Investment*. New Delhi, Prentice Hall of India, 1997.

BM- 308 PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objectives:

The paper intends to focus on acquiring knowledge and application of various financial concepts in to the appraisals of a project and to understand the framework for evaluation of capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Project Identification and Formulation, Project characteristics, Taxonomy of projects, Project Identification, Preparation, Tax Incentives and Tax Planning for project investment decisions, Capital expenditure : importance and difficulties , Market demand and situational Analysis ,Technical Analysis :Project Appraisal Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis, Project risk analysis. Project Financing: Cost of project, Components of capital cost of a project, Sources of financing, Role of Financial Institutions in project financing Concept of a Project; Categories of projects; Project Life Cycle Phases; Role and responsibility of project managers; Network techniques for project Management ,Project Review and Administrative aspects ,Problem of time and cost overrun in Public sector enterprises in India , Environmental appraisal of Projects .

Suggested Readings

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy*. 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and Implementation*. 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. *Financial Management of Public Sector Undertakings*. New Delhi, Westville, 1995.
6. Nagarajan, K. – Project Management, New Age International
- 7.S Choudhury, “Project Management”, Tata McGraw Hill

BM-309 INTERNATIONAL FINANCIAL MANAGEMENT

Objective:

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

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Managing short-term assets and liabilities; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting - Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

1. Abdullah, F A. *Financial Management for the Multinational Firm*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V K. *International Financial Management*. 2nd ed., New Delhi, Anmol, 2001.
3. Buckley, Adrian. *Multinational Finance*. New York, Prentice Hall Inc., 1996.
4. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed. Miami Florida, Kolb, 1993.
5. Shapiro, Alan C. *Multinational Financial Management*, New Delhi, Prentice Hall of India, 1995.

BM-310 WORKING CAPITAL MANAGEMENT

Objective:

The objectives 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 Balance-Baumol Model, Beranek Model, Miller-Orr-Model, Stone Model; Receivable Management-Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, 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; Working Capital Control and Banking Policy in India.

Suggested Readings:

1. Bhalla, V.K., Working Capital Management; Text and Cases., Delhi, Anmol, Latest edition.
2. Hampton, J.J. and C.L.Wagner, Working Capital Management, John Wiley & Sons, Latest edition.
3. Mannes, T.S., and J.T. Zietlow, Short-term Financial Management, West Pub. Co., Latest edition.
4. Scherr, F.C., Modern Working Capital Management, Prentice hall, Latest edition.
5. Smith, Keith V. and G.W. Gallinger, Readings on Short-term Financial Management, West Pub. Co., Latest edition.

GROUP-C: OB AND HUMAN RESOURCE DEVELOPMENT

BM-311-MANAGING INTERPERSONAL AND GROUP PROCESSES

Objectives:

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills by experiential methods of learning.

Course contents:

Nature and Types of Groups, Group Formation: Newcomb's and Homans' Approaches, Significance of Informal Groups: Hawthorne Studies, Interpersonal Dynamics: Transactional Analysis, Johari Window, Group: Types and Functions, Techniques of Analyzing Group Behaviour, Group Dynamics, Leadership Styles and Team Building, Managing Interpersonal and Group Conflicts.

Suggested Readings:

1. Bennis, W.G., Organisational Behaviour Dynamics, U.S.A..Dorsey Press, Latest edition.
2. Kolb, D. etc., Organizational Behaviour: An Experiential Approach, 5th ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., Latest edition.
3. Luthans, F., Organizational Behaviour, McGraw Hills Inc, Latest edition.
4. Robbins, S.P., Organizational Behaviour, Prentice Hall of India, Latest edition.
5. Kolb, D. etc., Organizational Behaviour: Practical Readings for Management, Englewood Cliffs, New Jersey, Prentice Hall of India, Latest edition.
6. Mainiero, L.A., & Tromley C.L., Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, Latest edition
7. Moore, M.D., etc., Inside Organizations: Understanding the Human Dimension, London, Sage, Latest edition.

BM-312- HUMAN RESOURCE DEVELOPMENT

Objective:

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents:

Field of HRD-Concepts, Goals, Challenges; HRD Climate, HRD Function; Developing HR Strategies; HRD System Design Principles; Design and Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies on HRD.

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, Latest edition.
2. Dayal, Iswar, Designing HRD Systems, New Delhi, Concepts, Latest edition.
3. Kohli, Uddesh and Sinha, Dharni P., HRD-Global Challenges and Strategies in 2000 A.D., New Delhi, ISTD, Latest edition.
4. Maheshwari, B.L. and Sinha, Dharni P., Management of Change Through HRD, New Delhi, Tata McGraw Hill, Latest edition.
5. Pareek, U. etc., Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, Latest edition.
6. Rao, T.V. etc., Alternative Approaches and Strategies of Human Resource Development, Jaipur, Rawat, Latest edition.
7. Silvers, D.N., HRD: The Indian Experience, Delhi, New India, Latest edition.

BM-313-COMPENSATION MANAGEMENT

Objective:

The objective of this paper is to promote understanding of issues relating to the compensation for human resources in organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course contents:

Labour market and compensation management: Labour Market: Structure, Characteristic & Recent Trends, Conceptual Framework of Compensation Management: Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory Bargaining theory, Criteria of wage fixation. Wage determination: Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems, Knowledge based pay system & market based pay system, Brad bonding. Wage administration in India: Wage Policy in India, Methods of wage determination in India, wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The minimum wages Act, The Pay Commission, Methods of payment .Payment of Wages Act & Payment of Bonus Act. Employee benefits: Incentive Payment and types of incentive plans. Compensation practices of multinational and global organizations. Incentive based pay systems, Executive compensation Practices of MNCs.

Suggested Readings

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 Aller and Unwin, 1984.
5. Hendorson, Richard I. *Compensation Management: Rewording Performance*. 6th ed. Englewood Cliffs, Prentice Hall Inc., 1994.
6. Micton, Rock. *Handbook of Wage and Salary Administration*. 1984.
7. Milkvich & Newman : Compensation – TMH
8. Sinha P.R.N. – Wage Determination in India

BM-314- HUMAN RESOURCE PLANNING AND DEVELOPMENT

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 organisations.

Course Contents

Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force 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 and Management of Change; TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings

1. Arthur, M. *Career Theory Handbook*. Englewood cliff, 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 Executive Guide*. Oxford, Blackwell, 1992.
4. Greenhaus, J H. *Career Management*, New York, Dryden, 1987.

FOURTH SEMESTER COMPULSORY PAPERS

BM- 401- DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

Objective:

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

Course Contents:

Basic concepts of systems, Management Information Systems; Definition, Characteristics, Limitations, Transaction Processing systems; Objectives, Types, Online, Offline, Decision support systems(DSS); Definition, Characteristics, Types, Advantages, Limitations, System analysis and Design, System development life cycle(SDLC), System Design, Flow Chart, System Chart, Executive information systems; Features, Components, Benefits, Comparisons with DSS, Functional information areas like Finance and accounting information system, Marketing information system, Manufacturing Information system, Human resources information systems. Enterprise Resource planning. Definition, Types, ERP implementations, ERP software packages.

Suggested Readings

1. Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.
3. Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984
4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering,Sage, John Wiley & Sons, New York, 1991.
6. Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, New York - 5th Edition - 1993.
7. Turban, Efrain Decision Support & Expert Systems - Management Perspective - Macmillan Publishing Company, New York, 1988
8. Management Information Systems, O'Brien & Maracas, TMH Publication.
9. Management Information Systems, Effy OZ, Thomson Publication.
10. Management Information and Control Systems, Dr. Sushila Madan, Taxmann's Publication.
11. Management Information Systems, C.S.V.Murthy, HPH.

BM-402- A. SEMINAR PRESENTATION (50 MARKS)

BM-402- B. COMPREHENSIVE VIVA-VOCE (50 MARKS)

SPECIALIZATION PAPERS (FOURTH SEMESTER)

GROUP-A: MARKETING MANAGEMENT

BM-403- MARKETING OF SERVICES

Objective:

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

Course Contents:

The Emergence of Services Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Business marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing; Origin and Growth-Classification of Services-Marketing of Financial Services-The Indian Scene-Designing of Service Strategy.

Suggested Readings:

1. Lovelock, Christopher H., Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice hall Inc., Latest edition.
2. Lovelock, Christopher H., Services Marketing, Englewood Cliffs, New Jersey, Prentice hall Inc., Latest edition.
3. Mc Donald, Malcom and Payne, A., Marketing Planning for Services, Butterworth, Heinemann, Latest edition.
4. Newton M.P., Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India, Latest edition.
5. Verma, H.V., Marketing of Services, New Delhi, Global Business Press, Latest edition.
6. Zeithami, Y.A., and Bitner, M.J., Services Marketing, New York, Mc Graw Hill, Latest edition.

BM-404 SALES AND DISTRIBUTION MANAGEMENT

Objective:

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

Course Contents:

Definition, objectives, Functions and classification of Sales Management, Selling under the marketing concept, Interdependence of Salesmanship and Advertising. The Sales Organisation: Purpose, principles and policies of sales organization, setting up of the sales organization, typical sales organization structure.

Sales strategies and policies determining the size of the sales force, sales territories, routing and scheduling, controlling the selling effort sales budget and budgeting procedures quota setting and administration. Management of sales force: Personnel problems of sales management, recruiting and selecting, training and, motivating salesman, sales meetings and contests, compensating sales personnel, evaluation and supervising salesmen Design of Distribution Channel, Management of Channels and Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. Wholesaler, Retailing and Retailer Marketing Decisions. Objectives, Order Processing, Warehousing Inventory, Transportation, Organising for Physical Distribution, Emerging trends in Distribution: Supply Chain management

Suggested Readings

1. Anderson, R. *Professional Sales Management*: Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, R H and Stanton. W J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, D J. *Sales Management: Concepts and Cases*. New York, John Wiley, 1989.
5. Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986.
6. Stanton, William J etc. *Management of a Sales Force*. Chicago, Irwin, 1995.
7. Stiiil, R R. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
8. Still, Cundiff & Govoni, - *Sales Management: Decision Strategies & Cases*, Pearson/PHI.
9. Panda & Sahdev,- *Sales and Distribution Management*, Oxford University Press.

BM-405 E-COMMERCE

Objective

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

Course Contents

Introduction to E-commerce: Definition - Forces Fueling E-commerce - Industry framework - types - Internet Service Providers - Internet access providers - Internet Vs. Online Services; WWW: Concepts - Technology - Applications - Electronic Payment Systems: Electronic Payment Technology - Digital Cash - Electronic check - On-line Credit Card; Electronic Commerce and Banking: Changing dynamics in the Banking Industry - Home banking Implementation approaches - Open Vs Closed models - Management issues in online Banking- Electronic Commerce and Retailing - changing retail Industry Dynamics - Online retailing - Management challenges- Electronic Commerce and online publishing: Online publishing Strategies - Approaches - Advertising and online publishing - Digital copyrights and Electronic publishing; Intranets and Supply Chain Management: Supply chain Management - Managing retail supply chains - Supply chain application software- Intranets and customer asset Management - Customer asset management basics - online sales force - online customer service and support - Technology and Marketing strategy.; Intranets and Manufacturing: Integrated logistics, - agile Manufacturing - Emerging Business requirements - Manufacturing Information Systems - Intranet based manufacturing logistics Management.; Intranets and Corporate Finance: Financial Systems - Financial Intranets - Software modules in Financial Information System - Transaction Accounting - Inventory Accounting Payment Management - Treasury and Cash Management - Human Resource Management Systems - size - structure of Financial Software Markets - The Corporate Digital Library - Intelligent Agents.

Suggested Readings

1. Cady, G.H. and Part McGreger, "The Internet", BPB Pub., Delhi, 1999
2. Carpenter, Phil *e Brands*, HBS Press, Boston, 2000
3. Keen, Peter and Mark McDonald *The e-Process Edge*, Delhi, Tata McGraw –Hill, 2000

BM-406-STRATEGIC MARKETING

Objectives

The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Course Contents

Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies - Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies - Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings

1. Cravens, D W. *Strategic Marketing*. Homewood Illinois, Richard D. Irwin, 1987.
2. Kaynak, E and Savitt, R. *Comparative Marketing Systems*. New York, Praegar, 1984.
3. Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. New Delhi, Prentice

GROUP-B: FINANCIAL MANAGEMENT

BM-407-MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective:

Students are to be familiarized with various financial institutions rendering financial services and their status.

Course Content:

Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets. Financial Institutions:

Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced, Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures. Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions. Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialization, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures, Indian Financial Institutions: Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority.

Suggested Readings:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House

BM-408-PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection, The Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier - The relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios - Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings

1. Alexander, Gordon J. and Sharpe, William F. *Fundamentals of Investments*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
2. Bhalla, V K. *Investment Management:: Security Analysis and Portfolio Management*., 8th ed., Delhi, S. Chand, 2001.
3. -----*Portfolio Analysis and Management*, Delhi, S.Chand, 2002
4. Elton, Edwin J and Gruber, Martin J. *Modern Portfolio Theory and Investment Analysis*. New York, John Wiley,

BM-409-MANAGEMENT OF FINANCIAL SERVICES

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 System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds- Mobilising of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

Suggested Readings

1. Bhalla, V K. *Management of Financial Services*. Anmol, New Delhi, 2001.
2. Bhalla, V K And Dilbag, Singh. *International Financial Centres*. New Delhi, Anmol, 1997.
3. Ennew,C, Trevor Watkins & Mike Wright:Marketing of Financial Services,Heinemann Professional Pub.,1990
4. Gordan,E and K.Natrajan Emerging Scenario of Financial Services,Himalaya Publishing House,1997
5. Meidan, Arthur Brennet, M. *Option Pricing: Theory & Applications*. Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed., Miami Florida, Kolb, 1993.

BM-410-FINANCIAL DERIVATIVES

Objectives

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

Course Contents

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures 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 and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

Suggested Readings

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.

GROUP-C: OB AND HUMAN RESOURCE DEVELOPMENT

BM-411-MANAGEMENT TRAINING AND DEVELOPMENT

Objective:

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

Course Contents:

Training Process-an overview: Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment, Learning Process; Training Methods and Techniques; On-the-job, vestibule and off-the job training, management training and Development in India. Case studies.

Suggested Readings:

1. Beunet, Roger ed., Improving Training Effectiveness, Aldershot, Gower, Latest edition.
2. Buckley R. & Caple, Jim, Theory & Practice of Training, London, Kogen & Page, Latest edition.
3. Lynton, R. Pareek, U., Training for Development, 2nd Ed. New Delhi, Vistaar, Latest edition.
4. Pepper, Allan D., Managing the Training and Development Function, Aldershot, Gower, Latest edition.
5. Rac, L., How to Measure Training Effectiveness, Aldershot, Gower, Latest edition.
6. Reid, M.A. etc., Training Interventions: Managing Employee Development, 3rd Ed., London, IPM, Latest edition.
7. Senge, P., The Fifth Discipline: The Art and Practice of the Learning Organization, London, Century, Latest edition.

BM-412- MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

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 changes.

Course Contents

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organisational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology; Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

Suggested Readings

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

BM-413-ORGANISATIONAL CHANGE AND INTERVENTIONS STRATEGIES

Objectives

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents

Organization Change - an 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.

Suggested Readings

1. Abad, Ahmad. etc. *Developing Effective Organization*. New Delhi, Sri Ram Centre for Industrial Relations, 1988.
2. De Nitish. *Alternative Designs of Human Organizations*. London, Sage, 1988.
3. French, W H. and Bell, CH. *Organisation Development*. New Delhi, Prentice Hall of India, 1991.
4. French, W L., etc. *Organization Development Theory, Practice and Research*. 3rd ed. New Delhi, Universal Book Stall, 1990.
5. Harvey, D F. and Brown, D R. *An Experiential Approach to Organization Development*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
6. Huse, F E. and Cummings, T G. *Organization, Development and Change*. 3rd ed. New York, West, 1985.
7. Sinha, Dharani, P. etc. *Consultants and Consulting Styles*. New Delhi, Vision, 1982.

BM-414 GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Course Contents

Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Suggested Readings

1. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.
6. Mead. R. International Management: Cross Cultural Dimensions. Blackwell. Camb.. Mass.. 1994.