

MBA SYLLABUS

FIRST SEMESTER

MBA-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

M.T: 3 HRS

M.M:70

Objective: *The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organization.*

Course Contents:

Introduction to management; Evolution of management thoughts; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Planning (Decision Making and MBO), Organizing (Organizational design and structure), Directing (Leading, Motivating and Communicating) and Controlling function of management.

Understanding and managing individual behaviour; Personality; Perception; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations.

Organizational Change; Organizational Development; Conflict Management and Stress Management.

Suggested Readings:

1. Koontz, H & Wehrich, H., *Management*, Tata McGraw Hill.
2. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
3. Greenberg, J. & Baron, Robert A., *Behavior in Organizations*, PHI Learning.
4. Robbins, S.P., *Management*, Prentice Hall Ins.
5. Robbins, S. P., *Organizational Behaviour*, Prentice Hall of India.
6. Stoner, J., *Management*, Prentice Hall of India.
7. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to make the students learn about the applications of statistical tools and techniques in decision making.*

Course Contents:

Definition, scope and limitations of statistics; Descriptive statistics: central tendency, dispersion; Probability theory: additive and multiplicative rules, conditional probability, Baye's theorem; Probability distributions; Binomial, Poisson, Normal distribution, their characteristics and applications.

Sampling and sampling methods: basic sampling concepts, sampling and non-sampling errors; sampling distributions of mean and proportion; law of large numbers; central limit theorem; statistical estimation: point and interval estimation of population mean.

Inferential statistics: Hypothesis testing- formulation of hypothesis and types of errors; large and small sample tests - Z, t, F tests and ANOVA (One way); non parametric tests: Chi-square test, Sign test, Wilcoxon signed rank test, Kruskal Wallis test.

Correlation and regression analysis -two variables case; time series analysis-meaning, importance and application, trend analysis using least square method.

Statistical quality control: causes of variations, quality control charts, purpose and logic of constructing a control chart, types of control charts, computing the control limits (X and R Charts); control charts for attributes - fraction defectives and number of defects; acceptance sampling.

Index numbers: meaning and types, weighted aggregative indices –Laspeyer's and Paasche's indices and their comparison, test of adequacy, problems of index number.

Suggested Readings:

1. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins.
2. Hein, L.W., *Quantitative Approach to Managerial Decisions*, Prentics Hall.
3. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins.
4. Levin, Richard I. & David S Rubin, *Statistics for Management*, Prentice Hall.
5. Anderson, Sweeney & Williams, *Statistic for Business and Economics*, Thomson Learning.
6. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons.
7. Hooda, R.P., *Statistics for Business and Economics*, Macmillan.

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Objective: *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics 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 economics in decision-making; Demand function; Elasticity of demand and its significance in managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Cost and revenue curves and economies of scale; Production function : short term and long run; Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

Modern theories of firm: Bamoul's theory of sales maximization; Williamson's Managerial discretion model, Behaviour model of Cyert and March.

National income- concept and measurement; Inflation- types and control; Basic concepts of trade cycles; Monetary and fiscal policies- concepts, objectives and instruments. Growth models: Harrod-Domar model and Solow model of economic growth.

Suggested Readings:

1. Peterson, Lewis, *Managerial Economics*, PHI.
2. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
3. Brigham E.F. & J.L. Pappas, *Managerial Economics*, Dryden Press.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Das, Satya P., *Microeconomics for Business*, Sage Publication.
6. Kay, Johan, *The Business of Economics*, Oxford University Press.
7. Dobbs Ian M., *Managerial Economics-Firms, Markets, and Business Decisions*, Oxford University Press.
8. Koutsoyiannis A., *Modern Economics*, Macmillan.

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Objective: *The objective of this paper is to acquaint the students the broader context and framework within which a firm operates. This will benefit the students to take better informed decisions.*

Course Contents:

Introduction: Understanding of business systems and firms.

A glimpse of business environment: Micro and macro environment.

Demographic environment: Population size, income level, falling birth rate and changing age structure.

Political and government environment: Functions of state and political dynamics of India.

Social environment: Impact of society and culture on business.

Technological environment: Innovation,, technology and competitive advantage.

Case study: Integration of different factors into a practical and empirical case.

Economic environment: An overview.

Structure of the economy: Changing structure of the economy from closed to open system

New economic policy: Globalization, liberalization, and privatization.

Debate: New economic policy: Boon or bane for India.

Small Scale industry: Emergence of knowledge based ventures: service sector and traditional small scale sector.

Labour Environment: Labour legislation, trade unions, and paradox of shortage of skilled labour.

Financial environment: Financial systems: an overview.

Suggested Readings:

1. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
2. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
3. AswathApa, K., *Business Environment*, Excel Books.
4. Bedi S.K., *Business Environment*, Excel Books.
5. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
6. Economic Survey, Govt. of India.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Richard d. Irwin.
2. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
3. Gupta, R.L. & Ramaswmy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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:

Meaning, role, functions and importance of communication in Business Organisations; Communication Process; Principles of Business Communication; Barriers of Communication and strategies to overcome the barriers; Reading skills; Listening skills; Types of Communication- Formal and Informal communication, Verbal and Non-verbal communication, Oral and Written communication; Business Letters- Format and layout of business letter, Types of business letters; Internal Communication- Circulars, Memos, Office notes, Representations, Reminders, Employee Newsletters; Report writing- Types of reports, Essentials of good report writing, steps in report writing, Synopsis writing, Preparing a resume; Interactive communication- Meetings, Conferences, Interview & GD, Public Speech; Presentation skills; Cross cultural communication- Problems of cultural differences; Techniques of communicating across cultures; Role of technology in communication, Electronic communication.

Suggested Readings:

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, Tata McGraw-Hill Publishing Co. Ltd.
2. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
3. Matthukutty M. Monipally, *Business Communication Strategies*, Tata McGraw-Hill.
4. Mary Ellen Guffey, *Business Communication Process and Product*, Thomson South-Western.
5. Scot Ober, *Contemporary Business Communication*, Houghton Mifflin Company.
6. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
7. Taylor, *Communication for Business*, Pearson Education.

Note:

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA: 107 COMPUTER APPLICATIONS IN BUSINESS

M.T: 3 HRS

M.M:70

Objective: *The Objectives of this course include developing an understanding of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business applications.*

Course Contents:

Computer systems: an introduction; Classification of computer system; Generations of Computers; Parts of a computer system; Computer languages and Operating Systems; Indian computing environment.

Internet and Intranet: Meaning of Internet and Intranet, Types of Internet connections, Setting & connecting to Internet; Introduction to TCP/IP, sending and reading e-mails; Search engines, Downloading/Uploading from/to website; Introduction to LAN , MAN & WAN.

E-Commerce: an introduction; framework; applications; Network infrastructure; Internet communication; Online transaction processing, Electronic payment system; Electronic data interchange (EDI), Electronic signature, Brief introduction to Information Technology Act and its major applications – cyber crime, phishing website.

MS Office: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros; Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel; Power Point: Basics, working with texts and graphics in power point.

Basic applications of PASW (SPSS) and E-view software with reference to data analysis.

Suggested Readings:

1. Sinha,P.K., *Computer Fundamentals*, BPB.
2. B. Ram, *Computer Fundamentals*, New Age.
3. Douglas, E. Comer, *Computer Network and Internet*, Pearson Education.
4. Kalakota, Whinston, *Frontiers of Electronic Commerce*, Addison Welsey.
5. Kosiur, *Understanding E-Commerce*, Prentice Hall of India.
6. Efraim Turban, Jay Lee, David King & H. Micheal Chang, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

Note:

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

SECOND SEMESTER

Objective: *The purpose of this course is to develop an understanding of the concepts, strategies and issues involved in the marketing and its role in new economic era.*

Course Contents:

Marketing – Meaning, Concept and Evolution; Marketing Environment and its constituents; Environment scanning and SWOT Analysis. Understanding Consumer Behaviour and Consumer Buying-Decision Process. Marketing Information System and Marketing Research-its role in Marketing Decisions.

Strategic Marketing Planning; Marketing Strategies - Segmentation, Targeting, Differentiation and Positioning (STP); Marketing Mix – Meaning, Concept and different Paradigms. Marketing Mix as a strategic tool.

Product- Concept and Meaning; Product Decisions - Product Mix, Product Life Cycle, and New Product Development. Branding – Concept, Decisions and Strategies, Product vs. Brand; Packaging Decisions.

Pricing – Meaning, Methods and Strategies; Pricing as a tool in dealing with competition.

Distribution and Logistics Management - Meaning, Decision and Strategies; Designing marketing channels and managing value networks.

Promotion – Meaning, Methods, Decisions and Strategies. Promotion Mix - Advertising, Sales Promotion, Personal Selling, Public Relations and Publicity; Customer Relationship Management; Integrated Marketing Communication (IMC) – a Holistic Approach.

Evaluation and control of Marketing Efforts. Ethics in Marketing and Consumerism; Emerging Trends and application of marketing in different areas – Services, Rural Marketing, Green Marketing, Cyber Marketing, Event Marketing and Retail Marketing; Role of Marketing in emergence of India as a global economic power.

Suggested Readings:

1. Kotler, Philip & Armstrong, G., *Principles of Marketing*.
2. Kotler Philip, *Marketing Management*.
3. Perreault, William D. & McCarthy, Jr. E. Jerome, *Basic Marketing*.
4. Czinkota & Kotabe, *Marketing Management*.
5. Ramaswamy, V. S. & Namakumari, S., *Marketing Management: Planning, Control*.
6. Zikmund, *Marketing*.
7. Rajan Saxena, *Marketing Management*.
8. R.Srinivas, *Case Studies in Marketing - Indian context*.
9. Stanton, *Fundamentals of Marketing*.
10. Bovee and John Thill, *Marketing*.

Additional Suggested Reading for Broader Understanding -

11. C. K. Prahalad, *The Fortune at the Bottom of Pyramid*
12. Matt Haig, *100 Brand Failures*
13. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*.

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA -202

HUMAN RESOURCE MANAGEMENT

M.T: 3 HRS

M.M:70

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

Course Contents:

Concepts and perspectives of Human Resource Management; Human Resources Management in a changing environment; Managerial and operative functions of HRM; 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 Management; Employee Separation Practices.

Suggested Readings:

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata Mc Graw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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MBA -203 FINANCIAL MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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 in determining cash flows, methods of capital budgeting; Risk analysis; Cost of capital: Concept and importance; Computations of cost of various sources of finance; 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 Modeling.

Suggested Readings:

1. Hampton, John. *Financial Decision Making*. Englewood Cliffs, Prentice Hall Inc.
2. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.
3. Prasanna Chandra, *Financial Management*, McGraw Hill.
4. Pandey, I.M., *Financial Management*, Vjkas Publication House.
5. Van Home. James C., *Financial Management and Policy*, Prentice Hall of India.
6. Winger, Bernard & Mohan, Nancy. *Principles of Financial Management*, Macmillan Publishing Company.
7. Brigham & Ehrhmdt, *Financial Management*, Thomson Learning.

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall 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 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; Plant Layout - Layout Planning and Analysis; Line Balancing.

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Enterprise Resource Planning; Process Planning and design; Maintenance Management.

Work Study: Method Study and Work Measurement; Material Management: An overview of Material Management, Inventory Control, Purchase Management, Stores Management, JIT; Material Handling; Scheduling: Gantt Charts and Sequencing.

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000.

Suggested Readings:

1. Admn, E E & Ebert, R J., *Production and Operations Management*, Prentice Hall of India.
2. Krajewski & Ritzman, *Operations Management: Processes and Value Chain*, Pearson Education.
3. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
4. Chary, S N., *Production and Operations Management*, Tata McGraw Hill.
5. Dobler, Donald Wand Lee, Lamar, *Purchasing and Materials Management*, McGraw Hill.
6. Norman Gaither, *Production and Operations Management*, Thomson Learning.
7. Change, Aquilano & Jacobs, *Operations Management for Competitive Advantage*, Tata McGraw Hill.
8. Chunawalla & Patel, *Production & Operations Management*, Himalaya Publishing House.
9. Nair, *Production and Operations Management*, Tata McGraw Hill.

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

Course Contents:

The concept of International Business; International Process; Forms of International Business; An overview of International trade theories; Trade barriers and their impact; Environmental factors affecting International Business, Economic, Cultural, Political, Legal and Technological environment; Entry strategies.

Multinational Enterprises: Meaning, Characteristics, Classification and their role in developing countries: Strategic Management of MNE's. Determination of exchange rate.

International Financial and trade institutions: IMF; World Bank, GATT/WTO.

Country evaluation and selection, global manufacturing, international business negotiations and diplomacy, collaborative strategies.

Suggested Readings:

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Jain, Subhash C., *International Marketing Management*; CBS Publisher & Distributors.
6. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
7. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
8. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision-making.*

Course Contents:

Definition, methodology, scope and limitations of management science; Linear programming: meaning, scope, assumptions, formulation, graphical and simplex methods, special cases; sensitivity analysis: change in objective function coefficient, availability of resources.

Transportation problems: initial basic feasible solution, MODI method, special cases of transportation problem; assignment problems- Hungarian assignment method.

Queuing theory: introduction, elements of queuing system, operating characteristics, queuing model (single-channel poisson arrivals with exponential service time, infinite population model); Inventory models with deterministic demand; Project scheduling (PERT/CPM).

Decision theory and decision trees analysis; Game theory: Pure and mixed games, dominance and graphical method; Markov analysis; Simulation (Monte Carlo Method).

Integer programming- branch and bound method; Goal programming; Dynamic programming.

Suggested Readings:

1. Budnik, Frank S. & Dennis Mcleavey, Richard, *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller.
2. Gould. F J., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Mathur, K & Solow, D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
4. Narang A S., *Linear Programming and Decision Making*, Sultan Chand and Sons.
5. Sharma, J K., *Operations Research: Theory and Applications*, Macmillan India Ltd.
6. Taha, H A., *Operations Research - An Introduction*, Macmillan.
7. Theirouf, R. J. and Klekamp. R.C. *Decision Making Through Operations Research*, John Wiley.
8. N.D. Vohra, *Quantitative Techniques in Management*, Tata McGraw Hill.

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Objective: *Understanding of Research methods to the students of business shall enable them to identify and analyze issues in business and management in a scientifically and rigorous manner. With this objective this course is designed.*

Course Contents:

Scientific research: meaning and characteristics of scientific research; Types of research- qualitative, quantitative, experimental, exploratory, empirical, descriptive, case studies, historical studies, philosophical studies, quasi-experimental.

Constructs and variables, and review of literature: concept of constructs and variables; Type of variables- continuous and categorical. Constructs, observables and intervening variables.

Review of literature- purpose of review, sources of review.

Problem identification and formulation of hypothesis: meaning and characteristics of a problem, Types of problem. Hypothesis-meaning and characteristics of a good hypothesis, ways of stating hypothesis, types of hypothesis.

Research designs: Concept, need and types of research designs; Survey research-nature, errors, medium of collecting the observations and related issues.

Measurement, reliability and validity: concept, rules, types of scales, Questionnaire Design. Basic concepts of reliability and validity.

Sampling design & sampling: Census v/s Sampling, Type of sampling and its selection; Sample size determination.

Suggested Readings:

1. Freedman, P., *The Principles of Scientific Research*, Pergamon Press.
2. Oppenheim A.N., *Questionnaire Design & Attitude Measurement*, Basic Books.
3. Neely Andy D., *Business Performance Measurement. Theory & Practice*, Cambridge University Press
4. Mark E Ware, *Handbook for Teaching, Statistics & Research*, Charles L Brewer Methods Lawrence Erlbaum Associate.
5. Parnneevselvam R, *Research Methodology*, Prentice Hall India.
6. Kothari C.R, *Research Methodology & Technique*, New Age International Publishers,
7. Zirkmund William G, *Explaining Marketing Research*, Thomson Press.

Note:

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FINAL YEAR COMPULSORY PAPERS

MBA-301 BUSINESS POLICY AND STRATEGIC MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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.

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Suggested Readings:

1. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Perason
3. Michael Porter, *Competitive Advantage of Nations*, Free Press, New York
4. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, 12th edition, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building Successful Alliances*, SAGE Publications

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1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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. Performance of a Contract. Discharge of a Contract. Breach of Contract and its Remedies. The Sale of Goods Act, 1930: Formation of a Contract, Distinction between Sale and Agreement to Sell, Meaning of Goods, Condition and Warranties, Doctrine of Caveat Emptor, Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types, Holder and 'Holder in due Course', Negotiation and Assignment. The Companies Act, 1956: Nature and types of Companies. Formation, Memorandum and Articles of Association. Membership. Meetings. Winding up.

Suggested Readings:

1. Singh, A., *Company Law*, Eastern.
2. Maheshwari, S.N. & Maheshwari, S.K., *A Manual of Business Laws*, Himalaya Publishing House.
3. Gulshan, S.S. & Kapoor, G.K., *Business Law including Company Law*, New Age Techno Press.
4. Kuchhal, M.C. & Prakash, Deepa, *Business Legislation for Managers*, Vikas Publishing House
5. Tuteja, S.K., *Business Law for Managers*, Sultan Chand.

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2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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:

Concept of Entrepreneur, Entrepreneurship and Intrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship; Ethics and Entrepreneurship; Life Cycle of new Business and relationship with Large Enterprises.

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; 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, Economic, Technical, Financial and Managerial Feasibility of Project.

Govt support to new Enterprise; Role of Government and Promotional agencies in Entrepreneurship Development, Entrepreneurship Development Programmes; Role of various institutions in Developing Entrepreneurship in India (A brief description only).

Suggested Readings:

1. Clifton, Davis S and Fyfe, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur & Environment.*, Ashish Publications.
3. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
4. Jain Rajiv., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C and Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook on Learning Systems*, Learning Systems.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of the course is to sensitize the students about the various ethical issues in business management in the current environment.*

Course Contents:

Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21st Century.

Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management, Ethics in Global Business, Ethics in IT.

Managing Ethics: Building a Value System, Role of Law and Enforcement, Training in Ethics, Broader Ethical Issues in Society: Corruption, Ecological Concern and Discrimination on the Basis of Gender, Caste or Race, Suitable Model of Management in Indian socio-economic Environment.

Suggested Readings:

1. Manuel G. Velasquez, *Business Ethics*, Pearson Prentice Hall.
2. Ravindranath B. & Narayana B., *Business Ethics*, Vrinda Publications Pvt. Ltd.
3. Kaushal, S.L., *Business Ethics: Concepts, Crisis and Solutions*, Deep and Deep Publications Pvt. Ltd.
4. Rinku, Sanjeev and Khanna, P., *Ethics and Values in Business Management*, Ane Books Pvt. Ltd.
5. Joseph W. Weiss, *Business Ethics: A Stakeholder and Issues Management Approach*; Thomson -South Western.
6. Ghosh, B., *Ethics in Management and Indian Ethos*, Vikas Publication House Pvt. Ltd.
7. Dave, N.V., *Vedana and Management*, Deep and Deep Publications Pvt. Ltd.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FINANCE AREA PAPERS

FM-301 RISK MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.*

Course Contents:

Risk: Meaning and types, Risk Process, Risk Exposure Analysis, Risk Management Policies, Risk Immunization Strategies,

Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Methods, Fixation and Delegation of Limits, Different Limits- Open Position / Asset Position Limits/ Deal Size/Individual Dealers/Stop Loss Limits. Margins: Value at Risk Margin, Extreme Loss Margin, Mark to market Margin.

Management of Risk: Credit risk, Asset-liability gap risk, Interest rate risk, market risk, currency risk, due-diligence risk, systematic and un-systematic risk.

Financial Derivates: A tool of risk management.

Suggested Readings:

1. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
2. Kenneth A. Foot, *The Financing of Catastrophic Risk*, The University of Chicago Press.
3. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
4. Marshall Johon F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
5. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.*

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.
2. Raman, *Investment: Principles and Techniques*, Vikas Publishing House.
3. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
4. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
5. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
6. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.
7. Machiraju, H. R., *Indian Financial System*. Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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

Course Contents:

Generation and Screening of Project Idea; Capital Expenditure and Strategic Issues, Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice. Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India. Project Management: Project Planning, Project Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Suggested Readings:

1. Ahuja, G. K. and Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House.
2. Bhalla, V. K., *Financial Management and Policy*, Anmol Publications.
3. Chandra, Prasanna, *Projects: Preparation, Appraisal, Budgeting and Implementation*, Tata McGraw Hill.
4. Dhankar, Raj S., *Financial Management of Public Sector Undertakings*, Westville.
5. Little I.M.D. and J.A. Mirrlees, *Project Appraisal and Planning for Developing Countries*, Hienemann Educational Book.
6. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
7. Planning Commission, *Guidelines for Preparation of Feasibility reports of Industrial Projects*, Controller of Publication.
8. UNIDO Guide to Practical Project Appraisal, United Nations.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to apprise the students with principles of insurance and the banking law and practices.*

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 around the globe, Concept and implications of bank-assurance 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. Contemporary issues in insurance.

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

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 on Bank visits; Prevailing practices in Banking - Case studies. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.

Suggested Readings:

1. Bodla, B.S., Garg, Mahesh and Karam Pal, *Insurance - Fundamentals*, Procedures and Environment, Deep & Deep Publications Pvt. Ltd.
2. Gulshan, S.S., *Law and Practices of Banking in India*.
3. Gaungully, Ashok, *Insurance Management*, New Age Publishers.
4. Varshney, P.N., *Banking Law and Practice*, Sultan Chand & Sons.
5. Cox, David, *Elements of Banking*; John Murray.
6. Mehta, R.R.S., *Fundamental of Banking*; Himalaya Publishing House Co.
7. Nigam, B.M.L., *Banking Law and Practice*, Konark Publishers.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to discuss the specific financial management problem 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; Financial Intermediaries and Financial Innovation; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Provisions of RBI's Operations; Credit and Monetary Planning; Non-Depository Financial Institution: Insurance Companies; Pension Funds, Depository Institution; Capital Adequacy and Capital Planning. Development Banks; Role of Development Banking in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, Investment Companies and performance Evaluation; International Aspects of Financial Institutions; International Banking.

Suggested Readings:

1. Rose, Peter S. and Fraser, Donald R., *Financial Institutions*, Ontario, Irwin Dorsey.
2. Vij, Madhu. *Management of Financial Institutions in India*, Anmol.
3. Yeager. Fred C. and Seitz, Nail E., *Financial Institution Management: Text and Cases..* Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Bhole L.M., *Management of Financial Institutions*, Tala McGraw Hill.
5. Khan M.Y., *Indian Financial System*, Tata McGraw Hill.
6. Robert W.Kolb and Ricardo J.Rodriguez, *Financial Institution*.Blackwell
7. Fabozzi, Modigliani, Jones and Ferri. *Foundation of Financial Markets and institutions*, Pearson Education.
8. Madura, Jeff. *Financial Institutions and Markets*, Thomson Press.
9. Burton and Lombra, *The Financial System and The Economy*, Thomson.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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; Organization 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, Organization 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.
2. Shapiro, *Multinational Financial Management*, Prentice Hall of India.
3. Paul Einzip, *A Textbook on Foreign Exchange*.
4. Maurice D. Levi, *International Finance*, McGraw Hill.
5. NY Buckley, *Multinational Financial*, Prentice Hall of India.
6. Paul Roth, *Mastering Foreign Exchange and Money Markets*, Pitman.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM 307

PUBLIC FINANCE

M.T: 3 HRS

M.M:70

Objective: *The purpose of this course is to acquaint the students with the broad framework of public finance and policy and methods of financial administration in Indian government and public sector units.*

Course Contents:

Nature and Scope of Administrative and Financial Relationship between Centre and State Governments. Introduction to Indian Public Financial System – Government Financial System: Significance and Definition, Purpose and Organization, Liberalization of the Public Financial System. Principles and functions of Budgetary System in India.

Government Expenditure: A Classification performance and Zero Base Budgeting. Emerging trends in Global scenario vis-a-vis Government Budgeting System.

Revenue source: Tax and Non Tax; Deficit financing; Role of RBI in Government Finance, Public debt management.

Investment policy of public sector in India: Financial, economic and Social appraisal. Financial control; Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG).

Fiscal Policy and Financial administration in public sector units. Financial Autonomy and Accountability of Public sector units-Indian Sectors.

Suggested Readings:

1. Tayagi, B.P., *Public Finance*, S.Chand & co.
2. Bhatia, H.L., *Public Finance*, Vikas Publishing House
3. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
4. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications
5. Musgrave, R.A., and P.B.Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
6. Narain, L., *Management of Public Enterprises*, Sultan Chand.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM - 308

CONTEMPORARY ACCOUNTING

M.T: 3 HRS

M.M:70

Objective: *The purpose of this course is to acquaint the students with the contemporary issues in accounting which facilitates in managerial decision making.*

Course Contents:

New Dimension of Accounting: Meaning of GAAP, Introduction to IFRS, Overview of IFRS, Comparative position of IFRS and Indian GAAP, Government influences on financial reporting.

Human Resource Accounting: Meaning and definition of HRA, Importance and objectives of HRA, Limitations of HRA, Need of HRA for managers, Models of HRA.

Social Accounting: Meaning and Definition of Social Accounting, Theories of Social Accounting, Need and importance of Social Accounting, Current position of Social Accounting in India, Role of corporate Social Accounting.

Inflation Accounting: Meaning and definition of Inflation Accounting, Various models of Inflation Accounting, Inflation accounting for financial management, Methods of Inflation Accounting.

Brand Accounting: Overview of Brand Accounting, Importance and role of Brand accounting in corporate, various issues and challenges associated with Brand Accounting.

Suggested Readings:

1. M. David Haddock, John Price, & Michael Farina, *College Accounting: A Contemporary Approach*, Tata McGraw Hill.
2. Steven M. Bragg, *Interpretation and Application of Generally Accepted Accounting Principles 2011*, John Wiley.
3. Ken Marshall, Steve Arnold, *IFRS Conversion: Issues, Implications, Insights*, John Wiley.
4. Clifton, R., *Brands and Branding*, John Wiley.
5. Teng, *Financial Accounting*, Asian Book Pvt. Limited

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective:

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; 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, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration.

Suggested Reading:

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

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of portfolio management.*

Course Contents:

Introduction to Portfolio Management: Meaning, Portfolio Selection, Optimal Portfolio. Theories of Portfolio Management: Constructing Efficient Frontier, Arbitrage Pricing Theory, Capital Asset Pricing Model (CAPM), Markowitz Theory, Mean Variance Criterion, Sharpe's Ideal Index, Traynor Index.

Introduction- Meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, sharpe 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 Readings:

1. Alexander, Gordon J. and Bailey, Jeffery V., *Investment analysis and Portfolio Management*, Dryden Press, Thomson Learning.
2. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
3. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, McGraw Hill.
4. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.
5. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House
6. Raman, *Investment: Principles and Techniques*, Vikas Publishing House
7. William F. et al, *Investment*, Prentice Hall of India

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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. Forfaiting.

Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of consumer Credit.

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: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India. Venture Capital: Meaning, Modes of Financing, Role and Functions of Merchant Bankers.

Suggested Readings:

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

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The main objective of this course is to make students learn the various aspects of funds management.*

Course Contents:

Introduction to funds management: Different types of funds and their characteristics- conventional funds, pension funds, mutual funds and unit trusts, collective investment schemes (OEICS), tracker / index funds, hedge funds, money market funds. Examining investment products and their applications- equities - domestic and overseas, bonds, commodities, derivatives futures

Fund management process: Theory behind fund management; Role and responsibilities of fund managers; Planning for optimal portfolio returns- setting investment objectives, the constraints of the fund manager, strategic asset allocation to enhance portfolio performance

Strategies to maximize fund performance: The mandate definition, how and why benchmarks must be specified; Effective management for ultimate results- tactical asset allocation, securities selection; Controlling the process- performance measurement, attribution analysis

Investment strategies of funds managers: Asset class and geographic diversification, active strategies, passive strategies, top down approach, bottom up approach, sector rotation style, growth investing, value investing, momentum style, small capitalization style, comparing fund management styles

Fixed income fund management and Equity fund management: Asset allocation within the investment decision making process- Determining clients aims and objectives, Asset / liability management, Strategic and tactical asset allocation, the decision making levels.

Suggested Readings:

1. Christing Brentani, *Portfolio Management in Practice*, Elsevier
2. Kane and Marcus, *Investments by Bodie*, Tata McGraw Hill.
3. David Blake, *Financial Market Analysis*.
4. Frank J. Fabozzi, *Bond Markets Analysis & Strategies*, Pearson.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The main objective of this course is to make students learn the various financial aspects of international financial management.*

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: investment criteria and borrowing decisions; centralised versus decentralised cash management; international receivables management; securitisation 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; costs and risks of financing.

Suggested Readings:

1. Maurice D. Levi, *International Finance*, McGraw-Hill.
2. A. Buckley, *Multinational Finance*, Prentice-Hall of India.
3. A.C. Shaprio, *Multinational Financial Management*, Prentice-Hall.
4. P. G. Apte, *International Financial Management*, Tata McGraw-Hills.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-405

FINANCIAL ENGINEERING

M.T: 3 HRS

M.M:70

Objective: *This course aims at enabling the students to understand and analyse financial problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments and strategies.*

Course Contents:

Introduction of financial engineering, factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering.

Determinations of value of financial instruments and products. Time value of money, the required rate of return. Absolute valuations versus relative valuation. Measuring Return and Risk. Portfolio Consideration and investment horizons. Speculation arbitrage and market efficiency.

Physical tools of the financial manager, product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments.

Financial Engineering processes and strategies, asset liability management, hedging and related risk management techniques, corporate restructuring, leveraged buyouts, tax driven deals, takeovers, synthetic instruments.

Future directions in financial engineering, Effect of globalization and technology on financial engineering, Legal aspects of innovative financial products.

Suggested Readings:

1. Marshall Johon F& Bansal Vipul K., *Financial Engineering*, PHI.
2. Apte, P.G., *International Financial Management*
3. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Business Press
4. Shapiro Allan C., *Multinational Financial Management*

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course aims at enabling the students to understand and analyse financial econometrics and developing their skills for the solution with the help of innovative financial econometrics.*

Course Contents:

Nature, scope and methodology of Financial Econometrics. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficient, R^2 and adjusted R^2 . Issues with Classical Regression Model: Multicollinearity, Autocorrelation and Heteroscedasticity; Functional forms; Dummy variables-Nature and uses; Parameter stability tests.

Univariate Smoothing Methods: Moving average, weighted moving average, Exponential smoothing, Seasonal indexes, Trend-seasonal and Holt-Winters smoothing.

Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests.

Suggested Readings:

1. Greene, William H, *Econometric Analysis*, Macmillan Publishing Company.
2. Johnston, J., *Econometric Methods*, McGraw Hill.
3. Gujarati, Damodar N., *Basic Econometrics*, McGraw-Hill
4. Koutsoyiannis, A, *Theory of Econometrics*, Harper & Row.
5. Maddala, G.S., *Introduction to Econometrics Macmillan*.
6. Theil, H., *Principles of Econometrics*, North Holland
7. Pindyck, R. S. & Rubinfeld, D. S., *Econometric Models and Econometric Forecasts*, McGraw Hill.
8. Peijie Wang, *Financial Econometrics: Methods and Models*; Routledge.
9. Patterson K, *An Introduction to Applied Econometrics*, Palgrave.
10. Enders Walter., *Applied Econometrics Time Series*, Wiley.
11. Makridakis S & Wheelwright, *Forecasting Methods & Application*, Willey.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-407

FINANCIAL AND COMMODITY DERIVATIVES

M.T: 3 HRS

M.M:70

Objective: *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 Futures Prices, Swaps: Options Markets; Properties of Stock Option Prices: Trading Strategies Invoicing Options; Black-Scholes Option Model: Binomial model: Options on Stock indices: Currencies Futures Contracts: General Approach to Pricing Derivatives Securities; Derivatives Market in India.

Introduction to Commodity Derivates: Cereals, metals and energy products.

Suggested Readings:

1. Bhalla, V K., *Investment Management: Security Analysis and Portfolio Management*.
2. S. Chand , *Financial Derivatives*.
3. Brennet, M., *Option Pricing: Theory & Applications*. Toronto, Lexington Books.
4. Cox, John C and Rubinstein, *Mark Options Markets*. Englewood Cliffs, Prentice Hall Inc.
5. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*. Allyn and Bacon.
6. Hull. John C. *Options, Futures and Other Derivative Securities*, Prentice Hall of India.
7. Sharpe. William F. et al., *Investment*, Prentice Hall of India

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganization; Application of Multiple Discriminant analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and 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, Prentice Hall Inc.
2. Fogler. Hand Ganpathy, *Financial Econometrics*. Englewood Cliffs, Prentice Hall Inc.
3. Sapirio, Edverd, *Financial Decision Analysis*.
4. Levy. H. and Sarnat H., *Capital Investment and Financial Decision*, Englewood Cliffs, Prentice Hall Inc.
5. Van Horne, James C. *Financial Management and Policy*. Englewood Cliffs, Prentice hall of India

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-409

BEHAVIORAL FINANCE

M.T: 3 HRS

M.M:70

Objective:

The basic objective of this course is to acquaint the new field of behavioral finance and importance of behavioral traits in financial decision making.

Course Contents:

Introduction: Meaning, Nature, Scope and History of Behavioural Finance. Comparison between Behavioural Finance and Conventional Finance. Expected Utility, Non-Expected Utility and classical probability theory: An Overview.

Psychology of Investor's: Beliefs, Attitude, Learning, Herding, Momentum, Biases and Heuristics, Over-confidence and optimism, winner's curse, Bubbles, advertising to investor's, over reaction and under reaction and cross-cultural behavior.

Preferences: Framing, Prospect Theory and violation of Expected utility, Mental Accounting, Prospect Theory and attention, Saving Behavior.

Anomalies: Accounting Based Anomalies, Calendar Anomalies, Attention based anomalies: Value v/s Growth, size, equity premium, myopia.

Behavioural Corporate Finance: Introduction, limits of Arbitrage, aggregation. Contemporary issues in Behavioural Finance.

Suggested Readings:

1. William Forbes, *Behavioral Finance*, John Wiley.
2. Mihe Elvin, *An Introduction to the psychology of Trading and Behavioral Finance*, John Wiley.
3. James Montier, *Behavioral Investing: A Practitioners Guide to Applying Behavioral Finance*, John Wiley.
4. James Montier, *Behavioral Investing: Insights into Irrational minds and markets*, John Wiley.
5. Paragh Parikh, *Value Investing and Behavioral Finance*, Tata McGraw-Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MARKETING AREA PAPERS

MM-301

CONSUMER BEHAVIOUR

M.T: 3 HRS

M.M:70

Objective: *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 Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics & 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.
2. Engle, J. F., *Consumer Behaviour*, Dryden Press.
3. Hawkins, D. I., *Consumer Behaviour: Implications for Marketing Strategy*, TMH.
4. Schiffman, L. G. and Kanuk, L. L., *Consumer Behavior*, Prentice Hall of India.
5. Loudon & Loudon, *Consumer Behavior*; TMH.
6. Soloman, Michael E., *Consumer Behaviour; Buying; Having, Being*; PHI Pearson Edu..

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.
Attitude 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.
Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research.

Suggested Readings:

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

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-303

ADVERTISING MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The aim of this paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing 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 Strategists: 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 Organisation -Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising and Consumer behavior; Role of Creativity in Advertising.

Suggested Readings:

1. Belch, George E and Belch, Michael A., *Introduction to Advertising and Promotion*, Irwin
2. Arens and Bovee, *Contemporary Advertising*, Irwin.
3. Sandage and Fryberger, *Advertising*, AITBS.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A., *Advertising Management*, Prentice Hall of India.
5. O' Guinn, *Advertising & Integrated Brand Production*; Vikas Publishing House.
6. Kleppner, Otto. *Advertising Procedure*, Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-304 SALES MANAGEMENT

M.T: 3 HRS

M.M:70

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 Manager; Selling Operations; Personal selling, Salesmanship; Sales forecasting; Determination of size of sales force; Sales organisation; 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 efforts, Sales Quota, Sales evaluation Programme, Sales budgeting and Control, International Sales Management.

Suggested Readings:

1. Anderson, R. & Hair, *Professional Sales Management*, Tata McGraw Hill.
2. Manning & Reece, *Selling Today*, Pearson Education Asia.
3. Dalrymple, D J., *Sales Management: Concepts and Cases*, John Wiley.
4. Still, R & Govoni,, *Sales Management*, Prentice Hall Inc.
5. Lancaster & Jobber, *Selling and Sales Management*, Macmillan India.
6. Calvin; *Sales Management*; Tata McGraw Hill.
7. Futrell, Charles, *Sales Management*, Thomson Learning.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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, Factors affecting choice of Distribution Channels; Channel Behavior and Organisation; Distribution Intensity.

Introduction to Logistics: Nature, Importance and Scope; Integrated Logistics; Major Decision Areas of Logistics.

Total Cost Concept; Concept of Customer Service; Transportation- Selection of Transportation Mode, Elements of Transportation Cost, Multi model Transportation, Routing and Scheduling, Design Options for a Transportation Network.

Inventory- Concept and Functions of Inventory in Logistics, Elements of Inventory Costs, Economic Order Quantity, Techniques of Inventory Control.

Warehousing- Concept and Types of Warehouses, Warehouse Location and Design, Operational Mechanism of Warehouse, Order Processing; Material Handling and Packaging; Performance Measurement in Logistics.

Suggested Readings:

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

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-306

MARKETING OF FINANCIAL SERVICES

M.T: 3 HRS

M.M:70

Objective:
factors

This subject aims to develop knowledge and understanding of the factors affecting marketing in the financial services sector.

Course Contents:

The financial services marketing environment; Marketing strategy: Planning, Organising and Implementing marketing operations; Marketing as a management function, Market segmentation, Targeting and Positioning of financial services organisation; The Marketing Mix: Product strategy; New product development; Product life cycle; Pricing considerations and strategies; The impact of technology, On-line marketing, Multiple channel strategies; Promotion strategies: Advertising, Sales promotion, Public relations; Event based marketing of services; The internet as a promotion tool, People in the marketing mix; Personal selling.

Customer care: The dimensions of customer care; Service quality and Service recovery.

Ethical issues in the marketing of financial services: Ethics in relation to the individual and society as a whole, Unethical behavior in marketing of financial services: Misrepresentation, Misleading information, Discrimination.

Suggested Readings:

1. Ennew, C., Watkins, T. & Wright, M., *Marketing Financial Services*, Butterworth-Heinemann Ltd.
2. Harrison, T., *Financial Services Marketing*, Pearson Education.
3. Meidan, A., *Marketing Financial Services*, Macmillan Press Ltd.
4. Meidan, A., Lewis, B. & Moutinho, L., *Financial Services Marketing*, The Dryden Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-307

INTEGRATED MARKETING COMMUNICATION

M.T: 3 HRS

M.M:70

Objective: *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 programmes-The value of objectives- communications, planning & decision making, Determining Promotional objectives-Marketing Versus communication objectives. Sales Versus Communication objectives-sales oriented objectives, 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 end 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 Readings:

1. George E. Belch & Michael A. Belch, *Advertising & Promotion-An integrated Marketing communications Perspective*.
2. Kotler Philip, *Analysis, Planning, implementation & control*, Pearson Education.
3. Blythe, *Marketing Communication*, Pearson Education.
4. Tom Duncan, *Integrated Marketing Communication*, TMH
5. Q'Guinn, *Advertising*; Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-401

INTERNATIONAL MARKETING

M.T: 3 HRS

M.M:70

Objective: *The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects or 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 Readings:

1. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
2. Simon Majaro, *International Marketing*
3. John, Fayerweather, *International Marketing*
4. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.
5. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
6. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu PHI.
7. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-402

INDUSTRIAL MARKETING

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.*

Course Contents:

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Organizational Customers; Classifying Industrial Products; Nature of Demand in Industrial Markets; Industrial Buyer Motives; Industrial Purchasing System; Industrial Market Segmentation, Targeting and Positioning; Industrial Product Decisions: Product, Product Life-Cycle, New Product Development, Product related Services; Industrial Pricing: Price Determinants, Pricing Policies, Pricing Methods; Formulating Channel Strategy; Logistics Management; Industrial Marketing Communication; Advertising and Personal Selling in Industrial Marketing; Industrial Marketing Planning and Control.

Suggested Readings:

1. Reeder, Robert R., *Industrial Marketing: Analysis, Planning and Control*, Prentice Hall Inc., 2000
2. Cherunilam F., *Industrial Marketing*, Himalaya Publishing House, Mumbai, 2004
3. Havalder, Krishna K.; *Industrial Marketing*, TMH, New Delhi.
4. Corey, E Ra~11ond. *Industrial Marketing: cases and concepts*, Englewood Cliffs, Prentice Hall Inc.
5. Gross, A C., *Business Marketing*, Houghton Mifflin.
6. Hill, Richard, *Industrial Marketing*. Homewood Illinois, Richard D. Irwin.
7. Webster, F E., *Industrial Marketing Strategy*, John Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-403 SERVICE MARKETING

M.T: 3 HRS

M.M:70

Objective: *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; Differences 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 services.

Suggested Readings:

1. J. Zeithaml, V A and Bitner, M J., *Services Marketing*; McGraw Hill.
2. Lovelock, Christopher H., *Service Marketing: People, Technology Strategy*; Pearson Education.
3. Hoffman & Bateson; *Essentials of Service Marketing*; Thomson Learning.
4. Shankar, Ravi, *Service Marketing*, Excel.
5. Rampal M.K. & Gupta S.C.; *Service Marketing*; Galgotia Publishing Company.
6. McDonald, Malcom and Payne, A., *Marketing Planning for Services*, Butterworth, Heinemann

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-404

RURAL MARKETING

M.T: 3 HRS

M.M:70

Objective: *The objective of the course is to explore 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, Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Marketing Mix for rural markets- product planning , new product development, product adaptation; packaging as a strategic tool for rural markets; pricing strategies; designing promotional and communication strategies to tap rural markets; Critical evaluation of present distribution channels for rural markets and channel modifications. Branding for rural consumers especially in emerging markets for consumer durables, telecommunication and automobile industries.

Suggested Readings:

1. Arora, R C., *Integrated Rural Development*, Scharnd.
2. Desao. Vassal. *Rural Development*, Himalaya.
3. Mishar, S. N., *Politics and Society in Rural India*, Inter India.
4. Porter, Michael, *E. Competitive Strategy*, Free Press.
5. Rudra, A., *Indian Agricultural Economics. Myths and Realities*, Allied.
6. Stalk, George, *Competing Against Time*, Free Press.
7. Gopaldaswamy T.P., *Rural Marketing*, Wheeler Pub.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective Customer Relationship programme.*

Course Contents:

Customer Relationship Management (CRM): Concept, Nature, Scope and Importance of CRM. Customer Relationship Marketing: Relationship development process - Planning and implementation of CRM programme; Integrating customer data into CRM strategy; Data mining and data warehousing for CRM; Role of IT & Internet in CRM; Customer Retention strategies,

Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking and Insurance industry.

Suggested Readings:

1. Brown, A. Stanly, *Customer Relationship Management*, John Wiley.
2. Dyche, Jill., *The CRM Handbook-A Business Guide to CRM*, Pearson Education Asia.
3. Foss Bryan & Stone Merlin, *Successful Customer Relationship Marketing*, IBM, Koganpage, USA, 2001
4. Gosney, John W. and Thomas P. Boehm: *Customer Relationship Management Essentials*, Prentice Hall.
5. Roberts, M.L and P.D. Berger: *Direct Marketing Management*, Prentice Hall.
6. Seth, Jagdish N., *Customer Relationship Management*, Tata McGraw Hill Publishing Co.
7. Stone, Merlin and Neil Woodrock, *Relationship Marketing*, Kogan Page.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-406 BRAND MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and Brand Management.*

Course Contents:

Introduction to Brand- Concept and Importance of Branding; Brand Values; Brands and Consumer Psychology;

Branding Terminology- Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Brand Extensions and Brand Equity.

Major Branding Decisions; Types of Brands- Family versus Individual Brand Names; Multiple Branding; Private versus National Brandings.

Branding in Specific Sectors- Consumer Market; Industrial Market; Service Brands

E-Branding; Branding for International Marketing; Brand Building and Communication; Brand Positioning; Measurement of Brand Equity.

Suggested Readings:

1. Aaker, David, A., *Managing Brand Equity*, Free Press.
2. Cowley, Don. , *Understanding Brands*, Kogan Page.
3. Czerniawskd, Richard D. & Michael W. Maloney, *Creating Brand Loyalty*, AMACOM.
4. Kapferer, J N., *Strategic Brand Management*, Free Press.
5. Upshaw, Lyhh B., *Building Brand Identity: A Strategy for success in a hostile market place*, John Wiley.
6. Keller, Kevin Lana, *Strategic Brand Management*, Prentice Hall.
7. Chunnawalla, S.A., *Compendium of Brand Management*, Himalaya Publishing House.
8. John Philip, J., *What's in a Brand- Building Brand Equity through Advertising*, Tata McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-407

RETAIL MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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 forces; Retailing definition, Structure, Different formats: marketing Concepts in Retailing - Consumer purchase Behaviour, Cultural and Social group influence on consumer Purchase Behavior; 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, Warehousing; Role of IT in Supply chain management; Franchising, Direct Marketing/Direct Selling, Exclusive shops, Destination stores, Chain Stores, Discount Stores and other current and emerging formats - Issues and options; Retail Equity; Technology in Retailing; Retailing through the Internet.

Suggested Readings:

1. Berman. Bell & Evans, Joel R.; *Retail Management: A Strategic Approach*, PHI, Pearson Education.
2. Levy Michael & Weitz Bartcn W., *Retailing Management*; Tata McGraw Hill.
3. Newman, Andrew J. & Cullen, Peter; *Retailing: Environment & Operations*, Vikas Publishing House.
4. Duane, *Retailing*, Thomson Learning.
5. Gilber, David, *Retail Marketing Management*; Pearson Education.
6. Diamond. Jay and Gerald Pintel, *Retailing*, Prentice-Hall.
7. Morgenstein, Melvin and Harriat, Strong in *Modem Retailing*, Prentice-Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MM-408

SOCIAL MARKETING

M.T: 3 HRS

M.M:70

Objective: *The objective of the course is to give an in depth understanding to the students related to the field of family welfare, public health, disease control and prevention, public policy and environmental management.*

Course contents:

Social Marketing- Concept, scope, purpose and issues; Social Marketing Planning Process. Social marketing environment- Mapping the internal and external environment related to various societal programmes and campaigns. Establishing target audience, Objectives and goals; Establishing budgets and finding funding sources, Promotional strategies- Media channels, vehicles, timings and influencing factors; Managing social marketing programmes.

Suggested Readings:

1. Kotler, P., Roberto, E.L. & Lee Nancy, *Social Marketing- Improving the quality of life*, Sage Publication.
2. Kotler, P. & Roberto, E.L., *Social Marketing- Strategies for changing Public Behaviour*. Free Press.
3. Mukherji G.B., *Introduction to Social Marketing*, Pual & Co Pub Consortium.
4. Lazer, W., & Kelley, E.J., *Social Marketing: Perspectives and Viewpoint*, Irwin Press.
5. Mckee, N., *Social Mobilization and Social Marketing in Developing Communities*. Southbound Publication.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

HRM AREA PARERS

Objective: *Organizational efficiency and performance are intricately interlinked with industrial relations. This course attempts to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.*

Course Contents:

Industrial Relations Perspectives; Industrial Relations and the State; Legal Framework of Industrial Relations; Trade Unions: Registration, Recognition, Functions and Problems of Trade Unions; Trade Unions and Industrial Relations; Discipline, Grievance Management and Industrial Disputes; Collective Bargaining; Participative Management and Co-Ownership; Employee Empowerment and Quality Management; Industrial Relations and Technological Change; ILO and Industrial Relations.

Suggested Readings:

1. Niland, J R., *The Future of Industrial Relations*, Sage.
2. Papola, T. S. & Rodgers. G., *Labour Institutions and Economic Development in India*, ILO.
3. Ramaswamy, E A., *The Strategic Management of industrial Relations*, Oxford University Press.
4. Virmani. B R., *Participative Management vs. Collective Bargaining*, Vision Books.
5. Webb, Sidney & Webb, Beatrice, *Industrial Democracy*. Longman.
6. Pylee, M.V. and George Simon, *Industrial Relations and Personnel Management*, Vikas Publishing House Pvt Ltd.
7. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
8. Manappa Arun, *Industrial Relations*; Tata Mc Graw Hill Publishing Company Ltd.
9. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company.
10. Srivartana; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
11. Venkata Ratnam, C.S., *Industrial Relations*; Oxford University Press.
12. Mamoria & Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
13. Ratna Sen, *Industrial Relations in India*; Macmillan India Ltd.

Note:

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

The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

HRM-302 HUMAN RESOURCE PLANNING AND DEVELOPMENT

M.T: 3 HRS

M.M:70

Objective: *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; 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 appraisal and performance management; Potentials appraisal and career development; Quality of Work Life; Human resource information system; Human Resource Audit; Human resource valuation and accounting.

Suggested Readings:

1. Arthur, M., *Career Theory Handbook*. Englewood Cliff, Prentice Hall Inc.
2. Belkaoui, A. Rand & Belkaoui, J. M., *Human Resource Valuation: A Guide to Strategies and Techniques*, Quorum Books.
3. Dale, B., *Total Quality and Human Resources: An Executive Guide*. Oxford, Blackwell.
4. Greenhaus, J H., *Career Management*, Dryden Press.
5. Kavanagh, M J., *Human Resource Information System: Development and Application*, PWS-Kent.
6. Mabey, C and Salama, G., *Strategic Human Resource Management*. Oxford, Blackwell.
7. Thomson, R and Mabey, C., *Developing Human Resource*. Oxford, Butterworth-Heinemann.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

HRM-303 COMPENSATION MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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:

Compensation Management- definition, objectives, nature, types, compensation responsibilities, compensations philosophies & approaches.

Bases for pay- traditional bases, incentive pay and person-focused pay.

Designing Compensation System- internal alignment (job analysis and job evaluation), external competitiveness and individual contribution.

Employee Benefits- legally required benefits, discretionary benefits and key issues in employee benefits.

Contemporary Strategic Compensation Challenges- compensation practices of multinational corporations and working of different institutions related to reward system like wage boards, pay commissions.

Suggested Readings:

1. Martocchio, Joseph J, *Strategic Compensation: A Human Resource Management Approach*, Pearson Education.
2. Milkovich and Newman, *Compensation*, Tata McGraw-Hill.
3. Armstrong, Michel and Murlis, Helen, *Reward Management: A Handbook of Salary Administration*, Kogan Page.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**HRM-304
PROCESSES**

MANAGING INTERPERSONAL AND GROUP

M.T: 3 HRS

M.M:70

Objective: *The purpose of this course is to advance understanding regarding interpersonal and group processes and help the students 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; Development and change; Group cohesiveness; Influence processes; Interpersonal 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*, Dorsey Press.
2. Kolb, D., *Organizational Behaviour: An Experiential Approach*, Englewood Cliffs, Prentice Hall Inc.
3. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc.
4. Mainiero, L A & Tromley C L., *Developing Managerial Skills in OB*, Prentice Hall of India,
5. Moore, M D., *Inside Organizations: Understanding the Human Dimensions*, Sage.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and practices and organizational outcomes.*

Course Contents:

Concept of SHRM and HR environment: investment perspective of SHRM; evolution of SHRM, barriers to strategic HR, role of HR in strategic planning; Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach, business strategy and human resource planning; HRM and firm performance linkages: Measures of HRM performance; sustained competitive advantages through inimitable HR practices; HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems; Strategic options and HR decisions : Downsizing and restructuring, outsourcing and off shoring.

Suggested Readings:

1. Mello, Jeffrey A., *Strategic Human Resource Management*, Thomson Learning Inc.
2. Agarwal, Tanuja, *Strategic Human Resource Management*, Oxford University Press.
3. Dreher, George and Thomas Dougherty, *Human Resource Strategy*, Tata McGraw Hill.
4. Greer, Charles, *Strategic Human Resource Management*, Pearson Education.
5. Belcourt; Monica and Kenneth McBay, *Strategic Human Resource Planning*, Thomson Learning Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

HRM-306

LEADERSHIP AND INTERPERSONAL DYNAMICS

M.T: 3 HRS

M.M:70

Objective:

The purpose of this course is to enhance the leadership skills of students and to develop insight into interpersonal dynamics through sensitivity training and experience based methods of learning

Course Contents:

Nature and significance of leadership; Determinants of effective leadership; Trait theory of leadership. Behavioral styles in leadership role; Likert's management system; Managerial grid; Followers as determinants of effective leadership, life cycle theory. Situation as determinants of leadership, Fielder's contingency theory; Vroom and Yetten model, Path-goal theory; Attribution theory; Charisma and transformational leadership. Interpersonal dynamics, emotional expression in interpersonal relationship, personal change through interpersonal styles and communication, Johari window and Transactional analysis; t-groups theory and laboratory methods; Basic and advanced leadership skills

Suggesting Readings:

1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon J., *Leadership: Enhancing the Lessons of Experience*, McGraw Hill.
2. Yukl G.A, *Leadership in an Organization*, Prentice Hall.
3. Pareek, Udai and Rao, *Behavioral Process in an Organization*, Oxford IBH.
4. Dubrin, Andrew J., *Leadership: Research Findings, Process, and Skills*, Bizatantra.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This paper shall enable the students to master the business negotiation skills.*

Course Contents:

Negotiation Fundamentals: The Nature of Negotiations, Negotiation Strategy and Planning; Negotiation Sub Processes: Perception, Cognition and Emotions, Influence; Negotiation Power; Ethics in Negotiation; Negotiation Contexts: Relationships in Negotiation; Agents, Constituents and Audiences, Coalitions, Multiple Parties and Teams; Individual Differences: Personality and Negotiations, Gender and Negotiations; Negotiation Across Cultures: International and Cross Cultural Negotiations; Resolving Differences: Managing Negotiation; Negotiation Impasses and Mismatches; Third Party Approaches.

Suggested Readings:

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, *Negotiations*, Tata McGraw Hill.
2. Brett,J.M., *Negotiating Globally*, Francisco, Josseys-Bass.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *To familiarize the students with the field of Human Relations in organizations.*

Course Contents:

Introduction: Nature of Human Relations, Motivation; Social System: Individual Behavior, Group Behaviour; Informal Organisation; Technical System: Technology and People at work, Productivity and Quality Improvement; Job Redesign and Job Enrichment; Administrative System: Developing, Appraising and Rewarding Personnel; Behavioral Effectiveness: Communicating for Effectiveness, International Human Relations, Human Relation Challenges of the Future, Human Relations and You.

Suggested Readings:

1. Hodgetts, Richard M. & Heger, Kathryun W., *Modern Human Relations at work*; Thomson Press.
2. Davis, K., *Human Behavior at work*, Tata McGraw Hill.
3. Robins, S.P., *Organizational Behavior*, Pearson Education Pvt Ltd.
4. Newstrom John W., *Organizational Behavior*, Tata McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 objectives of labour laws and their socio-economic environment; Trade Union Act; Industrial Dispute Act; Factory Act; Payment of Wages Act; Minimum Wages Act; Payment of Bonus Act; Payment of Gratuity Act; Workmen's Compensation Act; Employees' State Insurance Act; Provident Fund Act.

Suggested Readings:

1. Ghaiye, B R., *Law and Procedure of Department Enquiry in Private and Public Sector*, Eastern Law Company.
2. Malhotra, O P., *The Law of Industrial Disputes*, Vol. 1 and 2.
3. Malik, P L., *Handbook of Industrial Law*, Eastern Book.
4. Saini, Debi S., *Labour Judiciary, Adjudication and Industrial Justice*. Oxford, University Press.
5. Saini, Debi S., *Redressal of Labour Grievances. Claims and Disputes*, Oxford & IBH.
6. Seth, D., *Industrial Dispute Act, 1947*. Vol. I & II.
7. Srivastava S C., *Industrial Relations and Labour Law*, Vikas Publishing House.
8. Kapoor, N.D., *Mercantile Law*, Sultan Chand and Sons.
9. Latest Bare Acts of each Act.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**HRM-402 HUMAN RESOURCE DEVELOPMENT: SYSTEMS
AND STRATEGIES**

M.T: 3 HRS

M.M:70

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 and Culture; Staffing HRD function; Developing HRD Strategies; Design & Administration of select HRD Dimensions; HRD for Workers; HRD Interventions; HRD Approaches for Coping with Organisational Changes; HRD Practices in Indian Organisations.

Suggested Readings:

1. Dayal, Ishwar., *Successful Applications of HRD*, New Concepts.
2. Dayal, Ishwar, *Designing HRD Systems*, New Concepts.
3. Kohli, Uddesh & Sinha, D. P., *HRD - Global Challenges & Strategies in 2000*, A.D. ISTD.
4. Maheshwari, B L. & Sinha, D. P., *Management of Change through HRD*. Tata McGraw Hill.
5. Pareek, U., *Managing Transitions: The HRD Response*, Tata McGraw Hill.
6. Rao, TV., *Alternative Approaches & Strategies of Human Resource Development*. Rawat Publications.
7. Silvera, D N., *HRD: The Indian Experience*.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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 students to manage the training systems and processes*

Course Contents:

Training Process - an overview; Role, Responsibilities and Challenges of 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.
2. Buckley R & Caple, Jim. *The Theory & Practice of Training*, Kogan Page.
3. Lynton, R.& Pareek, U., *Training for Development*, Vistaar,
4. Pepper, Allan D., *Managing the Training and Development Function*, Aldershol, Gower.
5. Rae, L., *How to Measure Training Effectiveness*, Aldershot, Gower.
6. Reid, M.A., *Training Interventions: Managing Employee Development*, IPM.
7. Senge, P., *The Fifth Discipline: The Art and Practice of the Learning Organization*. Century.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: 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 behavioural science.

Course Contents:

Organisational Change- Definition, Nature, Types, Models of Organisational Change Force Field, Kurt Lewis, Systems, Seven Stages and Contemporary Activities Rresearch; Managerial Approaches for Imlementing Change.

Change Management-understanding the Change Process, Facilitating Change, Dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organisation.

Organisational Development- an overview, Steps in OD, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD.

Designing Interventions- Interpersonal, Team, Intergroup and System and Evaluation of OD.

Organisational Culture & Change- Corporate Culture, Types of Culture, Importance, Nature, Formal & Informal Components of Organisational Culture, Designing for Cultural Change; Organisational Culture & Leadership; Emerging Trends in Organisational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

1. Abad, Ahmad , *Developing Effective Organization*, Sri Ram Center for Industrial Relations.
2. De Nitish, *Alternative Designs of Human Organizations*, Sage.
3. French, W. H. and Bell, *Organisation Development*, Prentice Hall of India.
4. French, W. H., *Organization Development Theory, Practice and Research*, Prentice Hall of India..
5. Harvey, D.F. and Brown, D.R., *An Experiential Approach to Organization Development*, Prentice Hall Inc.
6. Huse, F. E. and Cummings, T. G., *Organization Development and Change*, West.
7. Sinha, D. P., *Consultants and Consulting Styles*, Vision.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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

Course Contents:

Introduction to Counselling- Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counsellor and Counselee, Difference between Counselling and Psychotherapy, and General Principles of Counselling;

Approaches to Counselling- Psycho-analytical (Sigmund Freud Theory), Therapeutic (Alfred Adler Theory), Behaviouristic (B. F. Skinner Theory), Cognitive (Albert Ellis Model) and Humanistic Approaches (Carl Rogers Approach);

Counselling Process- 5-D Model, the Phases of Counselling Process, Counselling Environment and Procedure, and the Core Conditions of Counselling;

Counsellor's Attitude and Skills of Counselling- Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers;

Organizational Applications of Counselling Skills- Identifying Problems and Coping Strategies with regard to Occupational Stress and Performance Management;

Special Problems in Counselling- Selection of Counselling Strategies and Interventions, Changing Behaviour through Counselling;

Counselling Dilemmas, Ethical and Legal Aspects of Counselling, and Current trends in Counselling.

Suggested Readings:

1. Corner, L.S., and Hackney, H., *The Professional Counselor's Process Guide Helping*, Englewood Cliffs, Prentice Hall Inc.
2. Moursund, J., *The Process of Counseling and Therapy*, Englewood Cliffs, Prentice Hall Inc.
3. Munro, C A, *Counseling: A Skills Approach*, Methuen.
4. Reddy, Michael, *Counseling at Work*, British Psychological Society and Methuen.
5. Rao, S. Narayana, *Counselling and Guidance*, Tata McGraw Hill.
6. Gladding, S. T, *Counseling- A Comprehensive Profession*, Pearson.
7. Singh, Kavita, *Counselling Skills for Managers*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 organizations.*

Course Contents:

Human and Cultural Variables in Global Organizations: Cross Cultural Differences and Managerial Implications, 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 Readings:

1. Adler, N.J., *International Dimensions of Organizational Behaviour*, Kent Publications.
2. Bartlett, C. and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling, P.J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcis, D and Puffer, S.M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell.
7. Ronen, S., *Comparative and Multinational Management*, John Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to acquaint the students with the significance and processes of Labour Welfare activities and Social Security measure adopted by the organizations.*

Course Contents:

Labour Welfare Activities: Concept and Significance, Origin of Labour Welfare activities, Welfare Activities Undertaken by Govt. of India; Provision in Factory Act, 1948; Labour Welfare Funds; Critical Estimate of Welfare Work by Employers; Social Service Agencies; Local Bodies and Trade Unions; Labour Inspection System; Welfare of Special Categories of Labour; ILO and Labour Welfare.

Some Special Welfare Activities: Canteens, Creches, Reorientational, Medical, Washing and Bathing, Educational Facilities, W.E. Programme, Grain Shop Facilities; Social Security: Concept and Importance; Social Insurance: Concept and Importance, Various Measures of Social Insurance, Present position in India.

Workmen's Compensation in India; Sickness Insurance in India; Unemployment Insurance in India; Old Age and Invalidity Security; Child and Woman labour Security.

Social Security Measures in the selected Countries (England, Japan & U.S.A.).

Suggested Readings:

1. Dale Yoder, *Personal Management and Industrial Relations*, Tata McGraw Hill.
2. Monappa, Arun, *Industrial Relations*, Tata McGraw Hill.
3. Sharma, A.M., *Aspects of Labour Welfare and Social Security*, Himalaya Publishing House
4. Sivarethinamohan, R., *Industrial Relation and Labour Welfare*, PHI Learning Private Ltd.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

INTERNATIONAL BUSINESS AREA PAPERS

IB-301

INTERNATIONAL FINANCIAL MARKETS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to give students an in-depth knowledge of the working of international financial markets.*

Course Contents:

Globalisation and the Growth of Derivatives, Euro-currency Market, Eurobanking and Euro-currency Centres, Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits.

International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, New Instruments in International Capital Markets, International Banking, International Portfolio Diversification.

Suggested Readings:

1. Buckley, Adrian, *Multinational Finance*, Englewood Cliffs, Prentice Hall Inc.
2. Eiteman, David K. and Stonehill, Arthur 1, *Multinational Business Finance*, Addison-Wesley.
3. Johnson and Giaccott, *Options and Futures*. S1 Paul, West.
4. Kim, Suk and Kim, Seung, *Global Corporate Finance: Text and Cases*, Miami.
5. Shapiro, Alan C., *Multinational Financial Management*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-302

**EXPORT-IMPORT PROCEDURES AND
DOCUMENTATION**

M.T: 3 HRS

M.M:70

Objective: *The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.*

Course Contents:

Significance of procedures and documentation in international trade; Procedures and Documentation as per WTO provision Aligned Documentation System (ADS); Official machinery for trade procedures and documentation; ITC (HS) classification system Role of ICC; INCOTERMS;
Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents. Cargo Insurance and claim Procedures
Methods of payment in international trade; documentary collection of export bills, UPCDC guideline, realization of export proceeds-Provision of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Suggested Readings:

1. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
2. Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
3. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
4. Government of India, *Handbook of Import - Export Procedures*.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import-Export Policy Procedures

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

Course Contents:

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trades; Directional Pattern: Major export commodities - their trend, problems and prospects; Major import commodities Foreign Exchange Management; Present Export Import Policy; Export Promotion Policies; EPCG; DEPB; Duty Draw Back Scheme; Export incentives: Financial and Fiscal; the Role of EXIM Bank of India; ECGC; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Board/ Export Development Authorities; Specific Service Institutions; Role of State Trading Organizations, ; Special Economic Zones; Agriculture Export Zones; Clusters; Export Oriented Units and Export Trading House Schemes; Impact of WTO on India's Trade Policy. Ministry of Commerce, Role of DGFT

Suggested Readings:

1. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
2. *Export-Import Policy*, Nabhi Publications.
3. Paras Ram, *Export: What, Where & How*, Anupam Publications.
4. Bhattacharya, *International Marketing Management*, Sultan Chand & Sons.
5. Jain, S.K., *Export Performance and Export Marketing Strategies*, Commonwealth Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 process of International Marketing; reasons and motivations for underlying International Trade and International Business; basic modes of process of International Marketing; Domestic Marketing versus International Marketing International Marketing Environment, 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 and strategies, Process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International advertising strategy, elements of advertising strategy, media strategy; International Distribution Channels, Selecting distribution channels.

Suggested Readings:

1. Vern Terpestra and Ravi Sarathy, *International Marketing*, Cengage Publications.
2. Simon Majaro, *International Marketing*
3. John, Fayerweather, *International Marketing*
4. Varshney R. L. and Bhattacharya, B., *International Marketing*, Sultan Chand Publications.
5. Sak Onkvisit and John Shaw, *International Marketing (Analysis and Strategy)*, PHI.
6. Warren, J. Keegan, *Global Marketing Management*, Pearson Education/PHI.
7. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.
8. Johny K. Johansson, *Global Marketing*, Tata Mc Graw Hill with Edition.
9. Raja Gopal, *International Marketing*, Vikas Publishing House.
- 10.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course exposes students to the fundamentals of logistics as applied to international business.*

Course Contents:

International Logistics: Concept, objectives and scope; importance of logistics; International logistical operations integration, logistics strategy and planning.

General Structure of Shipping: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Role of intermediaries including freight forwarders, Shipping agents and C&F agents.

Air Transport Management

Port organization and management; Responsibilities of Port Trust: Major ports of India; Carriage of goods-legal aspects. Warehousing and Inventory Management; International Maritime Organization (IMO), INCOTERMS.

Total cost concept, advantages; Carrier consignee liabilities.

Suggested Readings:

1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
3. Bowersox, Dhohld J.and Closs David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre Davd, *International Logistics*, Biztanurea.
6. Bloomberg David J., Stephan Lemay& Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse 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.

Suggested Readings:

1. Arpon, Jeffrey S. and Radebaugh, Lee H., *International Accounting and Multinational Enterprises*, John Wiley.
2. Choi, Frederick D. S. and Mueller Gerhard G., *International Accounting*, Englewood Cliffs, Prentice Hall Inc.
3. Evans, Thomas G., *International Accounting & Reporting*, MacMillan.
4. Gray, S 1., *International Accounting and Transnational Decisions*, Butterworth.
5. Holzer, H Peter, *International Accounting*, Harper & Row.
6. Prodhan, Bimal, *Multinational Accounting*, Croom-Helm.
7. Rathore, Shirin, *International Accounting*, Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-307 RISK MANAGEMENT IN INTERNATIONAL BUSINESS

M.T: 3 HRS

M.M:70

Objective: *The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment*

Contents:

The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and MNCs

Financial risk management, Management of credit risk, Political risk and its management.

Foreign Exchange Risk Management.

Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models, interest rate derivatives, foreign currency derivatives.

Concept of value at risk, Approaches for calculating value at risk, introduction to assets liability management.

Organisational and Accounting issues in Risk Management. Case studies in risk management

Suggested Readings:

1. Milind S., *International Financial Management*, John Wiley and Sons.
2. Chance, D.M., *An introduction to Derivatives and Risk Management*, Harcourt College Publishers.
3. Marrison, C, *Fundamentals of Risk management*, TMH Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-401

FOREIGN EXCHANGE MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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: Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis.

Selected Readings:

1. Aliber, R.Z., *Exchange Risk and Corporate International Finance*, Macmillan.
2. Bhalla, V.K., *International Financial Management*, Anmol Publications.
3. Luca Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.
4. Shapiro, A.C., *International Financial Management*, Allyn and Bacon.
5. Sutton, W.H., *Trading in Currency Options*, New York Institute of Finance.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.*

Course Contents:

Regionalism in the World Economy, Theory of Economic Integration, Selected Regional Blocks - NAFTA, EU, ASEAN, SAARC, COMESA; Globalization Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing challenges - Environment Volatility, Rise of Global Mania; Regional Alternatives; India's Free Trade Agreements.

Selected Readings:

1. Gerber James, *International Economics*, Pearson Education.
2. Balassa, Bela., *Theory of Economic Integration*, George Allen & Unwin Ltd..
3. Bhalla, V.K., *World Economy in 90s: A Portfolio Approach*, Anmol Pub. Pvt. Ltd..
4. Dreze, Jean and Sen, Aamrtya, *Indian, Development: Selected Regional Perspective*, Oxford University Press.
5. Jackson, J., *The World Trading System*, Mass: MIT Press.
6. Krugman, Paul R. and Obstfeld, M., *International Economics*, Harper Collins Pub.
7. Machlup, F. A., *History of Thought on Economic Integration*, Macmillan.
8. Trivedi, Sonu, *Regional Economic Cooperation and Integration*, New Century Publications.
9. Chhibber, Bharti, *Regional Security and Regional Cooperation*, New Century Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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; Investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

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

Suggested Readings:

1. Maurice D. Levi, *International Finance*, McGraw-Hill.
2. Buckley, *Multinational Finance*, Prentice-Hall of India.
3. Shapro, A.C., *Multinational Financial Management*, Prentice-Hall.
4. Apte, P. G., *International Financial Management*, Tata McGraw-Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-404

INTERNATIONAL STRATEGIC MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in International Business.*

Course Contents:

Nature and dimensions of international strategic management; domestic versus international strategic management; function of international strategic planning; pre-requisites and complexities of international business strategy.

Strategies for foreign market entry and penetration; growth strategies, international business integration; strategy for risk and stability; revival strategies; restructuring and divestment.

Strategy formulation: The traditional and modern approaches for strategy formulation.

Competitive strategy vis-a-vis domestic firms.

Strategy Implementation: Role and responsibility of the corporate leader; corporate cultures and personal values; organizational structure for strategy formulation; factors of successful implementation of multinational strategy.

Suggested Readings:

1. Dunning, J.H., *Explaining International Production*, Harper Collins.
2. Garpand. J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.
3. Ansoff, H. I. *Corporate Strategy*, McGraw Hill.
4. Porter, M. E., *Competitive Strategy*, Free Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-405

CROSS CULTURAL AND GLOBAL MANAGEMENT

M.T: 3 HRS

M.M:70

Objective:

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:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's 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*, Kent Publishing.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling. P J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcie, D and Puffer, M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass.
7. Mendenhall, M., *Global Management*, Massachusetts.Blackwell.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-406

GLOBAL BRAND MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The aim of this paper is to acquaint the students with concepts and Practical aspects of brand management in the field of International Business.*

Course Contents:

Product planning decision, product hierarchy, internationalization of product development process ,Branding concept: Branding , salient features of global brand, brand image ,brand personality, brand loyalty , global brand building, brand resonance, global brand equity, brand elements, brand extension, global brand positioning, brand value, global brand awareness.

Globalization of brands: geographical extension , sources of opportunities for global brands, barriers of globalization, quality and global standards, country of origin and global brands, standardization v/s customization, brand portfolio, brand growth in global markets, socio-cultural factors and global brands, brand reinforcement and revitalization, corporate brand and destination brand, celebrity endorsement, global branding research.

Suggested Readings:

1. Kapferer , J.N, *Strategic Brand Management*, Free Press.
2. Kelvin lane Keller, *Strategic Brand Management*, Prentice Hall of India.
3. Aaker, David, A., *Managing Brand Equity*, Free Press.
4. Philip.R.Cateoria & John L.Gram, *International Marketing*, Tata McGraw Hill.
5. Justin Paul & Ramneck Kappor, *International Marketing: text and cases*, Tata Mc Graw Hill.
6. Rafi , A. & Mohammed,Rober.J.Fisher, *International Marketing*, Tata McGraw Hill.
7. Jeannet/Hennessey, *Global Marketing Strategies*, AIPD.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

IB-407

INTERNATIONAL ADVERTISING

M.T: 3 HRS

M.M:70

Objective:

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

Course Contents:

International Advertising: concept and nature; difference between national advertising and global advertising; changing nature of international landscape and its impact on advertising. Cross cultural and cross national differences and consumer behavior segmentation and positioning in relation to advertising

Advertising planning framework, process of setting advertising objectives, DAGMAR approach. Methods of determining advertising budget, role of creativity in copy writing, messages strategy and tactics; Media strategy and tactics, selecting media for international campaigns, evaluation of advertising effectiveness.

Advertising agency –functions, types, methods of compensation, agency client relationship, agency media relationship, case study of leading international Ad agencies

Special international consideration: laws and regulations, customs and culture, time, inertia resistance, rejection and politics

Adoption Vs Standardization

Suggested Readings:

1. Belch, George E. and Belch, Michael A., *Introduction to Advertising and Promotion*, Irwin.
2. Wells Burnett Moriarty, *Advertising Principles and Practice*, Pearson.
3. Arens and Bovee, *Contemporary Advertising*, Irwin.
4. Sandage and Fryberger, *Advertising*, AITBS.
5. Batra, R., Myers, Johan G. and Aaker, David A., *Advertising Management*, Prentice Hall of India.
6. Guinn, *Advertising & Integrated Brand Production*, Vikas Publishing House.
7. Kleppner, Otto. *Advertising Procedure*, Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**INFORMATION
TECHNOLOGY
MANAGEMENT AREA**

Objective: *This course exposes students to environment for E-commerce and developing application skills for the same.*

Course Contents:

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing.

Intranets and Customer Asset Management: Basics of Customer Asset Management, 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.

E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing.

E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, Management Issues in Online Banking.

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

Lab: Each student is required to develop at least one application of e-commerce.

Suggested Readings:

1. Kalakota and Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
2. Greenstien and Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
3. Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
4. Turbon, *et. al.*, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-302

INTERNET AND WEB DESIGNING

M.T: 3 HRS

M.M:70

Objective: *This course exposes students to environment for web-publishing and developing programming skills for the same.*

Course Contents:

Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.

File Transfer Protocol: Introduction to FTP, Business Applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, features of a smart web site, process of planning for development of an effective web-site, Domain name selection; selecting host for web-site, maintaining a web-site, web-publishing tools.

Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Tables, Frames, Links, adding Multi Media documents, Home Page.

Lab: Each student is required to develop at least one homepage.

Suggested Readings:

1. Douglas E. Comer, *Computer Network and Internet*, Pearson Education.
2. Corner, Douglas: *The Internet Book*, Prentice Hall.
3. Leon, Alexis and Mathews Leon: *Internet for Everyone-Leon*, TECH World.
4. Xavier: *World Wide Web Design with HTML*, Prentice Hall.
5. Molly, *Using HTML 4*, PHI Learning.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

M.T: 3 HRS**M.M:70**

Objective: *The students are to be provided basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.*

Course Contents:

RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling-Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques-First Normal Form Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database concepts-Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary-System Catalogue Distributed Database and Distributed Data Access, Introduction to Client-Server and ODBC connectivity, SQL:SQL Language-DML commands-Selection, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries-Use of WHERE, Arithmetic comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries. Views DDL Commands-Table and View, Create, Alter, Drop Integrity Constraints; Transaction Processing-Commit, Rollback, Savepoint, LAB: SQL and MS Access.

Lab: Each student is required to develop at least one Data Base System.

Suggested Readings:

1. Coleman, Pat and Peter Dyson, *Intemets* BSP Publications.
2. Keen, Pter and Mark McDonal, *The e-Process Edge*, Tata McGraw-Hill.
3. Oberoi, Sundeep, *E-Security and You*,Tata McGraw Hill.
4. Richart,Alberto *Manual and Stephen Asbury Active Server Pages 3*, IDG Books.
5. Rich Jason R.,*Starting an E-Commerce Business* IDG Books.
6. Samantha Shurety, *E-business with Net Commerce Addition* ,Wesley.
7. Schneider Robert D& J.R.Garbus, *Optimizing SQL Server 7*, Prentice-Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-304 E-BUSINESS INFORMATION SYSTEMS MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *This course exposes students to environment for E-business information and developing systems skills for the same.*

Course Contents:

System Development Environment: Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills; Managing Information systems Project

Information Systems Planning: Identifying and Selecting Systems Development Projects; Initiating and Planning Systems Development Projects.

Information Systems Analysis: Determining System Requirements; Structuring System Process Requirements; Structuring System Logic Requirements; Structuring System Data Requirements.

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organizational Issues in Systems Implementation; Maintaining Information Systems.

Lab: Each student is required to develop at least one information system.

Suggested Readings:

1. Hoffer, Jeffrey A., et al., *Modern Systems Analysis and Design*, Pearson Education.
2. Laudon Kenneth and Laudon Jane, *MIS-A Contemporary Perspective*, Prentice Hall.
3. O'Brien James A., *Management Information Systems*, Tata McGraw Hill.
4. Alter, Steven, *Information Systems: The Foundation of E-Business*, Pearson Education.
5. Kumar Muneesh, *Business Information Systems*, Vikas Publishing House.
6. Dewitz, Sandra D., *System Analysis and Design and the Transition to Objects*, McGraw-Hill.
7. Robertson James & Suzanne, *Complete System Analysis, Volume I & II*, Dorset House Publishing.

Note:

1. The list of cases and specific references including recent articles will be announced in

the class at the time of launching of the course.

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course exposes students to environment for ERP and its requisite applications.*

Course Contents:

Introduction: Basic issues, evolution of ERP, advantages, pitfalls, overview of an enterprise; ERP and related technologies: Business process reengineering, management information system, decision support system, executive information system, data warehousing, data mining, supply chain management.

Manufacturing perspective: CAD/CAM, material requirement planning (MRP-I), bill of material, manufacturing resource planning (MRP-II), distribution requirement planning, JIT approach.

ERP Modules: Introduction to ERP modules in Finance, Plant maintenance, quality management, materials management.

ERP Implementation: ERP lifecycle, vendors, consultants and users, ERP market, future directions in ERP.

Lab: Each student is required to develop at least one ERP-project.

Suggested Readings:

1. Leon A., *Enterprise Resource Planning*, Tata McGraw Hill.
2. Ellen Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Cengage Learning.
3. Motiwalla, Thompson, *Enterprise Systems for Management*, Pearson Education.
4. Wallace and Kremzar, *ERP: Making it Happen – The Implementers' Guide to Success with Enterprise Resource Planning*, John Wiley & Sons, Inc.
5. Sadagopan, S., *ERP: A Managerial perspective*. Tata McGraw Hill.
6. Garg, V. K. and Venket Krishna N. K., *ERP Concepts and Practice*, PHI Publication.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-401**DATA WARE HOUSING AND DATA MINING****M.T: 3 HRS****M.M:70**

Objective: *Helps in making business decisions, and to this end, it provides business intelligence to the decision maker. And it is this analysis, which when performed on the warehouse database, helps companies get that edge over its competitors.*

Course Contents:

Introduction: The Evolution of Data Warehousing (The Historical Context), the Data Warehouse A Brief History, Today's Development Environment. Principles of Data Warehousing(Architecture and Design Techniques): Types of Data and their uses conceptual Data, Architecture, Design Techniques, Introduction to the Logical Architecture. Creating the Data Asset: Business Data Warehouse Design, Populating the Data Warehouse, Unlocking the Data Asset for End Users (The Use of Business Information): Designing Business Information Warehouse. Populating Business Information Warehouse, User Access to Information, Information, Data in Context. Data Mining Introduction: Motivation, Importance, data mining, kind of data, Functionalities, Interesting Patterns, Classification of data mining systems, Major issues. Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage. Data Preparation: Preprocess, Data cleaning, Data integration and transformation, Data reduction, Discrete and concept hierarchy generation. Data Mining Primitives: Languages, and System Architecture, graphical user interfaces. Concept Description: Characterization and Comparison, Data generalization and summarization based characterization, Analytical characterization: analysis of attribute relevance, mining class comparisons, Mining descriptive statistical measures in large database. Mining Association Rules in Large Database: Mining single dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouses, from associating mining to correlation analysis, Constraint based association mining. Classification and Prediction: Issues, classification by decision tree induction, Bayesian classification, Classification by back propagation. Classification based on concepts from association rule mining. Other classification methods.

Lab: Each student is required to develop at least one data-house.

Suggested Readings:

1. Barry Devlin: *Data Ware House: From Architecture to Implementation*, Addison Wesley.
2. Alex Berson, Stephen Smith, Kurt Threaring;*Building Data Mining Applications for CRM* Tata McGraw Hill.
3. Alex Berson, Stephen Smith;*Data Warehousing, Data Mining and OLAP*, Tata McGraw Hill.
4. Michael J.A.Berry, *Data Mining Techniques:for marketing sales and Customer Support*, Gordon Linoff.
5. Han, Jiawei;*Data mining:Concepts and techniques*, Harcourt.
6. Pujari,Arun K,*Data, Mining Techniques*, Hyderabad University Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-402
M.T: 3 HRS

E-CRM

M.M:70

Objective: *Customer Relationship Management (CRM), Generates competency in transforming organizations into customer-centric enterprises. This course is intended to educate, at a high level, about CRM, and eliminate some of the mystery around CRM.*

Course Contents:

Introduction: Knowledge Management, e-Business and CRM. The New Economy's New Face, How We Got Here. The Long-Winded Road. The New-New Imperatives.

Understanding E-Business: CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

A Roadmap for Success: The Knowledge-Enabled Customer Relationship Management Roadmap Phase I:Evaluation and Strategic Alignment Phase II:Infrastructural Development and Development Phase III: Leadership, Change Management, Measurement and Refinement Aligning Strategy and Technology Choices: Getting Past the Innovator's Dilemma. The KCRM Strategic Framework. Analyzing the Business Environment. Understanding the Context Strategic Technology.

Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit. Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM.

Building an Implementation Team: Tasks and Expertise, Team Composition, Leadership, Risk Assessment and Common Pitfalls.

Blueprinting the Technology Infrastructure: Design Challenges. The Customer Lifecycle Customer Knowledge Management: Technology Framework. The KCRM Architecture, Integration, Long-Term Considerations.

Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results driven Incremental.

Lab: Each student is required to develop at least one e-CRM method.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threaring;*Building Data Mining Applications for CRM*, Tata McGraw Hill
2. Michael J.A.Berry, *Data Mining Techniques: For Marketing, Sales and Customer Support* Gordon Linoff.
3. Michael J.A.Berry and Gordon Linoff, *Mastering Data Mining: The Art and Science of Customer Relationship Management*, John Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course exposes students to environment for system analysis and design information and developing system-design skills for the same.*

Course Contents:

Concept of system, Business Information System, types of business information systems, overview of system development methodologies, role of systems analyst, CASE tools for systems analyst; feasibility study - economic, organizational and cultural, technological, schedule and resource.

System Development Life Cycle : Preliminary investigation - Information System Projects, evaluation of system requests, major steps in preliminary investigation; Systems Analysis - fact finding techniques, documentation, data flow diagrams, data dictionary; cost benefit analysis.

Systems Design : User interface design, input and output design, data design; Systems Implementation: Application development, quality assurance, structured application development - structure charts, cohesion, coupling, testing, program, system, operations, user documentation; Installation - Training, system changeover.

Designing Distributed and Internet Systems: designing distributed systems - designing systems for LANs, for client / server architecture; designing internet systems - internet design fundamentals, design issues related to site management, managing online data.

Lab: Each student is required to develop at least one LAN/WAN structure.

Suggested Readings:

1. Hoffer et. al., *Modern System Analysis and Design*, Cengage Learning.
2. Shelly, Cashman, Rosenblatt, *System Analysis and Design*, Cengage Learning.
3. Satzinger, *System Analysis and Design*, Cengage Learning.
4. Hawryskiewycz, I T. *Introduction to Systems Analysis and Design*, PHI.
5. Whitten, J L. *System Analysis and Design Methods*, Galgotia.
6. Awad, Elias M., *Systems Analysis and Design*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-404 PRINCIPLES OF PROGRAMMING LANGUAGE

M.T: 3 HRS

M.M:70

Objective: *This course exposes students to environment for system analysis and design information and developing system-design skills for the same.*

Course Contents:

Preliminaries: Programming Domain, Language Evaluation Criteria, Language Design, Language Categories, Language Design Trade-offs, Influences on language design, Implementation Methods

Evolution of Major Procedural and Object Oriented Programming Languages.

Names, Variables, Scope and Lifetime, Variable Initialization, Data Types: Primitive Data Types, User Defined Data Types, Derived Data Type.

Expressions and Assignment Statements: Arithmetic Expressions, Type Conversions, Relational Expressions, Assignment Statements, Operators Precedence.

Control Structure: Compound Statement, Selection Statements, Iterative Statements, Unconditional Statements

Subprograms: Fundamentals, Design Issues, Local Referencing, Parameter Passing.

Object Oriented Programming: Object and Class, Abstraction, Encapsulation, Inheritance and Polymorphism, Exception Handling

Lab: Each student is required to develop at least one language.

Suggested Readings:

1. Sebesta W.Robert, *Concepts of Programming Languages*, Pearson Education.
2. Doris & Vandekopple J.Julius, *Programming Languages - Paradigm and Practices*, McGraw-Hill.
3. Kenneth C. Loudon, *Programming Languages: Principles and Practice*, Cengage Learning.
4. Sethi Ravi, *Programming Languages*, Pearson Education.
5. Friedman, Wand and Haynes, *Essentials of Programming Languages*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

ITM-405

MULTIMEDIA AND WEB DEVELOPMENT

M.T: 3 HRS

M.M:70

Objective: *This course exposes students to environment for multimedia and web development and its requisite applications.*

Course Contents:

Introduction to Multimedia: Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

Data compression : Need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

Data and file format standards, Multimedia applications design: Application classes, types of multimedia systems; Distributed multimedia systems: Components, distributed multimedia databases.

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice.

Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Cyber Crime; Introduction to Information Technology Act 2000: Digital Signature and its Certification, Duties of Subscribers, Offences.

Lab: Each student is required to develop at least one website.

Suggested Readings:

1. Buford, *Multimedia Systems*, Pearson Education,
2. Vaughan, *Multimedia Making IT Work*, Tata McGraw Hill,
3. Villamil and Molina, *Multimedia: An Introduction*, PHI
4. Shuman, *Multimedia in Action*, Vikas Publishing House
5. Senclair, *Multimedia on the PC*, BPB Publications
6. Rosch, *Multimedia Bible*, SAMS Publishing
7. Powell, *Web Design The Complete Reference*, Tata McGraw Hill

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**PRODUCTION
MANAGEMENT AREA
PAPERS**

Objective: *The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations: Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems: Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.*

Course Contents:

Role of Purchasing and Materials Management - Objectives, Organization and Interrelationships, Determination and Description of Material Quantity, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques - Standardization, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics Warehousing Management, Material Handling, disposal of Scrap, Surplus and Obsolete Materials.

Suggested Readings:

1. Ansari A and Murderess B., *JIT Purchasing*, Free Press.
2. Baily P. et al, *Purchasing Principles and Management*. Pitman.
3. Burt, David N., *Proactive Procurement*, Englewood Cliffs, Prentice Hall Inc.
4. Dobler, D W. et al, *Purchasing and Materials Management*, McGraw Hill.
5. Dutta, A K., *Integrated Materials Management*, PHI Learning.
6. Farrington B and Waters, Derek W., *Managing Purchasing*, Chapman & Hall.
7. Gopalakrishnan P and Sunderashan M., *Handbook of Materials Management*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-302

TOTAL QUALITY MANAGEMENT

M.T: 3 HRS

M.M:70

Objective:

The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services. to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents:

Introduction: Concepts of Quality. Total Quality and Total Quality Management. Approaches to Total quality, Cost of Quality, Designing Organizations for quality, quality Policy, Contribution of TQM Gurus: W.E. Deming, Joseph M. Juran, Philip Crosby and Kaoru Ishikawa; Quality Planning: Understanding Customers and their Needs; Quality of purchased Materials: Determinations and Description. Quality of Manufacturing Process. Quality Control: Statistical Process Control; Inspection, Test and Measurement. Control charts, Control Chart of Attributes, Test of significance; Business Process Reengineering; Total Productivity Management; JIT and ISO 9000; Quality Audit.

Suggested Readings:

1. Bharat Wakhlu, *Total Quality-Excellence through Organisation wide Transformation*. Wheeler Publishing.
2. Bagchit, T.I.P. *ISO, ISO 9000 Concepts, Methods and Implementation*, Wheeler Publishing.
3. Samuel, KIILO. *TQM Intergrated Approach*, Kogan Page Limited
4. Evans, James R. and Dean, James W., *Total Quality Management, Organisation and Strategy*, Thomson Asian Pvt. Ltd.
5. Besterfield, Dole H. Michna, Carol Besterfield, Besterfield, Glen H Sacre, Marg Besterfield, *Total Quality Management*, Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-303

PRODUCTION PLANNING & CONTROL

M.T: 3 HRS

M.M:70

Objective: *To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.*

Course Contents:

Production Planning and Control Function: Material Requirement Planning; Production Inventory Systems: Forecasting for Inventory and Production Control: Aggregate Planning; Job Shop Planning: Scheduling and Control: Just-in-Time Production: Line Balancing; Planning for High Volume Standardized Products: Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Suggested Readings:

1. Burbidge, John L., *Principles of Production Control*, Donald and Evans
2. Caubang. Teg C., *Readings on Production Planning and Control*, ILO.
3. Greene, James H., *Production and Inventory Control Handbook*, McGraw, Hill.
4. Mc Leavey, Dennis Wand Narasimhan, S.L., *Production and Inventory Control*. Boston, Allyn and Bacon.
5. Peterson, R and Silver E A., *Decision Systems for Inventory Management and Production Planning*, John Wiley.
6. Vollmann, T E et al, *Manufacturing Planning and Control*. Homewood, Illinois. Richard D Irwin.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-304

SUPPLY CHAIN MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The Course is designed to explain basic theory and techniques of Supply Chain Management to examine the issues and problems associated with Supply Chain in changing business environment and to show how Supply Chain can improve an enterprises effectiveness and competitiveness.*

Course Contents:

Introduction to Supply Chain Management, Inbound Logistics: Buyer-Vendor Co-ordination, Procurement, Vendor development, Reduced Sourcing and Supplier Partnership - Benefits, Risks and Critical Success Factors, Multi-level supply control. Outbound Logistics: Customer service, Physical Distribution and Logistics, Channel Design Issues, Warehousing and Distribution Centres, Inventory Management, Transportation Infrastructure, Facility Location, Materials Handling. Strategic considerations in Supply Chain: Porter's Industry Analysis and Value-Chain Models, Concept of Total Cost, Supply Stream Strategies, Classification and Development Guidelines, Effectiveness of Supply Chain Management.

Suggested Readings:

1. Jeremy F. Shapiro, *Modeling the Supply Chain*, Duxbury Thomson Learning.
2. David Simchi Levi, Philip kaminsky, and Edith Simchi Levi., *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*, Irwin McGraw Hill.
3. Sridhar Tayur, Ram Ganeshan & Michael Magazine (editors), *Quantitative Models for Supply Chain Management*, Kluwer Academic Publishers.
4. Handfield R.B. and Nichols, Jr.E.L., *Introduction to Supply Chain Management*, Prentice Hall.
5. BaHu, Renaid H., *Business Logistics Management*, Englewood Cliffs, Prentice Hall Inc.
6. Chrispopher, M., *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*, Pitsman.
7. Coyle, Bardi, Longley, *The management of Business Logistics – A supply Chain Perspective*, Thomson Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.*

Course Contents:

Matrix of Service Characteristics: Challenges in Operations Management of Services: Aggregate Capacity Planning for Services; Facility Location and layout for Services; Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Deliver) System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services: Case Studies on Professional Services.

Suggested Readings:

1. Bowman David E. et al., *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing*, Jossey Bass.
2. Collier David A., *Service Management Operating Decisions*. Englewood Cliffs, Prentice Hall Inc.
3. Fitzsimmons, James A and Sullivan, Robert S., *Service Operations Management...* McGraw Hill.
4. Heskett, James L. et al., *Service Breakthroughs - Changing the Rules of the Game*, Free Press.
5. Murdiek, R G. et al., *Service Operations Management*, Allyn and Bacon.
6. Sharma, J K., *Service Operations Management*, Anmol Publications.
7. Voss, C. et al., *Operations Management in Service Industries and the Public Sector*, Chichester, Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-306

TECHNOLOGY ACQUISITION AND DIFFUSION

M.T: 3 HRS

M.M:70

Objective: *This course will highlight at the indicators of Technology and Market survey for Technology with a point of view of diffusion also the parameters on which Technology is assessed and evaluate and the keywords for the success of an effective diffusion strategy will be discussed.*

Course Contents:

Technological Indicators; Make vs. Buy Decisions; Techno market Survey; Assessment & Evaluation of Technology (TA & TE); Methodology of TA: TA Imperatives; Organization & Management of TA: TE Parameters: Financing the Technology: Government Funding: CSIR. IDBI, ICICI, CII and UNDP, etc.: Venture: Capital: Identification of Core Competence: Technology Absorption and Diffusion: Terminology and Concepts; Constraints in Technology Absorption; Technology Absorption Efforts-; Management of Technology Absorption; Benefits of Technology absorption; Future Thrust for Technology Absorption; Importance of Diffusion; Diffusion Strategies; Technology Marketing Issues. Strategies - Internal transfers, export etc.

Suggested Readings:

1. Coates, V.T., *A Handbook of Technology Assessment*. U.S. Department of Energy, D.C.
2. Hawthorne, Edward P., *Management of Technology*, McGraw-Hill.
3. Fransman, Matrin & Kenneth King, *Technological Capabilities in the Third World*, Macmillan.
4. Jain, A., Pruthi,S., Garg,K.S. & Anabi,S., *Indicators of Indian Science & Technology*, Segment Books.
5. Twiss, Brain & Goodridge, *Managing Technology for Competitive Advantage*, Pitman
6. Wad, A. Randnor M., *Technology Assessment: Review & Implications for Developing Countries*. UNESCO, Science Policy Studies No. 16.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-307

TECHNOLOGY TRANSFER AND ABSORPTION

M.T: 3 HRS

M.M:70

Objective: *To share awareness and experiences in the field of Transfer of Technology through mutual interaction by sharing views and experiences of some professionals in the field of Technology Transfer, and to provide field purchase solution to these issues through better managerial techniques and organization changes.*

Course Contents:

Aim and Objectives of Technology Transfer; Model of Technology Transfer, Technology Transfer Modes: Technology Search Strategy; Dimensions of Technology Transfer; Features of Technology package; Routes of Technology Transfer; Technology Absorption capabilities of recipient enterprise; Competence of know - how supplier, Pricing of technology; Technology Transfer Agreements; Code of conduct for Technology Transfer; Government initiative and Technology Transfer; Indian Experiences and case studies.

Suggested Reading:

1. Mann. T.S., *Transfer Technology*, Himalaya Pub. House.
2. Menon, KSV, *Technology Transfer: Concept Modalities and Case Studies*, Gold Line
3. Mogavexco, L.N. and R.S. Shane, 1982, *Technology Transfer and Innovation*, Marcel Dekker.
4. Nath. NCB and Misra, L (ed.): *Transfer of Technology in Indian Industry: Case Studies on Utilisation Indigenous R & D*, Indus. Pub. Co.
5. Singer, Hans; Hatti. Neelamber; Tandon, Rameshwar (ed): *Technology Transfer by Multi-nationals*, Ashish Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The Course is designed to introduce the students to the principles of operations research techniques and their applications in decision making Students will also be required to use computer packages for data processing purposes.*

Course Contents:

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques-Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:

1. Ahuja A K. et al., *Network Flows*, Englewood Cliffs, Prentice Hall Inc.
2. Gould, F J. et al., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Gupta, M P. and Sharma J K., *Operations Research for Management*.
4. Taha Hamby A., *Operations Research: An Introduction*, Macmillian.
5. Mathur, K and Solow D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
6. Shamla, S. J K., *Operations Research: Theory and Applications*, Macmillian
7. Srinath, L S., *Operations Research for Executive*, East West Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-402

GOAL PROGRAMMING IN MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.*

Course Contents:

Goal Programming - Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming, Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty; Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming.

Suggested Readings:

1. Cook, Thomas M and Rursell, Robert A., *Introduction to management Science*, Englewood Cliffs, Prentice Hall Inc.
2. Eppen, G D. et al, *Quantitative Concepts for Management Englewood Cliffs*, Prentice Hall Inc.
3. Ignizio, J P., *Goal Programming and Extensions*, Lexington Books
4. Liier, Y., *Management Goals and Accounting for Control*. Amsterdam, North Holland
5. Lee S M., *Goal Programming for Decision Analysis*. Philadelphia. Auerbach

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-403

TRANSPORTATION MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of the course is to acquaint the students with the problem faced in planning policy and executing the transportation system.*

Course Contents:

Growth of Urbanization and Problems of Transportation: Transport- Challenges and Limitations; Government Activities in Transportation; Transportation Systems - Planning, Operation and Management Trip Generation and Distribution: Load Planning: Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models: Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System: Emission Norms.

Suggested Readings:

1. Baerwal, J E., *Transportation and Traffic engineering Handbook*. Englewood Cliffs, Prentice Hall Inc.
2. Bell, G. et al., *The Business of Transport*. Plymouth, McDonald and Evans.
3. Dickey, J W., *Metropolitan Transportation Planning*, Tata McGraw Hill.
4. Grey, G E. and Hole, L A., *Public Transportation Planning: Operations and Management*; Englewood Cliffs, Prentice Hall Inc.
5. Gupta, M P., *Metropolitan Transportation System*, National.
6. Papacostas. C S., *Fundamentals of Transportation Engineering*. Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-404

WORLD CLASS MANUFACTURING

M.T: 3 HRS

M.M:70

Objective: *To acquaint the students with the world class manufacturing environment and optimized production principles.*

Course Contents:

World Class Manufacturing Environment: Imperatives for success - Technology, Systems approach and change in the mindset: Strategic decisions in, Manufacturing Management: Choice of Technology, Capacity. Layout / Automation in Material handling systems; Implementation Problems/Indian experience; Optimized Production; Just - in - Time System: JIT Manufacturing System, JIT Pull system Chain Management/Bench Marketing; Total Quality Management - TQM Philosophy, TQM Principles, TQM tools including Circles, SQC / Acceptance Samplings, Quality through design, QFD - Quality House, Failure Mode effect analysis, Fault - tree analysis, Concurrent Engineering Principles Taguchis quality loss function, and Robust Design concept, Designing products through 'Fuzzy' Logic, Quality Management Systems and ISO Standards; Total Productive Maintenance, Objective of TPM - Total System effectiveness,. Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Six Sigma.

Selected Readings:

1. Buffa, Elwood et. al, *Programmed learning at for Production and Operations Management - Illinois*, Learning System Co.
2. Dervitsiotis, Kostas N, *Operations Management*, McGraw Hill.
3. Hughes, Chris, *Productions and Operations Management*, Pan Books.
4. Schonberger, Richard J., *Japanese Manufacturing Techniques*.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-405

TECHNOLOGY FORECASTING

M.T: 3 HRS

M.M:70

Objective: *To study various qualitative and quantitative technology forecasting methods with their relative merits and demerits.*

Course Contents:

Exploratory Methods of TF; Delphi Technique; Cross Impact Matrix; Curve Fitting; Morphological Methods. Trends Extrapolation; Regression Analysis; Econometric Models; Normative Methods of TF: OR Models and Simulation; Networks Techniques: Relevance Trees; System Dynamics: Qualitative Methods: Futurology.

Suggested Readings:

1. Ayres, Robert U., *Technology Forecasting and Long Range Planning*.
2. Bowonder, B and Miyake, T., *Technological Forecasting: Methodologies and Case Studies (Report III) TIFAC*.
3. Bright, James R.& Schoeman, Milton, E.F., *A Guide to Practical Technological Forecasting*, Prentice Hall.
4. Jones, H and Twiss, BC., *Forecasting Technology for Planning Decisions*. McMilan.
5. Makridakis, Spyros G. et. al., *Forecasting, Methods and Applications*, Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-406

R&D MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *To develop middle level scientists in the modern concepts of R & D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective member of a large multi-disciplinary projects.*

Course Contents:

Survey of Emerging Technologies~ Environment Analysis; Project Proposals; R & Q Management: Management of knowledge workers, R & D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R& D Projects; R & D Budget; Technology Scanning; Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment: Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools.

Suggested Readings:

1. Cetron, Marvin J. and Goldhar, Joel D (ed.), *The Science of Managing Organised Technology*, Gordon & Research, Science Publications.
2. Jain, R K. and Triandis, H C., *Management of Research and Development Organisations; Managing the Unmanageable*, Wiley.
3. McLeod, Tom. *The Management of Research, Development and Design in Industry*, Gower.
4. Meredith, Jack R. and Mantel, Samuel J., *Project Management a Managerial Approach*, Wiley.
5. NTIS, *The Management of Government R & D Projects; the effects of the contractual requirement to use specific management techniques*, University of Texas.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

PM-407

PROJECT MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.*

Course Contents:

Project Feasibility Study: Economic, Technical, Financial, Managerial Feasibilities; Programme Management Concepts; ISO standards; Project Appraisal; Project Selection; Networks Models and their applications - PERT. CPM. GERT. Precedence Network; Resource Allocation and scheduling; Project Costing-Zero base Budgeting.

Suggested Readings:

1. Chaoudhury, Sadhan, *Project Scheduling and Monitoring in Practice*, South Asian Pub.
2. Harriossn, F L., *Advanced Project Management*, Gower.
3. Lockyer, K.G., *An Introduction to Critical Path Analysis*, Ptiman Books.
4. Martino, R.L., *Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources*, American Management Association.
5. Meredith, Jaek R. and Mantel, Samuel J., *Project Management: A Managerial Approach*, Wiley.
6. Srinath, L.S., *PERT and CPM; Principles and Applications*, East-West Press.
7. United Nations Industrial Development Organisation: *Guide to Practical Project Appraisal; Social Benefit - cost analysis in developing countries*, Oxford and IBH Pub.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**ECONOMICS AND
BUSINESS ANALYTICS
AREA PAPERS**

Objective: *This course aims to provide students with the necessary background for advanced study in market based system and econometrics. It should also enable them to use basic statistical techniques for business analysis.*

Course Contents:

Probability and Measure: Sigma fields & measures; measurable functions and distributions, integration of Borel function.

Random Variables & Distributions: General properties – Distribution and probability densities, moments, moment generating and characteristic functions. Discrete random variables & their distributors- Binomial probability distribution, Geometric probability distribution and Poisson probability distribution and, their moments and moments generating functions; Continuous random variables and their probability distributors- Uniform probability distribution, Normal probability distribution, Gamma probability distribution, Beta probability distribution; Basic idea about multivariate probability distributors; sampling distributors and Central limit theorem.

Estimation & Hypothesis Testing: Point estimators, confidence intervals, properties of point estimators; Hypothesis testing, elements of statistical test large sample test, small sample hypothesis testing for μ and $\mu_1 - \mu_2$, Power of test, Likelihood ratio tests

Statistical Analysis: Analysis of variance ; Analysis of Categorical Data-Chi-square test, Non-parametric statistic-Sign test, Wilcoxon, Signed Rank test, Mann – Whitney U test, Kruskal Wallis test.

Suggested Readings:

1. Cramer, Harald, *Mathematical Methods of Statistics*, Princeton University Press.
2. Wackerly, Mendenhall & Scheaffer, *Mathematical Statistics with Applications*, Duxbury, Thomson Learning.
3. Kyburg Henry, *Probability Theory*, Prentice Hall
4. Shao Jun, *Mathematical Statistics*, Springer.
5. Capinski M. and KOPP E., *Measure Integral and Probability*, Springer.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *Econometrics is concerned with quantifying economic relations, with the provision of numerical estimates of the parameters involved and testing hypotheses embodied in economic relationships. This course aims to provide a basic introduction to econometric analysis, to enable students to examine existing theories with empirical data. In doing so, it examines the difficulties inherent in confronting theory with business data in order to quantify relationships, in dealing with errors and problems in variables which can be only observed but not controlled, and the means of compensating for uncertainty in data.*

Course Contents:

Nature, scope and methodology of econometrics.

Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficients, R^2 and adjusted R^2 .

Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity; Dummy variables-Nature and uses, Regression on dummy variables, Regression on Dummy Dependent Variable-The basic idea of the Linear Probability Model (LPM), Probit and Logit Models.

Dynamic Econometric Models: Koyck distributed lag model, the adaptive expectation model, and the partial adjustment model.

Simultaneous Equation Models: Structural, Reduced and final forms, Identification-Order and rank conditions, Methods for estimating the simultaneous models-Basic idea of Indirect Least Square (ILS) and Two Stage Least Square (2SLS) methods. Seemingly Unrelated Regressions (SUR), SUR versus OLS.

Suggested Readings:

1. Greene, William H., *Econometric Analysis*, Macmillan.
2. Johnston, J., *Econometric Methods*, McGraw-Hill.
3. Gujarati, Damodar N., *Basic Econometrics*, McGraw-Hill.
4. Koutsoyiannis, A., *Theory of Econometrics*, Harper & Row.
5. Kmenta, J., *Theory of Econometrics*, Macmillan.
6. Maddala, G.S., *Introduction to Econometrics*, Macmillan.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EBA -303 ECONOMETRIC MODELING AND DATA ANALYSIS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to make the students familiar with econometric tools for modeling the real world data.*

Course Contents:

Regression Analysis: Regression versus causation; regression versus correlation; the nature and sources of data for economic analysis; reporting and interpreting the results of regression analysis; Evaluation of the results of regression analysis- Normality tests, tests for measuring outliers. Leverage and influence; Regression analysis and ANOVA; Problem of prediction- Mean and individual prediction and their variance; Functional forms of regression models: Log-linear, Semi-log, Reciprocal and logarithmic reciprocal models.

Multiple Regression in analysis: Interpretation of regression co-efficients, Partial correlations and Multiple correlation. Relationships among, simple, partial, multiple correlations; Prediction in multiple regression models, ANOVA & Tests of hypothesis- Nested and nonnested hypothesis: Tests of linear functions of parameters; Omission and inclusion of variable; Degree of freedom and R^2 ; Tests of stability and LR, Wald and LM tests.

Model specification and Diagnostic Testing: Model selection criteria; Specification error problems; Tests of Parameter consistency- Chow Forecast Test, Hansev Test, Tests based on recursive estimation, CUSUM and CUSUMSQ Tests; Ramsey RESET Tests; Test for structural change; Errors of Measurement, Goodness of Fit; R^2 and adjusted R^2 , AIC, SIC, Mellow's Cp Criterion; Granger Causality Tests.

Suggested Readings:

1. Mukhereji Chandan, White Howard & Wayts Marc., *Econometrics and Data Analysis for Developing Countries*, Routledge Publication.
2. Madala, G. S., *Introduction to Econometrics*, John Wiley & Sons Ltd.
3. Gujrati, Damodor N., *Basic Econometrics*, McGraw-Hill.
4. Kmenta, J., *Theory of Econometrics*, MacMilan.
5. Johnston J and Dinardo J., *Econometric Methods*, McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The firm is treated as a black box in economics. However, the paper treats the firm as a micro market and applies the theory and tools of economics to solve the problem of allocation of resources within the firms. It is expected that scientific understanding developed in this connection shall provide managers a powerful tool to take more informed decisions.*

Course Contents:

Economic Organization and Efficiency: Concept and rationale of formal organization within the market economy, Efficiency: Efficiency of resource allocations, Efficiency of organization, The Task of Coordination and Motivation: need for information, organizational methods for achieving coordination, Transaction Cost Analysis: Coase Theorems, Organizational Objectives, Modeling human Motivation and Behaviour.

Coordination: Market and Management, Price and coordination, Using the price system within the organization, Coordinating plans and action: Economizing on information and communication, coordination and business strategy, management, Decentralization and the means of coordination

R&D and Innovation and Quality Value of innovation, innovation race, patents, optimal patent length, research joint ventures, governments and international R&D races, network externalities, standards and compatibility, Innovation-durability trade-off.

Suggested Readings:

1. Paul Milgrom & John Roberts, *Economics, Organization & Management*, Prentice Hall.
2. Luis M.B. Cabral, *Industrial Organization*, Jaico Publishing House.
3. Sengupta, D.N. & Anadiya Sen, *Economics of Business Policy*, Oxford University Press.
4. Luis M.B. Cabral, *Introduction to Industrial Organization*, Cambridge Mass: The MIT Press.
5. Carlton, D. W. & J.M. Perloff, *Modern Industrial Organization*, Warper Collins.
6. Caves, R.E., *Multinational Enterprise and Economic Analysis*, Cambridge University Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EBA-305 RELATIONAL DATA BASE MANAGEMENT SYSTEM

M.T: 3 HRS

M.M:70

Objective: *The students are to be provided basic understanding of the RDBMS. The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.*

Course Contents:

Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database.

Data models: Hierarchical and network, functions of data base management system, object oriented data base management system.

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

Distributed data base system: Introduction, options for distributing a database, objectives and problems of distributed system.

Suggested Readings:

1. Rob, *Database System*, Cengage Learning.
2. Singh S. K., *Database Systems*, Pearson Education.
3. Kahate, *Introduction to Database Management System*, Pearson Education.
4. Elmsari Navathe, *Fundamental of Database system*, Pearson Education.
5. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, *Modern Data Base Management*, Pearson Education.
6. Date, C.J., *Introduction to Database System 8e*, Pearson Education.
7. Pratt, *Concept of Data Base Management*, Thomson Learning, Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The aim of the course is to give students confidence and skill in the use of the mathematical and statistical methods used in the analysis of business system. It teaches not only the relevant theoretical concepts but, in the belief that quantitative techniques can only be learned by doing, the course gives abundant practice in the manipulation of numerical material with problems and exercises.*

Course Contents:

Financial Analysis: Financial statements & Statement Analysis – Income statements, current assets, valuing inventories for balance sheet, capital & cash flow analysis, Ratio analysis. Financial planning & control – budgeting & planning cycle, forecasting & projections, measuring quality, Investment Decisions – PV, NPV, IRR, Multiple Internal rate of returns.

Investment Analysis: Portfolio models- Mean & variances, efficient portfolio, Betas & Security Market Line, Value at risk; Option pricing models- option payoffs, option strategies, Binomial option pricing model, Black -Scholes model; Bond & Duration - Duration mean and pattern, immunization strategies; Modeling the terms structure.

Sales and Marketing: Revenue recognition – Revenue during production and at the completion of production, Revenue at the point of sale, revenue during cash collection process, Revenue in different industries.

Suggested Readings:

1. Carlbeng, Canard, *Business Analysis with Microsoft EXCEL*, QUE Press.
2. Benninga, Siman, *Financial Modeling*, The MIT Press.
3. Palepo, Healy Benard, *Business Analysis & Valuation: Using Financial Statements*.
4. Gupta, V., *Financial Analysis Using Excel*, VJ Books.
5. Holden, Craigtr, *Spreadsheet Modeling in Corporate Finance*, Prentice-Hall.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this paper is to equip the students with the conceptual understanding and their application related to the industrial economics. In a market economy the understanding of these issues is critical to take managerial decisions in a wider context of a complex interdependent economy.*

Course Contents:

Theory of the Firm and its Objectives, Boundary of a firm, Change in boundary of a firm
Structural Approach: the S-C-P paradigm, Structural characteristics of the market, Its Welfare implications
Market Concentration, Industrial Clusters, and Barriers to entry
Regional Development and concept of core competency of different regions, Theories of Industrial Location
Product Differentiation and its types
Industrial Pricing and Pricing Schemes: Inter-temporal, Spatial and Best Price Schemes
Competition Policy.

Suggested Readings:

1. Ahluwalia, I.J., *Industrial Growth in India*, Oxford University Press.
2. Stephen Marting, *Advanced Industrial Economics*, Basil Blackwell.
3. Smith D.M., *Industrial Location*, John Wiley.
4. Louis Philips, *Applied Industrial Economics*, Cambridge University Press.
5. Roger Clarke, *Industrial Economics*, Blackwell Publishers.
6. Luis M.B. Cabral, *Industrial Organization*, Jaico Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EBA-401 ECONOMETRIC MODELING FOR BUSINESS ANALYSIS

M.T: 3 HRS

M.M:70

Objective: *This objectives of this paper is to train the students in empirical modeling of the business system*

Course Contents:

Demand Analysis: Derivation of demand function, Conditions for the specification of demand function, Different forms of demand functions, Estimation of single equation and multiple equations demand function.

Production Analysis: Specification and Estimation of production function (Cobb-Douglas, CES and Translog production functions); Specification and estimation of cost functions.

Technical Analysis: Concept of Production frontier, Cost frontier, Revenue frontier and Profit frontiers, Measurement and Estimation of total productivity, Technical efficiency and economic efficiency, Stochastic Frontier Analysis.

Financial Analysis: Estimation of security prices, security beta, security market line, APT model, Black-Schole model.

Suggested Readings:

1. Greene, William H., *Econometric Analysis*, Macmillan.
2. Desai Meghna, *Applied Econometric*, Tata McGraw Hill.
3. Kumbhakar Subal, *Stochastic Frontier Analysis*, Combridge & Lovell Knox CA.
4. Michael D Intriligator, *Econometric Models, Techniques and Applications*, Prentice Hall.
5. Bridge J. I., *Applied Econometrics*, North Holland.
6. Cramer, J. S., *Empirical Econometrics*, North Holland

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EBA-402 TIME SERIES ECONOMETRICS

M.T: 3 HRS

M.M:70

Objective: *The objective of this paper is to make the student to understand the tools and techniques for modeling the stochastic processes. These techniques are considered as vital tools of quantitative business analysis.*

Course Contents:

Business Forecasting: Business forecasting and planning, Common time series patterns, Types of forecasting methods, Statistical fundamentals for evaluating forecasting.

Univariate Smoothing Methods: Moving average, Weighted moving average, Exponential smoothing, Seasonal indexes, Trend-seasonal and Holt-Winters smoothing.

Stationary Time Series Models: Stochastic process, Stationarity, Modelling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, Testing unit roots – Dickey & Fuller, Phillips and Perron tests.

Multivariate Models: Intervention analysis, Transfer function models, VAR analysis – Estimation, Identification and the Impulse response function.

Longrun Models: Cointegration – Eagle-Granger Methodology, Johanson approach, Error-correction models, Granger Causality, Exogeneity,

Modelling Volatility: ARCH, GARCH, and ARCH-M and EGARCH models.

Suggested Readings:

1. Delurgio Stephen A., *Forecasting Principles and Applications*, McGraw-Hill.
2. Patterson K., *An Introduction to Applied Econometrics*, Palgrave.
3. Enders Walter, *Applied Econometrics Time Series*, John Wiley.
4. Diehold Francis X., *Elements of Forecasting*, South Western, Thomson.
5. Spyros G. Makridakis, Steven C. Wheelwright & Rob J. Hyndman, *Forecasting Methods & Application*, John Wiley.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This paper includes some of the advance tools and techniques of statistical analysis and also considered as important tools for empirical research in marketing, finance and management.*

Course Contents:

Multivariate Analysis: Concept, the variate, Measurement scales, Measurement error, Methodology of Model Building.

Multivariate Analysis of Variance: One independent variable at two levels and one dependent variable, two-group MANOVA, Multiple-group MANOVA, MANOVA for two independent variables or factors.

Repeated Measure Analysis of Variance: Between-subject and within-subject factors and designs, univariate & multivariate approaches to repeated measure analysis.

Principal Components Analysis: Geometry of principal components analysis, analytical approach, issues relating to the use of principal components analysis, use of principal components scores.

Factor Analysis: Basic concepts and terminology of factor, objectives of factor analysis, geometric view of factor analysis, factor analysis techniques-principal components factoring (PCF), principal axis factoring, factor analysis versus principal components analysis, factor rotation, factor scores.

Discriminant Analysis: Geometric view, analytical approach, classification methods, Fisher's linear discriminant, Mahalanobis distance.

Canonical Correlation: Geometry of canonical correlation, analytical approach, canonical variates and the canonical correlation, statistical significance tests for the canonical correlations, interpretation of the canonical variates, practical significance of the canonical correlation.

Cluster Analysis: Geometrical view of cluster analysis, objective of cluster analysis, Similarity measures: Hierarchical clustering-centroid method, Single-linkage or the nearest-neighbor method, complete-linkage or farthest-neighbor method, average-linkage method, Ward's method, Nonhierarchical Clustering.

Suggested Readings:

1. Tinsley, Harward E and Brown Stered D., *Handbook of Applied Multivariate Statistical and Mathematical Modeling*, Academic Press.
2. Morrison D F., *Multivariate Statistical Analysis*, McGraw Hill.
3. Overall J E and Klett C., *Applied Multivariate Analysis*, McGraw Hill.
4. Hair, Anderson, Tatham and Black. *Multivariate Data Analysis*, Pearson.
5. Nargundlar, R., *Marketing Research*, Tata McGraw Hill.
6. Johnson Richard A and Wichern Dean W., *Applied Multivariate Statistical Analysis*, PHI.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The paper explores the internal dynamics of a firm and equips the student to identify the right kind of input for informed decision making. The understanding of the concept learnt in this paper shall also help seek superior alternate solutions.*

Course Contents:

Theory of the Firm and its Objectives, Boundary of a firm, Change in boundary of a firm (Mergers and acquisitions)

Entry Deterrence, Accommodation and Exit Mergers and acquisitions, Fixed costs as barriers to entry, sunk costs and pre-commitment, the taxonomy of business strategies, entry deterrence, limit pricing, predation

Product Differentiation and Pricing Strategies, Characteristic Approach, the notion of product space, equilibrium in price and location, Pricing- Cost plus pricing, bundling, auction, quality and pricing, limit pricing theory

Rationale of Firm in Market economy, Resource Based view of Firm, Component of Value Creation, - Architecture, Reputation, and Knowledge,

Competitive Advantage of a Firm: Concept, Value Creation, Cost Advantage, Origin of Competitive Advantage- Creative Destruction, Innovation, Etc.

Suggested Readings:

1. Andreu Mas- Colell, Michael D. Whinston & Jerry R. Green, *Microeconomic Theory*, Oxford University Press.
2. Trimorthy C. G. Fisher & Robert G. Waschik, *Managerial Economics: A Game Theoretic Approach*, Routedledge.
3. Paul Milgram & John Roberts, *Economics, Organization & Management*, Prentice Hall.
4. D.N. Sengupta & Anandya Sen., *Economics of Business Policy*, Oxford University Press.
5. Steven E Landsberg, *Price Theory & Application*, Dryden.
6. Walter Nicholson, *Microeconomic Theory*, Thomson.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *Helps in making business decisions, and to this end, it provides business intelligence to the decision maker. And it is this analysis, which when performed on the warehouse database, help companies get that edge over its competitors.*

Course Contents:

Introduction: The Evolution of Data Warehousing (The Historical Context), the Data Warehouse a Brief History, Today's Development Environment. Principles of Data Warehousing (Architecture and Design Techniques): Types of Data and their uses conceptual Data, Architecture, Design Techniques, and Introduction to the Logical Architecture. Creating the Data Asset: Business Data Warehouse Design, Populating the Data Warehouse, Unlocking the Data Asset for End Users (The Use of Business Information): Designing Business Information Warehouse. Major issues, Data Mining Primitives: Concepts, features, Characterization and Comparison, Data generalization and summarization based characterization, analysis of attribute relevance, decision trees induction, Bayesian classification, Classification by back propagation. .

Suggested Readings:

1. Barry Devlin, *Data Ware House: From Architecture to Implementation*, Addison Wesley.
2. Alex Berson, Stephen Smith & Kurt Threaring, *Building Data Mining Applications for CRM*, Tata McGraw Hill.
3. Alex Berson & Stephen Smith, *Data Warehousing, Data Mining and OLAP*, Tata McGraw Hill.
4. Michael J.A.Berry, *Data Mining Techniques for Marketing Sales and Customer Support*, Gordon Linoff.
5. Han, Jiawei, *Data Mining: Concepts and Techniques*, Harcourt.
6. Pujari, Arun K., *Data Mining Techniques*, Hyderabad University Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This paper includes some of the advance tools and techniques of data analysis also considered as important tools for skilled business analyst.*

Course Contents:

Non Linear Regression Models: Statement, assumptions, orthogonality condition, Nonlinear least square method, Box-Cox Transformation, Hypothesis testing and parametric restrictions.

Model for Panel Data: Types, Fixed effects estimation – The within and between-groups estimator, Fixed time and group effects, Unbalanced panels and fixed effect; Random effects estimation – Generalized least square, FGLS, Testing for random effects, Hausman's specification test.

Limited Dependent Variable and Duration Models: Truncation – Truncation distribution, moments of truncated distribution, The truncated regression model; Censored-Response Model: Censoring, Probit Model, and its estimation; Duration Models, Duration data, Parametric models, Models of the Hazard function.

Non parametric Density and Regression Analysis. Density estimation via Kernels and its properties, Kernel Regression estimators, Local polynomial regression and Histograms.

Suggested Readings:

1. Johnston, J., *Econometric Methods*, McGraw Hill.
2. Judge, Corter, William Halmit & Lee, *Theory and Practice of Econometrics*, John Wiley.
3. Madansky, A., *Foundations of Econometrics*, North Halton Amsterdam.
4. Maddala, G. S., *Econometrics*, McGraw- Hill.
5. Greene, William H., *Econometric Analysis*, Pearson.
6. Mittehammer, Judge, Miller, *Econometric Foundations*, Cambridge.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EBA-407 INFORMATION ECONOMICS AND ITS APPLICATIONS

M.T: 3 HRS

M.M:70

Objective: *Information economics is the study of situations in which different economic agents have access to different information. The purpose of the course is to introduce students to the effect of asymmetric information on the efficiency properties of market outcomes and the kind of institutions and patterns of behavior develop in response to informational asymmetries. It has varied applications in the auctions, finance, economics, HRM and almost in all the functional areas of management.*

Course Contents :

Introduction to Information Economics

The Principal Agent: Hidden actions (Moral hazard) problem, hidden information problems, monopolistic screening.

Adverse Selection: Concept, lemons problem, probable solutions.

Signaling: Separating and Pooling equilibrium, Insurance market, cheap talk.

Screening: Second degree price discrimination, Screening in Competitive Insurance Market, Monopoly screening in insurance Market

Introduction to Mechanism design: Basic concepts, revelation principle, truthful implementation.

Applications of mechanism design to bargaining and auctions: Bidding behavior in the four standard auctions: First price sealed bid, second price sealed bid, Dutch auction, English auction. Revenue equivalence theorem

Applications to Finance: Credit market rationing.

Suggested Readings:

1. Mas Collet Whinston and Green, *Microeconomic Theory (MWG)*, Oxford University Press.
2. Mas Collet Whinston and Green, *Microeconomic Theory (MWG)*, Oxford University Press.
3. Hart, O., and Holmstrom, B., "*The Theory of Contracts.*" In T. Bewley (ed.), *Advances in Economic Theory Fifth World Congress*, Cambridge University Press.
4. Varian, *Microeconomic Analysis*
5. Akerlof, G. (1970) "The market for lemons: Qualitative uncertainty and the market mechanism" *Quarterly Journal of Economics* 84, 3, 488 – 500.
6. Spence, A. M. "Job Market Signaling." *Quarterly Journal of Economics* 87 (1973).
7. Grossman, S. (1981), "The Informational Role of Warranties and Private Disclosure about Product Quality" *Journal of Law and Economics*, Vol. 24, No. 3, 461-483
8. Freixas and Rochet, *Microeconomics of Banking*.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA-IB SYLLABUS

FIRST SEMESTER

Objective: *The objective of this course is to make the students learn about the applications of statistical tools and techniques in decision making.*

Course Contents:

Definition, scope and limitations of statistics; Descriptive statistics: central tendency, Dispersion; Probability theory: additive and multiplicative rules, conditional probability, Baye's theorem; Probability distributions; Binomial, Poisson, Normal distribution, their characteristics and applications.

Sampling and sampling methods: basic sampling concepts, sampling and non-sampling errors; sampling distributions of mean and proportion; law of large numbers; central limit theorem; statistical estimation: point and interval estimation of population mean.

Inferential statistics: Hypothesis testing- formulation of hypothesis and types of errors; large and small sample tests - Z, t, F tests and ANOVA (One way); non parametric tests: Chi-square Sign test, Wilcoxon signed rank test, Kruskal Wallis test.

Correlation and regression analysis - two variables case; time series analysis - forecasting, importance and application, trend analysis using least square method.

Statistical quality control: causes of variations, quality control charts, purpose and logic of constructing a control chart, types of control charts, computing the control limits (X and R Charts); control charts for attributes - fraction defectives and number of defects; acceptance sampling.

Index numbers: meaning and types, weighted aggregative indices –Laspeyer's and Paasche's indices and their comparison, test of adequacy, problems of index number.

Suggested Readings:

1. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins.
2. Hein, L.W., *Quantitative Approach to Managerial Decisions*, Prentics Hall.
3. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins.
4. Levin, Richard I. & David S Rubin, *Statistics for Management*, Prentice Hall.
5. Anderson, Sweeney & Williams, *Statistic for Business and Economics*, Thomson Learning.
6. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons.
7. Hooda, R.P., *Statistics for Business and Economics*, Macmillan.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-103 MANAGERIAL ECONOMICS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics 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 economics in decision-making; Demand function; Elasticity of demand and its significance in managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Cost and revenue curves and economies of scale; Production function : short term and long run; Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly. Modern theories of firm: Bamoul's theory of sales maximization; Williamson's Managerial discretion model, Behaviour model of Cyert and March.

National income- concept and measurement; Inflation- types and control; Basic concepts of trade; Monetary and fiscal policies- concepts, objectives and instruments. Growth models: Harrod-Domar model and Solow model of economic growth.

Suggested Readings:

1. Peterson, Lewis, *Managerial Economics*, PHI.
2. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
3. Brigham E.F. & J.L. Pappas, *Managerial Economics*, Dryden Press.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Das, Satya P., *Microeconomics for Business*, Sage Publication.
6. Kay, Johan, *The Business of Economics*, Oxford University Press.
7. Dobbs Ian M., *Managerial Economics-Firms, Markets, and Business Decisions*, Oxford University Press.
8. Koutsoyiannis A., *Modern Economics*, Macmillan.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
 - 2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB -104

INTERNATIONAL BUSINESS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will highlight the problems encountered and issues raised in managing overseas business.*

Course Contents:

The concept of International Business; International Process; Forms of International Business; Review of International trade theories; Trade barriers and their impact; Environmental factors affecting International Business, Economic, Cultural, Political, Legal and Technological; Entry strategies.

Multinational Enterprises: Meaning, Characteristics, Classification and their role in developing countries; Strategic Management of MNE's. Determination of exchange rate.

International Financial and trade institutions: IMF; World Bank, GATT/WTO.

Country evaluation and selection, global manufacturing, international business negotiations and diplomacy, collaborative strategies.

Suggested Readings:

1. Korth, Christopher M., *International Business Environment and Management*, Prentice Hall.
2. Ramu, S. Shiva, *International Business: Governance Structure*, Wheeler Publishing.
3. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
4. Mithani, D.M., *International Economics*, Himalaya Publishing House.
5. Jain, Subhash C., *International Marketing Management*; CBS Publisher & Distributors.
6. Charles W.L. Hill, *International Business*, Tata MC Graw-Hill.
7. Czinkota, Ronkainen & Moffet, *International Business*, Thomson, South-Western.
8. Daneiels, Radebaugh and Sullivan, *International Business, Environments and Operations*, Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
 - The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-105
M.T: 3 HRS

ACCOUNTING FOR MANAGERS

M.M:70

Objective: *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 ~~Formation~~ ~~and~~ ~~importance~~ ~~of~~ ~~accounting~~ ~~standards~~; ~~Accounting~~ ~~process~~; ~~Accounting~~ ~~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~~ ~~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~~ ~~Costing~~ review.

Suggested Readings:

1. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Richard d. Irwin.
- . Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
3. Gupta, R.L. & Ramaswmy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
4. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
6. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB -106 BUSINESS ENVIRONMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of this paper is to acquaint the students the broader context and framework in which a firm operates. This will benefit the students to take better informed decisions.*

Course Contents:

Introduction: Understanding of business systems and firms.

A glimpse of business environment: Micro and macro environment.

Demographic environment: Population size, income level, falling birth rate and changing age structure.

Political and government environment: Functions of state and political dynamics of India.

Social environment: Impact of society and culture on business.

Technological environment: Innovation, technology and competitive advantage.

Case study: Integration of different factors into a practical and empirical case.

Economic environment: An overview.

Structure of the economy: Changing structure of the economy from closed to open system

New economic policy: Globalization, liberalization, and privatization.

Debate: New economic policy: Boon or bane for India.

Small Scale industry: Emergence of knowledge based ventures: service sector and traditional small scale sector.

Labour Environment: Labour legislation, trade unions, and paradox of shortage of skilled

Financial environment: Financial systems: an overview.

Suggested Readings:

1. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
2. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
3. AswathApa, K., *Business Environment*, Excel Books.
4. Bedi S.K., *Business Environment*, Excel Books.
5. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
6. Economic Survey, Govt. of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which Students shall to be required to attempt five questions in all.
All questions carry equal marks

MBAIB: 107 COMPUTER APPLICATIONS IN BUSINESS

M.T: 3 HRS

M.M:70

Objective: *The Objectives of this course include developing an understanding of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business applications.*

Course Contents:

Computer systems: an introduction; Classification of computer system; Generations of Computers; computer system; Computer languages and Operating Systems; Indian computing environment.

Internet and Intranet: Meaning of Internet and Intranet, Types of Internet connections, Setting & connecting to Internet; Introduction to TCP/IP, sending and reading e-mails; Search engines, Downloading/Uploading from/to website; Introduction to LAN , MAN & WAN.

E-Commerce: 2an 2introduction; 2framework; 2applications; 2Network 2infrastructure; 2Internet communication; 2Online 2transaction 2processing, 2Electronic 2payment 2system; 2Electronic 2data exchange (EDI), Electronic signature, Brief introduction to Information Technology Act and its major applications – cyber crime, phishing website.

MS Office: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros; Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel; Power Point: Basics, working with texts and graphics in power point.

Basic applications of PASW (SPSS) and E-view software with reference to data analysis.

Suggested Readings:

1. Sinha,P.K., *Computer Fundamentals*, BPB.
- . B. Ram, *Computer Fundamentals*, New Age.
3. Douglas, E. Comer, *Computer Network and Internet*, Pearson Education.
4. Kalakota, Whinston, *Frontiers of Electronic Commerce*, Addison Welsey.
5. Kosiur, *Understanding E-Commerce*, Prentice Hall of India.
6. Efraim Turban, Jay Lee, David King & H. Micheal Chang, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA-IB SYLLABUS
SECOND SEMESTER

Objective: *The purpose of this course is to develop an understanding of the concepts, strategies and issues involved in the marketing and its role in new economic era.*

Course Contents:

Marketing – Meaning, Concept and Evolution; Marketing Environment and its constituents; ~~Environment~~ SWOT Analysis. Understanding Consumer Behaviour and Consumer Buying-Decision Process. Marketing Information System and Marketing Research-its role in Marketing Decisions. Strategic Marketing Planning; Marketing Strategies - Segmentation, Targeting, Differentiation and Positioning (STP); Marketing Mix – Meaning, Concept and different Paradigms. Marketing Mix as a strategic tool.

Product- Concept and Meaning; Product Decisions - Product Mix, Product Life Cycle, and New ~~Product~~ Development. Branding – Concept, Decisions and Strategies, Product vs. Brand; Packaging Decisions. Pricing – Meaning, Methods and Strategies; Pricing as a tool in dealing with competition.

Distribution and Logistics Management - Meaning, Decision and Strategies; Designing marketing channels and managing value networks.

Promotion – Meaning, Methods, Decisions and Strategies. Promotion Mix - Advertising, Sales Promotion, Personal Selling, Public Relations and Publicity; Customer Relationship Management; Integrated Marketing Communication (IMC) – a Holistic Approach.

Evaluation and control of Marketing Efforts. Ethics in Marketing and Consumerism; Emerging ~~Trends~~ Application of marketing in different areas – Services, Rural Marketing, Green Marketing, Cyber Marketing, Event Marketing and Retail Marketing; Role of Marketing in emergence of India as a ~~global~~ economic power.

Suggested Readings:

1. Kotler, Philip & Armstrong, G., *Principles of Marketing*.
- . Kotler Philip, *Marketing Management*.
3. Perreault, William D. & McCarthy, Jr. E. Jerome, *Basic Marketing*.
4. Czinkota & Kotabe, *Marketing Management*.
5. Ramaswamy, V. S. & Namakumari, S., *Marketing Management: Planning, Control*.
6. Zikmund, *Marketing*.
7. Rajan Saxena, *Marketing Management*.
8. R.Srinivas, *Case Studies in Marketing - Indian context*.
9. Stanton, *Fundamentals of Marketing*.
10. Bovee and John Thill, *Marketing*.

Additional Suggested Reading for Broader Understanding -

11. C. K. Prahalad, *The Fortune at the Bottom of Pyramid*
12. Matt Haig, *100 Brand Failures*
13. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB -202
M.T: 3 HRS

HUMAN RESOURCE MANAGEMENT

M.M:70

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

Course Contents:

Concepts and perspectives of Human Resource Management; Human Resources Management environment; Managerial and operative functions of HRM; 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 Management; Employee Separation Practices.

Suggested Readings:

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata Mc Graw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB -203 FINANCIAL MANAGEMENT
M.T: 3 HRS

M.M:70

Objective: *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 in determining cash flows, methods of capital budgeting; Risk analysis; Cost of capital: Concept and importance; Computations of cost of various sources of finance; Average Cost of Capital; Capital Structure: 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 Modeling.

Suggested Readings:

1. Hampton, John. *Financial Decision Making*. Englewood Cliffs, Prentice Hall Inc.
2. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.
3. Prasanna Chandra, *Financial Management*, McGraw Hill.
4. Pandey, I.M., *Financial Management*, Vjkas Publication House.
5. Van Home. James C., *Financial Management and Policy*, Prentice Hall of India.
6. Winger, Bernard & Mohan, Nancy. *Principles of Financial Management*, Macmillan Publishing Company.
7. Brigham & Ehrhmdt, *Financial Management*, Thomson Learning.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
 - . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

MBAIB-204
M.T: 3 HRS

M.M:70

Objective: *The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.*

Course Contents:

Significance of procedures and documentation in international trade; Procedures and Documentation as per WTO provision Aligned Documentation System (ADS); Official machinery for trade procedures and documentation; ITC (HS) classification system Role of INCOTERMS;

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents. Cargo Insurance and claim Procedures

Methods of payment in international trade; documentary collection of export bills, UPCDC guideline, realization of export proceeds-Provision of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Suggested Readings:

1. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
- . Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
3. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
4. Government of India, *Handbook of Import - Export Procedures*.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import-Export Policy Procedures

Note:

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

.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

M.T: 3 HRS

M.M:70

Objective: *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:

MBAIB-205

BUSINESS

Meaning, role, functions and importance of communication in Business
Organisations; Process; Principles of Business Communication; Barriers of Communication
and strategies to overcome the barriers; Reading skills; Listening skills; Types
of communication- Formal and Informal communication, Verbal and Non-verbal
Oral and Written communication; Business Letters- Format and layout of business letter, Types
of business letters; Internal Communication- Circulars, Memos, Office notes,
Reminders, Employee Newsletters; Report writing- Types of reports, Essentials of good
writing, steps in report writing, Synopsis writing, Preparing a resume; Interactive
communication- Meetings, Conferences, Interview & GD, Public Speech; Presentation skills;
Cross cultural communication- Problems of cultural differences; Techniques of
communicating. Role of technology in communication, Electronic communication.

COMMUNICATION

Suggested Readings:

1. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, Tata McGraw-Hill Publishing Co. Ltd.
2. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
3. Matthukutty M. Monipally, *Business Communication Strategies*, Tata McGraw-Hill.
4. Mary Ellen Guffey, *Business Communication Process and Product*, Thomson South-Western.
5. Scot Ober, *Contemporary Business Communication*, Houghton Mifflin Company.
6. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
7. Taylor, *Communication for Business*, Pearson Education.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven questions) out of which students shall be required to attempt five questions in all. All Questions shall carry equal marks.

MBAIB -206 MANAGEMENT SCIENCE

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision-making.*

Course Contents:

Definition, methodology, scope and limitations of management science; Linear programming: meaning, scope, assumptions, formulation, graphical and simplex methods, special cases; sensitivity analysis: change in objective function coefficient, availability of resources.

Transportation problems: initial basic feasible solution, MODI method, special cases of transportation problem; assignment problems- Hungarian assignment method.

Queuing theory: introduction, elements of queuing system, operating characteristics, queuing model (single-channel poisson arrivals with exponential service time, infinite population model), priority models with deterministic demand; Project scheduling (PERT/CPM).

Decision theory and decision trees analysis; Game theory: Pure and mixed games, dominance and graphical method; Markov analysis; Simulation (Monte Carlo Method).

Integer programming- branch and bound method; Goal programming; Dynamic programming.

Suggested Readings:

1. Budnik, Frank S. & Dennis Mcleavey, Richard, *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller.
2. Gould. F J., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Mathur, K & Solow, D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
4. Narang A S., *Linear Programming and Decision Making*, Sultan Chand and Sons.
5. Sharma, J K., *Operations Research: Theory and Applications*, Macmillan India Ltd.
6. Taha, H A., *Operations Research - An Introduction*, Macmillan.
7. Theirouf, R. J. and Klekamp. R.C. *Decision Making Through Operations Research*, John Wiley.
8. N.D. Vohra, *Quantitative Techniques in Management*, Tata McGraw Hill.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB- 207 RESEARCH METHODOLOGY

M.T: 3 HRS

M.M:70

Objective: *Understanding of Research methods to the students of business shall enable them to identify and analyze issues in business and management in a scientifically and rigorous manner. With this objective this course is designed.*

Course Contents:

Scientific research: meaning and characteristics of scientific research; Types of research- qualitative, quantitative, experimental, exploratory, empirical, descriptive, case studies, historical studies, philosophical studies, quasi-experimental.

Constructs and variables, and review of literature: concept of constructs and variables; Type of variables- continuous and categorical. Constructs, observables and intervening variables.

Review literature- purpose of review, sources of review.

Problem identification and formulation of hypothesis: meaning and characteristics of a problem of problem. Hypothesis-meaning and characteristics of a good hypothesis, ways of hypothesis, types of hypothesis.

Research designs: Concept, need and types of research designs; Survey research-nature, method of collecting the observations and related issues.

Measurement, reliability and validity: concept, rules, types of scales, Questionnaire Design. Basic concepts of reliability and validity.

Sampling design & sampling: Census v/s Sampling, Type of sampling and its selection; Sample determination.

Suggested Readings:

1. Freedman, P., *The Principles of Scientific Research*, Pergamon Press.
2. Oppenheim A.N., *Questionnaire Design & Attitude Measurement*, Basic Books.
3. Neely Andy D., *Business Performance Measurement. Theory & Practice*, Cambridge University Press
4. Mark E Ware, *Handbook for Teaching, Statistics B& Research*, Charles 2L Brewer Methods Lawrence Erlbaum Associate.
5. Parnneevselvam R, *Research Methodology*, Prentice Hall India.
6. Kothari C.R, *Research Methodology & Technique*, New Age International Publishers,
7. Zirkmund William G, *Explaining Marketing Research*, Thomson Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA-IB SYLLABUS

FINAL YEAR

COMPULSORY PAPERS

**MBAIB-301
MANAGEMENT**

BUSINESS POLICY AND STRATEGIC

M.M:70

Objective: *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.

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Suggested Readings:

1. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw Hill Publications.
2. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Pearson
3. Michael Porter, *Competitive Advantage of Nations*, Free Press, New York
4. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
5. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
6. Melvin J. Stanford, *Management Policy*, Prentice-Hall
7. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, 12th edition, Chicago, IL: R. D. Irwin, Inc
8. Jean-Louis Schaan , & Micheál J. Kelly *Cases in Alliance Management: Building Alliances*, SAGE Publications

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-302 BUSINESS LEGISLATION

M.T: 3 HRS

M.M:70

Objective: *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. Performance of a Contract. Discharge of a Contract. Breach of Contract and its Remedies. The Sale of Goods Act, 1930: Formation of a Contract, Distinction between Sale and Agreement to Sell, Meaning of Goods, Condition and Warranties, Doctrine of Caveat Emptor, Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types, Holder and 'Holder in due Course', Negotiation and Assignment. The Companies Act, 1956: Nature and types of Companies. Formation, Memorandum and Articles of Association. Membership. Meetings. Winding up.

Suggested Readings:

1. Singh, A., *Company Law*, Eastern.
2. Maheshwari, S.N. & Maheshwari, S.K., *2A B Manual of Business Laws*, Himalaya Publishing House.
3. Gulshan, S.S. & Kapoor, G.K., *Business Law including Company Law*, New Age Techno Press.
4. Kuchhal, M.C. & Prakash, Deepa, *Business Legislation for Managers*, Vikas Publishing House
5. Tuteja, S.K., *Business Law for Managers*, Sultan Chand.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-401

ENTREPRENEURSHIP DEVELOPMENT

M.T: 3 HRS

M.M:70

Objective: *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:

Concept of Entrepreneur, Entrepreneurship and Intrapreneur, Entrepreneur vs. Manager
Significance of Entrepreneurial Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship; Ethics and Entrepreneurship; Life Cycle of new Business and relationship with Large Enterprises.

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; 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, Economic, Technical, Financial and Managerial Feasibility of Project.

Govt support to new Enterprise; Role of Government and Promotional Agencies in Entrepreneurship Development, Entrepreneurship Development Programmes; Role of various institutions in Developing Entrepreneurship in India (A brief description only).

Suggested Readings:

1. Clifton, Davis S and Fyfie, David E., *Project Feasibility Analysis*, John Wiley.
2. Desai, A N., *Entrepreneur & Environment.*, Ashish Publications.
3. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
4. Jain Rajiv., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
5. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
6. McClelland, D C and Winter, W G., *Motivating Economic Achievement*, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook on Learning Systems*, Learning Systems.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
 - The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA-402

BUSINESS ETHICS

M.T: 3 HRS

M.M:70

Objective: *The objective of the course is to sensitize the students about the various ethical issues in business management in the current environment.*

Course Contents:

Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21st Century.

Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management, Ethics in Global Business, Ethics in IT.

Managing Ethics: Building a Value System, Role of Law and Enforcement, Training in Ethics.
Broader Ethical Issues in Society: Corruption, Ecological Concern and Discrimination on the Basis of Gender, Caste or Race, Suitable Model of Management in Indian socio-economic Environment.

Suggested Readings:

1. Manuel G. Velasquez, *Business Ethics*, Pearson Prentice Hall.
- . Ravindranath B. & Narayana B., *Business Ethics*, Vrinda Publications Pvt. Ltd.
3. Kaushal, S.L., *Business Ethics: Concepts, Crisis and Solutions*, Deep and Deep Publications Pvt. Ltd.
4. Rinku, Sanjeev and Khanna, P., *Ethics and Values in Business Management*, Ane Books Pvt. Ltd.
5. Joseph W. Weiss, *Business Ethics: A Stakeholder and Issues Management Approach*; Thomson -South Western.
6. Ghosh, B., *Ethics in Management and Indian Ethos*, Vikas Publication House Pvt. Ltd.
7. Dave, N.V., *Vedana and Management*, Deep and Deep Publications Pvt. Ltd.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

INTERNATIONAL BUSINESS AREA PAPERS

MBAIB-304

INTERNATIONAL FINANCIAL MARKETS

M.T: 3 HRS

M.M:70

Objective:

The objective of this course is to give students an in-depth knowledge of the working of international financial markets.

Course Contents:

Globalisation and the Growth of Derivatives, Euro-currency Market, Eurobanking and Euro-currency Centres, Term Structure of Euro-currency Rates, Euro-currency Futures and ~~Optimized~~ Euro-credits.

International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, New Instruments in International Capital Markets, International Banking, International Portfolio Diversification.

Suggested Readings:

1. Buckley, Adrian, *Multinational Finance*, Englewood Cliffs, Prentice Hall Inc.
- . Eiteman, David K. and Stonehill, Arthur 1, *Multinational Business Finance*, Addison-Wesley.
3. Johnson and Giaccott, *Options and Futures*. S1 Paul, West.
4. Kim, Suk and Kim, Seung, *Global Corporate Finance: Text and Cases*, Miami.
5. Shapiro, Alan C., *Multinational Financial Management*, Prentice Hall of India.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

M.T: 3 HRS**M.M:70**

Objective: *The aim of the course is to acquaint the students with the contemporary issues of world economy .
And the emergence of international trade organizations which help to expand the rule based Trade among the countries.*

Course Contents

Contemporary issues of world economy; term of trade and new trade theories, trade distribution

and welfare international commercial arbitrations

World trade organization; objective, function, structure, features, dispute settlement mechanism

Benefit of WTO, agreement on textile and clothing, agreement on technical barriers to trade TRIPS agreement, agreement on agriculture, implications of TRIMS on Indian industry

Implication: non trade issues, SCM & ADDs, strategies to meet the challenges of WTO

IMF and development organization; IMF objectives, IMF financing facilities & polices

World Bank; World Bank assistance to India

IFC, MIGA & ICSID

Asian development bank; objective & focus

UNCAD; functions, basic principles, technologies & logistics

Suggested Readings:

1. PK Vasudeva, *World Trade organization: Implications for India*, Pearson Education 2005
2. Carbaugh, Robert S. *International economics 9th editions*, Thomson South-western 2004.
3. ICSI, *World trade organization, joint ventures & foreign collaborations*, Taxman
4. Publication, *World economy trade & finance*, 7th Editions, Thomson south western 2007.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-306

INDIA'S FOREIGN TRADE & POLICY

M.T: 3 HRS

M.M:70

Objective: To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

Course Contents:

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trades; Directional Pattern: Major export commodities - their trend, problems and prospects; Major import commodities Foreign Exchange Management; Present Export Import Policy; Export Promotion Policies; EPCG; DEPB; Duty Draw Back Scheme; Export incentives: Financial and Fiscal; the Role of EXIM Bank of India; ECGC; Infrastructure support for Export Promotion; Export Promotion Council; Export Board/ Export Development Authorities; Specific Service Institutions; Role of State Trading Organizations, ; Special Economic Zones; Agriculture Export Zones; Clusters; Exported Units and Export Trading House Schemes; Impact of WTO on India's Trade Policy. Ministry of Commerce, Role of DGFT

Suggested Readings:

1. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications.
2. *Export-Import Policy*, Nabhi Publications.
3. Paras Ram, *Export: What, Where & How*, Anupam Publications.
4. Bhattacharya, *International Marketing Management*, Sultan Chand & Sons.
5. Jain, S.K., *Export Performance Band Export Marketing Strategies*, Commonwealth Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-307 INTERNATIONAL MARKETING

M.T: 3 HRS

M.M:70

Objective: *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 process of International Marketing; reasons and motivations for underlying International Trade and International Business; basic modes of process of International Marketing; Domestic Marketing versus International Marketing International Marketing Environment, Factors 2influencing International 2market 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 and strategies, Process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International advertising strategy, elements of advertising strategy, media strategy; International Distribution Channels, Selecting distribution channels.

Suggested Readings:

1. Vern Terpestra and Ravi Sarathy, *International Marketing*, Cengage Publications.
- . Simon Majaro, *International Marketing*
3. John,Fayerweather,*InternationalMarketing*
4. Varshney R. L. and Bhattacharya,B., *International Marketing*, Sultan Chand
5. Publications.
6. Sak Onkvisit and John Shaw, *International Marketing (Analysis and Strategy)*, PHI.
7. Warren, J. Keegan, *Global Marketing Management*, Pearson Education/PHI.
8. Phillip R. Cateora, *International Marketing*,Tata McGraw Hill.
9. Johny K. Johansson, *Global Marketing*, Tata Mc Graw Hillwith Edition.
10. Raja Gopal, *International Marketing*, Vikas Publishing House.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-308
M.T: 3 HRS

INTERNATIONAL LOGISTICS

Objective:

This course exposes students to the fundamentals of logistics as applied to international business.

Course Contents:

International Logistics: Concept, objectives and scope; importance of logistics; International logistical operations integration, logistics strategy and planning.

General Structure of Shipping: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Role of intermediaries including freight forwarders, Shipping agents and C&F agents.

Air Transport Management

Port organization and management; Responsibilities of Port Trust: Major ports of India; Cargo legal aspects. Warehousing and Inventory Management; International Maritime Organization (IMO), INCOTERMS.

Total cost concept, advantages; Carrier consignee liabilities.

Suggested Readings:

1. Annual Reports, INSA.
- . Annual Reports, CONCOR.
3. Bowersox, Dhohld J.and Closs David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre Davd, *International Logistics*, Biztanurea.
6. Bloomberg David J., Stephan Lemay& Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-309
M.T: 3 HRS

INTERNATIONAL ACCOUNTING

M.M:70

Objective:

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

Course Contents:

International dimensions of accounting; conceptual development and comparative development of foreign currency translation; international audit environment, international standards; concept and mechanism of setting international standards, disclosure requirements international accounting standards.

Managing international information systems; international perspective on inflation international dimensions of financial reporting; harmonization of accounting practices.

Analyzing foreign financial statements; accounting for environmental protection measures. Transfer pricing.

Suggested Readings:

1. Arpon, Jeffrey S. and Radebaugh, Lee H., *International Accounting and Multinational Enterprises*, John Wiley.
- . Choi, Frederick D. S. and Mueller Gerhard G., *International Accounting*, Englewood Cliffs, Prentice Hall Inc.
3. Evans, Thomas G., *International Accounting & Reporting*, MacMillan.
4. Gray, S 1., *International Accounting and Transnational Decisions*, Butterworth.
5. Holzer, H Peter, *International Accounting*, Harper & Row.
6. Prodhan, Bimal, *Multinational Accounting*, Croom-Helm.
7. Rathore, Shirin, *International Accounting*, Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

**MBAIB-310
BUSINESS**

RISK MANAGEMENT IN INTERNATIONAL

M.M:70

Objective:

The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment

Contents:

The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and MNCs

Financial risk management, Management of credit risk, Political risk and its management.

Foreign Exchange Risk Management.

Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models interest rate derivatives, foreign currency derivatives.

Concept of value at risk, Approaches for calculating value at risk, introduction to assets liability management.

Organisational and Accounting issues in Risk Management. Case studies in risk management

Suggested Readings:

1. Milind S., *International Financial Management*, John Wiley and Sons.

. Chance, D.M., *An introduction to Derivatives and Risk Management*, Harcourt College Publishers.

3. Marrison, C, *Fundamentals of Risk management*, TMH Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-405
M.T: 3 HRS

FOREIGN EXCHANGE MANAGEMENT

M.M:70

Objective: *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:

Organization of Foreign Markets; 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.

Futures; future pricing and forward pricing, cost of carry model; settlement, marking to market convention

Currency options: Types of contracts, option strategies, option pricing

Swap: Meaning, role, rise of swaps, cash flow of swap, transaction

Foreign Exchange market Efficiency: Theory of market Efficiency, interpreting efficient market

Strategies, technical trading rules, corporate exposure management: Foreign exchange risk, organization

Of the exposure management function: economic fundamentals, financial and socio-political factors,

Technical analysis, alternative strategies for exposure management and techniques

Currency carry trade: case study

1.

BOOKS READINGS:

Note:

1. ~~Aliber, R.Z., *Exchange Risk and Corporate International Finance*, Macmillan~~
2. ~~Bhalla, V.K., *International Financial Management*, Anmol Publications~~
3. ~~Luca.Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.~~
4. ~~Shapiro, A.C., *International Financial Management*, Allyn and Baco~~
5. ~~utton, W.H., *Trading in Currency Options*, New York Institute of Finance~~

MBAIB-406 REGIONAL ECONOMIC BLOCKS

M.T: 3 HRS

M.M:70

Objective: *The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and the global economy.*

Course Contents:

Regionalism in the World Economy, Theory of Economic Integration, Selected Regional Blocks, NAFTA, EU, ASEAN, SAARC, COMESA; Globalization Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing challenges - Environment Volatility, Rise of Global Mania; Regional Alternatives; India's Free Trade Agreements.

Selected Readings:

1. Gerber James, *International Economics*, Pearson Education.
- . Balassa, Bela., *Theory of Economic Integration*, George Allen & Unwin Ltd..
3. Bhalla, V.K., *World Economy in 90s: A Portfolio Approach*, Anmol Pub. Pvt. Ltd..
4. Dreze, Jean and Sen, Aamrtya, *Indian, Development: Selected Regional Perspective*, Oxford University Press.
5. Jackson, J., *The World Trading System*, Mass: MIT Press.
6. Krugman, Paul R. and Obstfeld, M., *International Economics*, Harper Collins Pub.
7. Machlup, F. A., *History of Thought on Economic Integration*, Macmillan.
8. Trivedi, Sonu, *Regional Economic Cooperation and Integration*, New Century Publications.
9. Chhibber, Bharti, *Regional Security and Regional Cooperation*, New Century Publications.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-407
M.T: 3 HRS

INTERNATIONAL FINANCIAL MANAGEMENT

M.M:70

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

Course Contents:

Globalization & Multinational firm: finance functions in MNCs, structure of international financial Market
Cost and availability of international financial flows; (Nike and sweatshop labour)
International monetary system (case study: will the UK join the Euro club)
The markets for foreign exchange (case study: St. Bury Herbal products Ltd)
Futures and options on foreign exchange (case study: the options Speculator)
Corporate Governance around the World; Management of Transaction & economic exposure (case Study: Airbus Dollar exposure);
International Banking & Money market; forward rate Agreements (FRAs)
International bond markets; international equity markets
Interest rates and currency swaps (case study: The CNZ Corp.'s currency swap)

SELECTED READINGS:
FDI and cross border acquisitions (Hostile take-over: Myth or Reality)
1. Albert, R.Z., *Exchange Risk and Corporate International Finance*, Macmillan.
2. Bhalla, V.K., *International Financial Management*, Anmol Publications.
3. Luca Cornelius, *Trading in the Global Currency Markets*, Prentice Hall.
4. Shapiro, A.C., *International Financial Management*, Allyn and Baco
5. utton, W.H., *Trading in Currency Options*, New York Institute of Finance

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

- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-408
M.T: 3 HRS

INTERNATIONAL STRATEGIC MANAGEMENT

M.M:70

Objective: *The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in International Business.*

Course Contents:

Nature and dimensions of international strategic management; domestic versus international strategic management; function of international strategic planning; pre-requisites and complexities of international business strategy.

Strategies for foreign market entry and penetration; growth strategies, international business integration; strategy for risk and stability; revival strategies; restructuring and divestment.

Strategy formulation: The traditional and modern approaches for strategy

formulation vis-a-vis domestic firms.

Strategy Implementation: Role and responsibility of the corporate leader; corporate cultures and personal values; organizational structure for strategy formulation; factors of

successful implementation of multinational strategy.

Suggested Readings:

1. Dunning, J.H., Explaining *International Production*, Harper Collins.
2. Garpand. J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.
3. Ansoff, H. 1., *Corporate Strategy*, McGraw Hill.
4. Porter, M. E., *Competitive Strategy*, Free Press.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-409
M.T: 3 HRS

CROSS CULTURAL AND GLOBAL MANAGEMENT
M.M:70

Objective:

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:

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's 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*, Kent Publishing.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling. P J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcie, D and Puffer, M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass.
7. Mendenhall, M., *Global Management*, Massachusetts.Blackwell.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-410
M.T: 3 HRS
Objective:

GLOBAL BRAND MANAGEMENT

M.M:70

The aim of this paper is to acquaint the students with concepts and Practical aspects of brand management in the field of International Business.

Course Contents:

Product planning decision, product hierarchy, internationalization of product development process, Branding concept: Branding, salient features of global brand, brand image, brand personality, brand loyalty, global brand building, brand resonance, global brand equity, brand elements, brand extension, global brand positioning, brand value, global brand awareness. Globalization of brands: geographical extension, sources of opportunities for global brands, barriers of globalization, quality and global standards, country of origin and global brands, standardization v/s customization, brand portfolio, brand growth in global markets, socio-cultural factors and 2global 2brands, 2brand 2reinforcement 2and 2revitalization, 2corporate 2brand 2and destination brand, celebrity endorsement, global branding research.

Suggested Readings:

1. Kapferer, J.N., *Strategic Brand Management*, Free Press.
2. Kelvin lane Keller, *Strategic Brand Management*, Prentice Hall of India.
3. Aaker, David, A., *Managing Brand Equity*, Free Press.
4. Philip.R.Cateoria & John L.Gram, *International Marketing*, Tata McGraw Hill.
5. Justin Paul & Ramneck Kappor, *International Marketing: text and cases*, Tata Mc Graw Hill.
6. Rafi, A. & Mohammed, Rober.J.Fisher, *International Marketing*, Tata McGraw Hill.
7. Jeannet/Hennessey, *Global Marketing Strategies*, AIPD.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAIB-411
M.T: 3 HRS

INTERNATIONAL ADVERTISING

M.M:70

Objective:

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

Course Contents:

International Advertising: concept and nature; difference between national advertising and global advertising; changing nature of international landscape and its impact on advertising.

Cultural and cross national differences and consumer behavior segmentation and positioning
Relation to advertising

Advertising planning framework, process of setting advertising objectives, DAGMAR approach of determining advertising budget, role of creativity in copy writing, messages and tactics; Media strategy and tactics, selecting media for international campaigns, evaluation of effectiveness.

Advertising agency – functions, types, methods of compensation, agency client relationship, agency media relationship, case study of leading international Ad agencies

Special international consideration: laws and regulations, customs and culture, time, inertia resistance, rejection and politics

Adoption Vs Standardization

Suggested Readings:

1. Belch, George E. and Belch, Michael A., *Introduction to Advertising and Promotion*, Irwin.
2. Wells Burnett Moriarty, *Advertising Principles and Practice*, Pearson.
3. Arens and Bovee, *Contemporary Advertising*, Irwin.
4. Sandage and Fryberger, *Advertising*, AITBS.
5. Batra, R., Myers, Johan G. and Aaker, David A., *Advertising Management*, Prentice Hall India.
6. Guinn, *Advertising & Integrated Brand Production*, Vikas Publishing House.
7. Kleppner, Otto. *Advertising Procedure*, Englewood Cliffs, Prentice Hall Inc.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
- . The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBA (FINANCE) SYLLABUS

FIRST SEMESTER

MBAF-101 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

M.T: 3 HRS

M.M:70

Objective: *The objective of this paper is to familiarize the students with basic Management concepts and behavioural processes in the organization.*

Course Contents:

Introduction to management; Evolution of management thoughts; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Planning (Decision Making and MBO), Organizing (Organizational design and structure), Directing (Leading, Motivating and Communicating) and Controlling function of management.

Understanding and managing individual behaviour; Personality; Perception; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations.

Organizational Change; Organizational Development; Conflict Management and Stress Management.

Suggested Readings:

8. Koontz, H & Wehrich, H., *Management*, Tata McGraw Hill.
9. Luthans, F., *Organizational Behaviour*, Tata McGraw Hill.
10. Greenberg, J. & Baron, Robert A., *Behavior in Organizations*, PHI Learning.
11. Robbins, S.P., *Management*, Prentice Hall Ins.
12. Robbins, S. P., *Organizational Behaviour*, Prentice Hall of India.
13. Stoner, J., *Management*, Prentice Hall of India.
14. Davis, K., *Organisational Behaviour*, Tata McGraw Hill.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-102 MANAGERIAL ECONOMICS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics 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 economics in decision-making; Demand function; Elasticity of demand and its significance in managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Cost and revenue curves and economies of scale; Production function : short term and long run; Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

Modern theories of firm: Bamoul's theory of sales maximization; Williamson's Managerial discretion model, Behaviour model of Cyert and March.

National income- concept and measurement; Inflation- types and control; Basic concepts of trade cycles; Monetary and fiscal policies- concepts, objectives and instruments. Growth models: Harrod-Domar model and Solow model of economic growth.

Suggested Readings:

9. Peterson, Lewis, *Managerial Economics*, PHI.
10. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
11. Brigham E.F. & J.L. Pappas, *Managerial Economics*, Dryden Press.
12. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
13. Das, Satya P., *Microeconomics for Business*, Sage Publication.
14. Kay, Johan, *The Business of Economics*, Oxford University Press.
15. Dobbs Ian M., *Managerial Economics-Firms, Markets, and Business Decisions*, Oxford University Press.
16. Koutsoyiannis A., *Modern Economics*, Macmillan.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-103 ACCOUNTING FOR MANAGERS

M.T: 3 HRS

M.M:70

Objective: *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, Performa 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:

7. Anthony, R.N. & Reece J.S., *Accounting Principles*, Homewood, Illinois, Richard d. Irwin.
8. Bhattacharya, S.K. & Dearden, J., *Accounting for Management: Text and Cases*, Vikas Publishing House.
9. Gupta, R.L. & Ramaswmy, *Advanced Accountancy*, Volume I&II, Sultan Chand & Sons.
10. Hingorani, N.L. & Ramanathan, A.R., *Accounting*, Sultan Chand & Sons.
11. Jawahar Lal, *Cost Accounting*, Vikas Publishing House.
12. Maheshwari, S.N., *Advanced Accounting*, Vikas Publishing House.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this paper is to acquaint the students the broader context and framework within which a firm operates. This will benefit the students to take better informed decisions.*

Course Contents:

Introduction: Understanding of business systems and firms.

A glimpse of business environment: Micro and macro environment.

Demographic environment: Population size, income level, falling birth rate and changing age structure.

Political and government environment: Functions of state and political dynamics of India.

Social environment: Impact of society and culture on business.

Technological environment: Innovation,, technology and competitive advantage.

Case study: Integration of different factors into a practical and empirical case.

Economic environment: An overview.

Structure of the economy: Changing structure of the economy from closed to open system

New economic policy: Globalization, liberalization, and privatization.

Debate: New economic policy: Boon or bane for India.

Small Scale industry: Emergence of knowledge based ventures: service sector and traditional small scale sector.

Labour Environment: Labour legislation, trade unions, and paradox of shortage of skilled labour.

Financial environment: Financial systems: an overview.

Suggested Readings:

7. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
8. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
9. AswathApa, K., *Business Environment*, Excel Books.
10. Bedi S.K., *Business Environment*, Excel Books.
11. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
12. Economic Survey, Govt. of India.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to make the students learn about the applications of statistical tools and techniques in decision making.*

Course Contents:

Definition, scope and limitations of statistics; Descriptive statistics: central tendency, dispersion; Probability theory: additive and multiplicative rules, conditional probability, Baye's theorem; Probability distributions; Binomial, Poisson, Normal distribution, their characteristics and applications.

Sampling and sampling methods: basic sampling concepts, sampling and non-sampling errors; sampling distributions of mean and proportion; law of large numbers; central limit theorem; statistical estimation: point and interval estimation of population mean.

Inferential statistics: Hypothesis testing- formulation of hypothesis and types of errors; large and small sample tests - Z, t, F tests and ANOVA (One way); non parametric tests: Chi-square test, Sign test, Wilcoxon signed rank test, Kruskal Wallis test.

Correlation and regression analysis -two variables case; time series analysis-meaning, importance and application, trend analysis using least square method.

Statistical quality control: causes of variations, quality control charts, purpose and logic of constructing a control chart, types of control charts, computing the control limits (X and R Charts); control charts for attributes - fraction defectives and number of defects; acceptance sampling.

Index numbers: meaning and types, weighted aggregative indices –Laspeyer's and Paasche's indices and their comparison, test of adequacy, problems of index number.

Suggested Readings:

8. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins.
9. Hein, L.W., *Quantitative Approach to Managerial Decisions*, Prentics Hall.
10. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins.
11. Levin, Richard I. & David S Rubin, *Statistics for Management*, Prentice Hall.
12. Anderson, Sweeney & Williams, *Statistic for Business and Economics*, Thomson Learning.
13. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons.
14. Hooda, R.P., *Statistics for Business and Economics*, Macmillan.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF: 106 COMPUTER APPLICATIONS IN BUSINESS

M.T: 3 HRS

M.M:70

Objective: *The Objectives of this course include developing an understanding of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business applications.*

Course Contents:

Computer systems: an introduction; Classification of computer system; Generations of Computers; Parts of a computer system; Computer languages and Operating Systems; Indian computing environment.

Internet and Intranet: Meaning of Internet and Intranet, Types of Internet connections, Setting & connecting to Internet; Introduction to TCP/IP, sending and reading e-mails; Search engines, Downloading/Uploading from/to website; Introduction to LAN , MAN & WAN.

E-Commerce: an introduction; framework; applications; Network infrastructure; Internet communication; Online transaction processing, Electronic payment system; Electronic data interchange (EDI), Electronic signature, Brief introduction to Information Technology Act and its major applications – cyber crime, phishing website.

MS Office: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros; Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel; Power Point: Basics, working with texts and graphics in power point.

Basic applications of PASW (SPSS) and E-view software with reference to data analysis.

Suggested Readings:

7. Sinha,P.K., *Computer Fundamentals*, BPB.
8. B. Ram, *Computer Fundamentals*, New Age.
9. Douglas, E. Comer, *Computer Network and Internet*, Pearson Education.
10. Kalakota, Whinston, *Frontiers of Electronic Commerce*, Addison Welsey.
11. Kosiur, *Understanding E-Commerce*, Prentice Hall of India.
12. Efraim Turban, Jay Lee, David King & H. Micheal Chang, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF -107 Corporate Finance

M.T: 3 HRS

M.M:70

Objective: *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 in determining cash flows, methods of capital budgeting; Risk analysis; Cost of capital: Concept and importance; Computations of cost of various sources of finance; 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 Modeling.

Suggested Readings:

8. Hampton, John. *Financial Decision Making*. Englewood Cliffs, Prentice Hall Inc.
9. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.
10. Prasanna Chandra, *Financial Management*, McGraw Hill.
11. Pandey, I.M., *Financial Management*, Vjkas Publication House.
12. Van Home. James C., *Financial Management and Policy*, Prentice Hall of India.
13. Winger, Bernard & Mohan, Nancy. *Principles of Financial Management*, Macmillan Publishing Company.
14. Brigham & Ehrhmdt, *Financial Management*, Thomson Learning.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

SECOND SEMESTER

MBAF- 201 RESEARCH METHODOLOGY

M.T: 3 HRS

M.M:70

Objective: *Understanding of Research methods to the students of business shall enable them to identify and analyze issues in business and management in a scientifically and rigorous manner. With this objective this course is designed.*

Course Contents:

Scientific research: meaning and characteristics of scientific research; Types of research- qualitative, quantitative, experimental, exploratory, empirical, descriptive, case studies, historical studies, philosophical studies, quasi-experimental.

Constructs and variables, and review of literature: concept of constructs and variables; Type of variables- continuous and categorical. Constructs, observables and intervening variables.

Review of literature- purpose of review, sources of review.

Problem identification and formulation of hypothesis: meaning and characteristics of a problem, Types of problem. Hypothesis-meaning and characteristics of a good hypothesis, ways of stating hypothesis, types of hypothesis.

Research designs: Concept, need and types of research designs; Survey research-nature, errors, medium of collecting the observations and related issues.

Measurement, reliability and validity: concept, rules, types of scales, Questionnaire Design. Basic concepts of reliability and validity.

Sampling design & sampling: Census v/s Sampling, Type of sampling and its selection; Sample size determination.

Suggested Readings:

1. Freedman, P., *The Principles of Scientific Research*, Pergamon Press.
2. Oppenheim A.N., *Questionnaire Design & Attitude Measurement*, Basic Books.
3. Neely Andy D., *Business Performance Measurement. Theory & Practice*, Cambridge University Press
4. Mark E Ware, *Handbook for Teaching, Statistics & Research*, Charles L Brewer Methods Lawrence Erlbaum Associate.
5. Parnneevselvam R, *Research Methodology*, Prentice Hall India.
6. Kothari C.R, *Research Methodology & Technique*, New Age International Publishers,
7. Zirkmund William G, *Explaining Marketing Research*, Thomson Press.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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

Course Contents:

Concepts and perspectives of Human Resource Management; Human Resources Management in a changing environment; Managerial and operative functions of HRM; 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 Management; Employee Separation Practices.

Suggested Readings:

8. Aswathappa, K., *Human Resource and Personnel Management*, Tata Mc Graw Hill.
9. Dessler, G., *Human Resource Management*, Pearson Education.
10. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
11. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
12. Patnayak, B., *Human Resource Management*, PHI Learning.
13. Rao, V.S.P., *Human Resource Management*, Excel Books.
14. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The purpose of this course is to develop an understanding of the concepts, strategies and issues involved in the marketing and its role in new economic era.*

Course Contents:

Marketing – Meaning, Concept and Evolution; Marketing Environment and its constituents; Environment scanning and SWOT Analysis. Understanding Consumer Behaviour and Consumer Buying-Decision Process. Marketing Information System and Marketing Research-its role in Marketing Decisions.

Strategic Marketing Planning; Marketing Strategies - Segmentation, Targeting, Differentiation and Positioning (STP); Marketing Mix – Meaning, Concept and different Paradigms. Marketing Mix as a strategic tool.

Product- Concept and Meaning; Product Decisions - Product Mix, Product Life Cycle, and New Product Development. Branding – Concept, Decisions and Strategies, Product vs. Brand; Packaging Decisions.

Pricing – Meaning, Methods and Strategies; Pricing as a tool in dealing with competition.

Distribution and Logistics Management - Meaning, Decision and Strategies; Designing marketing channels and managing value networks.

Promotion – Meaning, Methods, Decisions and Strategies. Promotion Mix - Advertising, Sales Promotion, Personal Selling, Public Relations and Publicity; Customer Relationship Management; Integrated Marketing Communication (IMC) – a Holistic Approach.

Evaluation and control of Marketing Efforts. Ethics in Marketing and Consumerism; Emerging Trends and application of marketing in different areas – Services, Rural Marketing, Green Marketing, Cyber Marketing, Event Marketing and Retail Marketing; Role of Marketing in emergence of India as a global economic power.

Suggested Readings:

14. Kotler, Philip & Armstrong, G., *Principles of Marketing*.
15. Kotler Philip, *Marketing Management*.
16. Perreault, William D. & McCarthy, Jr. E. Jerome, *Basic Marketing*.
17. Czinkota & Kotabe, *Marketing Management*.
18. Ramaswamy, V. S. & Namakumari, S., *Marketing Management: Planning, Control*.
19. Zikmund, *Marketing*.
20. Rajan Saxena, *Marketing Management*.
21. R.Srinivas, *Case Studies in Marketing - Indian context*.
22. Stanton, *Fundamentals of Marketing*.
23. Bovee and John Thill, *Marketing*.

Additional Suggested Reading for Broader Understanding -

24. C. K. Prahalad, *The Fortune at the Bottom of Pyramid*
25. Matt Haig, *100 Brand Failures*
26. W. Chan Kim & Renee Mauborgne, *Blue Ocean Strategies*.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF -204 MANAGEMENT SCIENCE

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision-making.*

Course Contents:

Definition, methodology, scope and limitations of management science; Linear programming: meaning, scope, assumptions, formulation, graphical and simplex methods, special cases; sensitivity analysis: change in objective function coefficient, availability of resources.

Transportation problems: initial basic feasible solution, MODI method, special cases of transportation problem; assignment problems- Hungarian assignment method.

Queuing theory: introduction, elements of queuing system, operating characteristics, queuing model (single-channel poisson arrivals with exponential service time, infinite population model); Inventory models with deterministic demand; Project scheduling (PERT/CPM).

Decision theory and decision trees analysis; Game theory: Pure and mixed games, dominance and graphical method; Markov analysis; Simulation (Monte Carlo Method).

Integer programming- branch and bound method; Goal programming; Dynamic programming.

Suggested Readings:

9. Budnik, Frank S. & Dennis Mcleavey, Richard, *Principles of Operations Research*, Richard Irwin, Illinois - All India Traveller Bookseller.
10. Gould. F J., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
11. Mathur, K & Solow, D., *Management Science*, Englewood Cliffs, Prentice Hall Inc.
12. Narang A S., *Linear Programming and Decision Making*, Sultan Chand and Sons.
13. Sharma, J K., *Operations Research: Theory and Applications*, Macmillan India Ltd.
14. Taha, H A., *Operations Research - An Introduction*, Macmillan.
15. Theirouf, R. J. and Klekamp. R.C. *Decision Making Through Operations Research*, John Wiley.
16. N.D. Vohra, *Quantitative Techniques in Management*, Tata McGraw Hill.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-205 BUSINESS COMMUNICATION

M.T: 3 HRS

M.M:70

Objective: *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:

Meaning, role, functions and importance of communication in Business Organisations; Communication Process; Principles of Business Communication; Barriers of Communication and strategies to overcome the barriers; Reading skills; Listening skills; Types of Communication- Formal and Informal communication, Verbal and Non-verbal communication, Oral and Written communication; Business Letters- Format and layout of business letter, Types of business letters; Internal Communication- Circulars, Memos, Office notes, Representations, Reminders, Employee Newsletters; Report writing- Types of reports, Essentials of good report writing, steps in report writing, Synopsis writing, Preparing a resume; Interactive communication- Meetings, Conferences, Interview & GD, Public Speech; Presentation skills; Cross cultural communication- Problems of cultural differences; Techniques of communicating across cultures; Role of technology in communication, Electronic communication.

Suggested Readings:

8. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, Tata McGraw-Hill Publishing Co. Ltd.
9. Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, *Business Communication Today*, Pearson Education.
10. Matthukutty M. Monipally, *Business Communication Strategies*, Tata McGraw-Hill.
11. Mary Ellen Guffey, *Business Communication Process and Product*, Thomson South-Western.
12. Scot Ober, *Contemporary Business Communication*, Houghton Mifflin Company.
13. Krishna Mohan & Meera Banerji, *Developing Communication Skills*, Macmillan India Ltd.
14. Taylor, *Communication for Business*, Pearson Education.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-206 FINANCIAL SERVICES

M.T: 3 HRS

M.M:70

Objective: *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. Forfaiting.

Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of consumer Credit.

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: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India. Venture Capital: Meaning, Modes of Financing, Role and Functions of Merchant Bankers.

Suggested Readings:

5. Khan, M. Y., *Management of Financial Services*, McGraw Hill.
6. Gordan, E and K. Natrajan, *Emerging Scenario of Financial Services*. Himalaya Publishing House.
7. Meidan, Arthur Brennet, M., *Option Pricing: Theory & Applications*, Lexington Books.
8. Kim, Suk and Kim, Seung, *Global Corporate Finance. Text and Cases*, Miami Florida, Kotb.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF- 207 : INDIAN FINANCIAL SYSTEM

M.T: 3 HRS

M.M:70

Objectives: The objective of this course is to discuss the Indian financial system, management of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents

Introduction and overview of Indian financial system; Role of Financial System in economic development; Capital and money markets; Risk management in Indian Financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Role of RBI in regulating financial institutions; Insurance Companies; Thrift Institutions; Capital Adequacy and Capital Planning; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Introduction to Depository Institutions; Role of Development Banking 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; An overview of financial derivatives.

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: Text and Cases. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Bhole L.M., Management of Financial Institutions, Tata McGrawHill 2001.
5. Khan M.Y., 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.

**FINAL YEAR
COMPULSORY PAPERS**

MBAF-301 BUSINESS POLICY AND STRATEGIC MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *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.

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain, core competency, resource base theory and competitive advantage.

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Suggested Readings:

9. Jauch & Glueck, *Business Policy and Strategic Management*, McGraw Hill Publications.
10. Thompson A.A. and Stickland A.J, *Strategic Management- Concept and cases*, Perason
11. Michael Porter, *Competitive Advantage of Nations*, Free Press, New York
12. Azhar Kazmi, *Business Policy and Strategic Management*, Thomson Learning
13. Kenneth, A. Andrews, *Concepts of corporate Strategy*, Irwin/McGraw-Hill
14. Melvin J. Stanford, *Management Policy*, Prentice-Hall
15. Pearce, J. A., II, and R. B. Robinson, Jr. *Strategic Management: Strategy Formulation, Implementation, and Control*, 12th edition, Chicago, IL: R. D. Irwin, Inc
16. Jean-Louis Schaan, & Micheál J. Kelly *Cases in Alliance Management: Building Successful Alliances*, SAGE Publications

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The purpose of this course is to acquaint the students with the broad framework of public finance and policy and methods of financial administration in Indian government and public sector units.*

Course Contents:

Nature and Scope of Administrative and Financial Relationship between Centre and State Governments. Introduction to Indian Public Financial System – Government Financial System: Significance and Definition, Purpose and Organization, Liberalization of the Public Financial System. Principles and functions of Budgetary System in India.

Government Expenditure: A Classification performance and Zero Base Budgeting. Emerging trends in Global scenario vis-a-vis Government Budgeting System.

Revenue source: Tax and Non Tax; Deficit financing; Role of RBI in Government Finance, Public debt management.

Investment policy of public sector in India: Financial, economic and Social appraisal. Financial control; Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG).

Fiscal Policy and Financial administration in public sector units. Financial Autonomy and Accountability of Public sector units-Indian Sectors.

Suggested Readings:

1. Tayagi, B.P., *Public Finance*, S.Chand & co.
2. Bhatia, H.L., *Public Finance*, Vikas Publishing House
3. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
4. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications
5. Musgrave, R.A., and P.B.Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
6. Narain, L., *Management of Public Enterprises*, Sultan Chand.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-401

ENTREPRENEURSHIP DEVELOPMENT

M.T: 3 HRS

M.M:70

Objective: *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:

Concept of Entrepreneur, Entrepreneurship and Intrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship; Ethics and Entrepreneurship; Life Cycle of new Business and relationship with Large Enterprises.

The Function of the Entrepreneur in Economic Development of a Country; Methods and Procedures to start and expand one's own Business; 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, Economic, Technical, Financial and Managerial Feasibility of Project.

Govt support to new Enterprise; Role of Government and Promotional agencies in Entrepreneurship Development, Entrepreneurship Development Programmes; Role of various institutions in Developing Entrepreneurship in India (A brief description only).

Suggested Readings:

8. Clifton, Davis S and Fyfe, David E., *Project Feasibility Analysis*, John Wiley.
9. Desai, A N., *Entrepreneur & Environment.*, Ashish Publications.
10. Drucker, Peter., *Innovation and Entrepreneurship*, Heinemann.
11. Jain Rajiv., *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books.
12. Kumar, S A., *Entrepreneurship in Small Industry*, Discovery.
13. McClelland, D C and Winter, W G., *Motivating Economic Achievement*, Free Press.
14. Pareek, Udai and Venkateswara Rao, T., *Developing Entrepreneurship -A Handbook on Learning Systems*, Learning Systems.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAF-402 BUSINESS LEGISLATION

M.T: 3 HRS

M.M:70

Objective: *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. Performance of a Contract. Discharge of a Contract. Breach of Contract and its Remedies. The Sale of Goods Act, 1930: Formation of a Contract, Distinction between Sale and Agreement to Sell, Meaning of Goods, Condition and Warranties, Doctrine of Caveat Emptor, Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types, Holder and 'Holder in due Course', Negotiation and Assignment. The Companies Act, 1956: Nature and types of Companies. Formation, Memorandum and Articles of Association. Membership. Meetings. Winding up.

Suggested Readings:

6. Singh, A., *Company Law*, Eastern.
7. Maheshwari, S.N. & Maheshwari, S.K., *A Manual of Business Laws*, Himalaya Publishing House.
8. Gulshan, S.S. & Kapoor, G.K., *Business Law including Company Law*, New Age Techno Press.
9. Kuchhal, M.C. & Prakash, Deepa, *Business Legislation for Managers*, Vikas Publishing House
10. Tuteja, S.K., *Business Law for Managers*, Sultan Chand.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FINANCE AREA PAPERS

FM-301

SECURITY ANALYSIS

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.*

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:

8. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House.
9. Raman, *Investment: Principles and Techniques*, Vikas Publishing House.
10. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
11. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
12. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
13. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.
14. Machiraju, H. R., *Indian Financial System*. Vikas Publishing House.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-302

RISK MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.*

Course Contents:

Risk: Meaning and types, Risk Process, Risk Exposure Analysis, Risk Management Policies, Risk Immunization Strategies,

Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Methods, Fixation and Delegation of Limits, Different Limits- Open Position / Asset Position Limits/ Deal Size/Individual Dealers/Stop Loss Limits. Margins: Value at Risk Margin, Extreme Loss Margin, Mark to market Margin.

Management of Risk: Credit risk, Asset-liability gap risk, Interest rate risk, market risk, currency risk, due-diligence risk, systematic and un-systematic risk.

Financial Derivates: A tool of risk management.

Suggested Readings:

6. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
7. Kenneth A. Foot, *The Financing of Catastrophic Risk*, The University of Chicago Press.
8. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
9. Marshall Johon F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
10. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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

Course Contents:

Generation and Screening of Project Idea; Capital Expenditure and Strategic Issues, Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice. Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India. Project Management: Project Planning, Project Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

Suggested Readings:

9. Ahuja, G. K. and Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House.
10. Bhalla, V. K., *Financial Management and Policy*, Anmol Publications.
11. Chandra, Prasanna, *Projects: Preparation, Appraisal, Budgeting and Implementation*, Tata McGraw Hill.
12. Dhankar, Raj S., *Financial Management of Public Sector Undertakings*, Westville.
13. Little I.M.D. and J.A. Mirrlees, *Project Appraisal and Planning for Developing Countries*, Hienemann Educational Book.
14. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
15. Planning Commission, *Guidelines for Preparation of Feasibility reports of Industrial Projects*, Controller of Publication.
16. UNIDO Guide to Practical Project Appraisal, United Nations.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to apprise the students with principles of insurance and the banking law and practices.*

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 around the globe, Concept and implications of bank-assurance 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. Contemporary issues in insurance.

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

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 on Bank visits; Prevailing practices in Banking - Case studies. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.

Suggested Readings:

8. Bodla, B.S., Garg, Mahesh and Karam Pal, *Insurance - Fundamentals*, Procedures and Environment, Deep & Deep Publications Pvt. Ltd.
9. Gulshan, S.S., *Law and Practices of Banking in India*.
10. Gaungully, Ashok, *Insurance Management*, New Age Publishers.
11. Varshney, P.N., *Banking Law and Practice*, Sultan Chand & Sons.
12. Cox, David, *Elements of Banking*; John Murray.
13. Mehta, R.R.S., *Fundamental of Banking*; Himalaya Publishing House Co.
14. Nigam, B.M.L., *Banking Law and Practice*, Konark Publishers.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this course is to discuss the specific financial management problem 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; Financial Intermediaries and Financial Innovation; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Provisions of RBI's Operations; Credit and Monetary Planning; Non-Depository Financial Institution: Insurance Companies; Pension Funds, Depository Institution; Capital Adequacy and Capital Planning. Development Banks; Role of Development Banking in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, Investment Companies and performance Evaluation; International Aspects of Financial Institutions; International Banking.

Suggested Readings:

10. Rose, Peter S. and Fraser, Donald R., *Financial Institutions*, Ontario, Irwin Dorsey.
11. Vij, Madhu. *Management of Financial Institutions in India*, Anmol.
12. Yeager. Fred C. and Seitz, Nail E., *Financial Institution Management: Text and Cases..* Englewood Cliffs, New Jersey, Prentice Hall Inc.
13. Bhole L.M., *Management of Financial Institutions*, Tala McGraw Hill.
14. Khan M.Y., *Indian Financial System*, Tata McGraw Hill.
15. Robert W.Kolb and Ricardo J.Rodriguez, *Financial Institution*.Blackwell
16. Fabozzi, Modigliani, Jones and Ferri. *Foundation of Financial Markets and institutions*, Pearson Education.
17. Madura, Jeff. *Financial Institutions and Markets*, Thomson Press.
18. Burton and Lombra, *The Financial System and The Economy*, Thomson.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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; Organization 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, Organization 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:

7. Sharan, *International Financial Management*, Prentice Hall of India.
8. Shapiro, *Multinational Financial Management*, Prentice Hall of India.
9. Paul Einzip, *A Textbook on Foreign Exchange*.
10. Maurice D. Levi, *International Finance*, McGraw Hill.
11. NY Buckley, *Multinational Financial*, Prentice Hall of India.
12. Paul Roth, *Mastering Foreign Exchange and Money Markets*, Pitman.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM - 307 CONTEMPORARY ACCOUNTING

M.T: 3 HRS

M.M:70

Objective: *The purpose of this course is to acquaint the students with the contemporary issues in accounting which facilitates in managerial decision making.*

Course Contents:

New Dimension of Accounting: Meaning of GAAP, Introduction to IFRS, Overview of IFRS, Comparative position of IFRS and Indian GAAP, Government influences on financial reporting.

Human Resource Accounting: Meaning and definition of HRA, Importance and objectives of HRA, Limitations of HRA, Need of HRA for managers, Models of HRA.

Social Accounting: Meaning and Definition of Social Accounting, Theories of Social Accounting, Need and importance of Social Accounting, Current position of Social Accounting in India, Role of corporate Social Accounting.

Inflation Accounting: Meaning and definition of Inflation Accounting, Various models of Inflation Accounting, Inflation accounting for financial management, Methods of Inflation Accounting.

Brand Accounting: Overview of Brand Accounting, Importance and role of Brand accounting in corporate, various issues and challenges associated with Brand Accounting.

Suggested Readings:

1. M. David Haddock, John Price, & Michael Farina, *College Accounting: A Contemporary Approach*, Tata McGraw Hill.
2. Steven M. Bragg, *Interpretation and Application of Generally Accepted Accounting Principles 2011*, John Wiley.
3. Ken Marshall, Steve Arnold, *IFRS Conversion: Issues, Implications, Insights*, John Wiley.
4. Clifton, R., *Brands and Branding*, John Wiley.
5. Teng, *Financial Accounting*, Asian Book Pvt. Limited

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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; 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, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration.

Suggested Reading:

7. Ahuja, G K & Gupta, Ravi, *Systematic Approach to Income Tax*, Bharat Law House,
8. Iyengar, A C. Sampat, *Law of Income Tax*, Bharat House.
9. Kanga, J Band Palkhivala, N A., *Income Tax. Bombay*, Vol. 1-3, N.M. Tripathi.
10. Ranina, H P., *Corporate Taxation: A Handbook*, Oriental Law, House.
11. Singhania, V K., *Direct Taxes: Law and Practice*, Taxman.
12. Srinivas, E A., *Handbook of Corporate Tax Planning*, Tata McGraw, Hill.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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

Course Contents

Management Control - Concept, Nature and Scope; Organization Goals. Strategic Planning and Implementations, Organisation Structure. Contingency Theory, Organizational Climate. Position of Controller in the Organisation Structure of an Organization; 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, Cost Centre. Profit Centre, Interdivisional Transfer Pricing, Measurement of Divisional Performance.

Performance Evaluation - Qualitative and Quantitative, Investment Centre; Behavioural Aspects of Management Control: Motivation and Morale, Goal Congruence., Management Control in Specialised Organisation: Selected Case Studies on Non-profit and Public Service Organisations.

Suggested Readings

1. Suggested, R Nand Govindrajana V Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin. 1995.
 2. Emmanuel, C and Otley, D.. Accounting for Management Control. London. : Wostrand Reinhold, 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. Hersey, P and Blanchard. H B. Management of Organisation Behaviour: Utilising Human Resources. New Delhi, Prentice Hall of India. 1988.
- 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.

Objective: *The objective of this course is to impart knowledge to students regarding the theory and practice of portfolio management.*

Course Contents:

Introduction to Portfolio Management: Meaning, Portfolio Selection, Optimal Portfolio. Theories of Portfolio Management: Constructing Efficient Frontier, Arbitrage Pricing Theory, Capital Asset Pricing Model (CAPM), Markowitz Theory, Mean Variance Criterion, Sharpe's Ideal Index, Traynor Index.

Introduction- Meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, sharpe 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 Readings:

8. Alexander, Gordon J. and Bailey, Jeffery V., *Investment analysis and Portfolio Management*, Dryden Press, Thomson Learning.
9. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
10. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, McGraw Hill.
11. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.
12. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House
13. Raman, *Investment: Principles and Techniques*, Vikas Publishing House
14. William F. et al, *Investment*, Prentice Hall of India

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-402

FUNDS MANAGEMENT

M.T: 3 HRS

M.M:70

Objective: *The main objective of this course is to make students learn the various aspects of funds management.*

Course Contents:

Introduction to funds management: Different types of funds and their characteristics- conventional funds, pension funds, mutual funds and unit trusts, collective investment schemes (OEICS), tracker / index funds, hedge funds, money market funds. Examining investment products and their applications- equities - domestic and overseas, bonds, commodities, derivatives futures

Fund management process: Theory behind fund management; Role and responsibilities of fund managers; Planning for optimal portfolio returns- setting investment objectives, the constraints of the fund manager, strategic asset allocation to enhance portfolio performance

Strategies to maximize fund performance: The mandate definition, how and why benchmarks must be specified; Effective management for ultimate results- tactical asset allocation, securities selection; Controlling the process- performance measurement, attribution analysis

Investment strategies of funds managers: Asset class and geographic diversification, active strategies, passive strategies, top down approach, bottom up approach, sector rotation style, growth investing, value investing, momentum style, small capitalization style, comparing fund management styles

Fixed income fund management and Equity fund management: Asset allocation within the investment decision making process- Determining clients aims and objectives, Asset / liability management, Strategic and tactical asset allocation, the decision making levels.

Suggested Readings:

5. Christing Brentani, *Portfolio Management in Practice* , Elsevier
6. Kane and Marcus, *Investments by Bodie*, Tata McGraw Hill.
7. David Blake, *Financial Market Analysis*.
8. Frank J. Fabozzi, *Bond Markets Analysis & Strategies*, Pearson.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The main objective of this course is to make students learn the various financial aspects of international financial management.*

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: investment criteria and borrowing decisions; centralised versus decentralised cash management; international receivables management; securitisation 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; costs and risks of financing.

Suggested Readings:

5. Maurice D. Levi, *International Finance*, McGraw-Hill.
6. A. Buckley, *Multinational Finance*, Prentice-Hall of India.
7. A.C. Shaprio, *Multinational Financial Management*, Prentice-Hall.
8. P. G. Apte, *International Financial Management*, Tata McGraw-Hills.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course aims at enabling the students to understand and analyse financial problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments and strategies.*

Course Contents:

Introduction of financial engineering, factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering.

Determinations of value of financial instruments and products. Time value of money, the required rate of return. Absolute valuations versus relative valuation. Measuring Return and Risk. Portfolio Consideration and investment horizons. Speculation arbitrage and market efficiency.

Physical tools of the financial manager, product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments.

Financial Engineering processes and strategies, asset liability management, hedging and related risk management techniques, corporate restructuring, leveraged buyouts, tax driven deals, takeovers, synthetic instruments.

Future directions in financial engineering, Effect of globalization and technology on financial engineering, Legal aspects of innovative financial products.

Suggested Readings:

5. Marshall Johon F& Bansal Vipul K., *Financial Engineering*, PHI.
6. Apte, P.G., *International Financial Management*
7. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Business Press
8. Shapiro Allan C., *Multinational Financial Management*

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *This course aims at enabling the students to understand and analyse financial econometrics and developing their skills for the solution with the help of innovative financial econometrics.*

Course Contents:

Nature, scope and methodology of Financial Econometrics. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficient, R^2 and adjusted R^2 . Issues with Classical Regression Model: Multicollinearity, Autocorrelation and Heteroscedasticity; Functional forms; Dummy variables-Nature and uses; Parameter stability tests.

Univariate Smoothing Methods: Moving average, weighted moving average, Exponential smoothing, Seasonal indexes, Trend-seasonal and Holt-Winters smoothing.

Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests.

Suggested Readings:

12. Greene, William H, *Econometric Analysis*, Macmillan Publishing Company.
13. Johnston, J., *Econometric Methods*, McGraw Hill.
14. Gujarati, Damodar N., *Basic Econometrics*, McGraw-Hill
15. Koutsoyiannis, A, *Theory of Econometrics*, Harper & Row.
16. Maddala, G.S., *Introduction to Econometrics Macmillan*.
17. Theil, H., *Principles of Econometrics*, North Holland
18. Pindyck, R. S. & Rubinfeld, D. S., *Econometric Models and Econometric Forecasts*, McGraw Hill.
19. Peijie Wang, *Financial Econometrics: Methods and Models*; Routledge.
20. Patterson K, *An Introduction to Applied Econometrics*, Palgrave.
21. Enders Walter., *Applied Econometrics Time Series*, Wiley.
22. Makridakis S & Wheelwright, *Forecasting Methods & Application*, Willey.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 Futures Prices, Swaps: Options Markets; Properties of Stock Option Prices: Trading Strategies Invoicing Options; Black-Scholes Option Model: Binomial model: Options on Stock indices: Currencies Futures Contracts: General Approach to Pricing Derivatives Securities; Derivatives Market in India.

Introduction to Commodity Derivates: Cereals, metals and energy products.

Suggested Readings:

8. Bhalla, V K., *Investment Management: Security Analysis and Portfolio Management*.
9. S. Chand , *Financial Derivatives*.
10. Brennet, M., *Option Pricing: Theory & Applications*. Toronto, Lexington Books.
11. Cox, John C and Rubinstein, *Mark Options Markets*. Englewood Cliffs, Prentice Hall Inc.
12. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*. Allyn and Bacon.
13. Hull. John C. *Options, Futures and Other Derivative Securities*, Prentice Hall of India.
14. Sharpe. William F. et al., *Investment*, Prentice Hall of India

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *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 Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganization; Application of Multiple Discriminant analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and 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:

6. Bierman, Harold. *Lease vs. Buy Decision*. Englewood Cliffs, Prentice Hall Inc.
7. Fogler. Hand Ganpathy, *Financial Econometrics*. Englewood Cliffs, Prentice Hall Inc.
8. Sapirio, Edverd, *Financial Decision Analysis*.
9. Levy. H. and Sarnat H., *Capital Investment and Financial Decision*, Englewood Cliffs, Prentice Hall Inc.
10. Van Horne, James C. *Financial Management and Policy*. Englewood Cliffs, Prentice hall of India

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

FM-408

BEHAVIORAL FINANCE

M.T: 3 HRS

M.M:70

Objective:

The basic objective of this course is to acquaint the new field of behavioral finance and importance of behavioral traits in financial decision making.

Course Contents:

Introduction: Meaning, Nature, Scope and History of Behavioural Finance. Comparison between Behavioural Finance and Conventional Finance. Expected Utility, Non-Expected Utility and classical probability theory: An Overview.

Psychology of Investor's: Beliefs, Attitude, Learning, Herding, Momentum, Biases and Heuristics, Over-confidence and optimism, winner's curse, Bubbles, advertising to investor's, over reaction and under reaction and cross-cultural behavior.

Preferences: Framing, Prospect Theory and violation of Expected utility, Mental Accounting, Prospect Theory and attention, Saving Behavior.

Anomalies: Accounting Based Anomalies, Calendar Anomalies, Attention based anomalies: Value v/s Growth, size, equity premium, myopia.

Behavioural Corporate Finance: Introduction, limits of Arbitrage, aggregation. Contemporary issues in Behavioural Finance.

Suggested Readings:

1. William Forbes, *Behavioral Finance*, John Wiley.
2. Mihe Elvin, *An Introduction to the psychology of Trading and Behavioral Finance*, John Wiley.
3. James Montier, *Behavioral Investing: A Practitioners Guide to Applying Behavioral Finance*, John Wiley.
4. James Montier, *Behavioral Investing: Insights into Irrational minds and markets*, John Wiley.
5. Paragh Parikh, *Value Investing and Behavioral Finance*, Tata McGraw-Hill.

Note:

3. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
4. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

Objective: *The objective of this paper is to expose the students to the concepts of working capital management in contemporary regulatory corporate framework.*

Course Contents:

Working Capital Management: introduction, concept of working capital ;importance of working capital, factors influencing Planning of working capital investment: introduction, need, determinants, computation of working capital.

Financing and control of working capital-introduction, sources of finance including accruals, trade credit, W.C. advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring. W.C. & banking policy (Tandon, Chore, Marathe committee reports.)

Cash management system: introduction, motives for holding cash and marketable securities; factors determining the cash balance, the cash system; managing the cash flow; types of collection systems, mailed payment collection system, other collection systems. Cash concentration strategies; disbursement tools, investment in marketable securities; types of marketable securities. Forecasting cash flows: introduction, methods of financial forecasting, forecasting daily cash flows, sources of uncertainty in cash forecasting, hedging cash balance uncertainties, hedging via interest rate, futures & options on futures.

Receivable management: introduction, objectives, costs, benefits, credit policies, evaluation of the credit applicant, credit terms, collections from accounts receivable.

Inventory management: introduction, type of control required, cost of holding inventories, inventory control models, inventory control responsibility, other control devices, inventory management & evaluation.

Suggested Readings

1. Hampton John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1997.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill, 2004.
3. Prasanna Chandra, Financial Management, McGraw Hill, 2004.
4. Pandey, I. M. Financial Management, Vikas Publication House, 2004.
5. Van Home. 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.

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

MBAM: 101 MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR

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

Course Contents

Introduction to management; Evolution of management thoughts; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business. Planning, Decision-making, Organizing, Staffing, Directing, Communicating and Controlling functions of management; Management by Objectives

Understanding and managing individual behaviour ; Personality; Perception; Attitudes; Learning; Understanding and managing group processes- interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations.

Leadership and influence process; Work Motivation, Understanding and Managing organizational system- Organizational design and structure, Organizational Change and development; Conflict Management; Stress Management; Business ethics and values.

Suggested Readings

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 Ins., 1996
4. Robbins, S. P. Organizational behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2nd ed. Englewood Cliffs. New Jersey, Prentice Hall inc., 1995.
6. Stoner, J etc. Management 6th ed., New Delhi, Prentice Hall of India, 1996.

Note:

5. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
6. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM: 102 BUSINESS STATISTICS

Objective: The objective 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, and 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-sampling errors; 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 hypotheses 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 paasch's indices compared; indices of weighted average of (price and quality) 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. Gupta, S.P.Statistical Methods, Sultan Chand & Sons, New Delhi
2. Hooda, R.P.:Statistics for Business and Economics Macmillian, New Delhi
3. Gupta, S.P. Statistical Methods Sultan Chand and Sonds New Delhi.
4. Heinz, Kohler: Statistics for Business & Economics, Harper Collins, New York
5. Hein, L.W. Quantitative Approach to Managerial Decisions,Prentics Hall, NJ.
6. Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, NY.
7. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall,Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-103 MARKETING MANAGEMENT

Objective: 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 organization; 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, Philip 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; 14 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, Macmilian,, 1990.
7. Zikmund; Marketing; 7th edition; Thomson Learning; Mumbai

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-104 MARKETING ENVIRONMENT

Objective: The objective of this course is to acquaint the students with concepts of business and marketing environmental fundamentals and use the same in decision making.

Course Contents

Introduction to Business and forms of Business Organizations; Determinants of business environment; Industrial policy in India and economic reforms.

Understanding Socio-Economic Dimensions of Marketing. Ethical Issues and dilemmas in Marketing

Study of leading Indian and Multinational Companies and their Marketing Strategies

Legal framework of Business: Consumer Protection Act,

Objectives and structure of WTO and IMF; Protection of Patents, Trademarks, IPR, ISO and BIS.

Current Marketing Trends in Changing Environment.

Suggested Readings

1. Ahluwalia, I J, Industrial Growth in India, Oxford University Press, N.Delhi.
2. Cherunilam Francis, Business Environment, Himalya Publishing House, N.Delhi.
3. Mishra and Puri, Economic Environment of Business, Himalya Publishing House, N.Delhi.
4. Daniel, John D and Radebanh, Lee H, International business, 5th Edition, Addison Wesley, New York.
5. Charle W. Hill, International Business, Tata McGraw Hill, N. Delhi.
6. A.K. Sundaram, J.Stemart Block, The International Business Environment, Prentice Hall of India, N.Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-105 ACCOUNTING FOR MANAGERS

Objective: 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 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. Gupta, R.L. and Ramaswmy, Advanced Accountancy, Volume I&II, Sultan Chand & Sons
4. Hingorani, N.L and Ramanathan, A.R., Mana Accounting, 5th ed., New Delhi, Sultan Chand, 1992.
5. Jawahar Lal, Cost Accounting, Vikas Publishing House, New Delhi
6. Maheshwari, S.N., Advanced Accounting, vikas Publishing House, New Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM: 106 MANAGERIAL ECONOMICS

***Objective:** The objective of this course is to develop the ability of students to apply micro and macro economic concepts, tools and techniques in business decision-making by a firm.*

Course Contents

Nature, scope and applications of Managerial Economics; Theory of the firm and business objectives. Economic, Behavioural and Managerial theories. Demand Analysis. Law of Demand, Determinants of Demand. Elasticity of Demand; Demand forecasting.

Consumer Behaviour, Cardinal and ordinal approaches; Consumer's equilibrium; the revealed preference. Input-Output decisions. Law of supply; Elasticity of supply. Production function; short-run analysis; Long-run function. Short-run and long-run cost functions. Empirical estimation of production and costs.

Price-Output Decisions. Market structures. Price determination under perfect, imperfect, monopoly and duopoly. Pricing practices and strategies. Measurement of profit and profit policy. Investment decision under risk and uncertainty.

Macro-economic concepts: National income-alternative concepts and measurement of National Income inflation type measurement and control balance of payments monetary and fiscal policies. Keynesian Economics: Marginal propensity of consumer; Multiplier effect; Effective demand and business cycles.

Suggested Readings

1. Hailstones, Thomas J. and Rathwell, John C., Managerial Economics, Prentice Hall International, New Delhi.
2. Kreps, D., A Course in Microeconomic Theory, Princeton Univ. Press, N.J.
3. Chopra, O.P., Managerial Economics, Tata-McGraw Hill, New Delhi.
4. Baumol, W.J., Economic Theory and Operations Analysis, Prentice Hall International, New Delhi.
5. Agarwal, Manju, Economics for decision Making, Indian Institute of Finance, 1997, Delhi.
6. Davis, J.R. and Chang, Simon, Principles of Managerial Economics, Prentice Hall International, New Delhi.
7. Mehta, P.L., Managerial Economics, Sultan Chand, New Delhi.
8. Petterson: Managerial Economics, 3rd Ed., Prentice Hall of India, Delhi.
9. Salvatore, Domnick, Managerial Economics in a global economy, Irwin McGraw Hill.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM: 107 COMPUTER APPLICATIONS AND E-COMMERCE

***Objective:** 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 and E-commerce.*

Course Contents

Computer systems: an introduction; Classification of computer system; Indian computing environment; Components of a computer system; Computer languages; Operating System; Introduction to MS-Word Processing & Spread Sheet.

Electronic Data Processing : an introduction; Data processing cycle; data hierarchy; Data file structure; File organization.

E-Commerce: an introduction; framework; application; Network infrastructure; Internet communication; Electronic payment system; Electronic data interchange. Brief introduction to Information Technology Act, 2000.

Suggested Readings

1. Gill, N. S., Computer Network, Krishna Publishing House, New Delhi.
2. V. Raja Raman, Fundamental of Computers, PHI, New Delhi.
3. B. Ram, Computer Fundamentals, New Age Int.
4. Douglas, E. Comer, Computer Network and Internet, Pearson Education, New Delhi.
5. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Welsey.
6. Kosiur, Understanding E-Commerce, Prentice Hall of India, N. Delhi.
7. Efraim Turban, Jay Lee, David King & H. Micheal Chang, Electronic Commerce; A Managerial Perspective, Pearson Education, N. Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-201: CONSUMER BEHAVIOUR

***Objective:** 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 Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics & 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 F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Hawkins, D I. etc. Consumer Behaviour: Implications for Marketing Strategy. TMH, 2002.
4. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
5. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
6. Soloman, Michael E.; Consumer Behaviour; Buying; Having, Being; PHI Pearson Edu.; New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-202: MARKETING RESEARCH

Objective: 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 Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.

Attitude 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.

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

Suggested Readings

1. Boyd. H.W. Ralph Westfall and S.F. Starsh: Marketing Research: Text and Cases,
2. Richard D. Irwin, Boston. 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.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-203 MARKETING COMMUNICATION STRATEGY

***Objective:** 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 programmes-The value of objectives- communications, planning & decision making, Determining Promotional objectives-Marketing Versus communication objectives. Sales Versus Communication objectives-sales oriented objectives, 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 Readings

1. I. 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. Q'Guinn: Advertising; Vikas Publishing House; New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-204: SALES MANAGEMENT

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 organising and managing sales force and marketing channels.

Course Contents

Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling. Salesmanship, Sales forecasting, Determination of size of sales force, Sales organisation, 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 efforts, Sales Quota, Sales evaluation Programme, Sales budgeting and Control, International Sales Management.

Suggested Readings

1. Anderson, R. & Hair, Professional Sales Management ,Tata McGraw Hill; N.Delhi.
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.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-205: FINANCIAL MANAGEMENT

Objective: 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 Modeling.

Suggested Readings

1. Hampton, John, Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall 1997. .
2. Khan M.Y and Jain, P.K. ,Financial Management, McGraw Hill, 2001.
3. Prasanna Chandra, Financial Management, McGraw Hill, 2002.
4. Pandey, I.M. Financial Management, Vikas Publication House, 2000.
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. Kishore, Ravi M., Financial Management, Taxmann Publishers, New Delhi.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-206: HUMAN RESOURCE MANAGEMENT

***Objective:** 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 facets 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 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 socialisation; 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, Tala Mc Graw 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 J., The New International Manger, London, Kogan Page, 1993.
4. Holloway, J. Ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
5. Monappa, A & Saiyadain M., Personnel Management. 2nd ed, New Delhi, Tata Mc-Graw Hill, 1966.
6. Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management, Richard D. Trwin, Illinois, 1984.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-207 MANAGEMENT SCIENCE

Objective: 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, unboundedness, 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 Readings

1. Budnik, Frank S. Dennis Mcleavey, Richard 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 and Decision Making. New Delhi, Sultan Chand, 1995.
5. Shanna, J K. Operations Research: Theory and Applications. New Delhil Macmillian India Ltd., 1997.
6. Taha, H A. Operations Research - An Introduction. New York, Me-Millan, 1989.
7. Theirouf, R J and Klekamp. R C. Decision Making Through Operations Research. New York, John Wiley, 1989.
8. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2001.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-301: BUSINESS POLICY AND STRATEGIC MANAGEMENT

***Objective:** 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 organizational structure and activating: strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation; concept of synergy.

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

Suggested Readings

1. Jauch & Glueck, Business Policy and Strategic Management
2. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
3. Michael Porter, 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 II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM -302: BUSINESS LEGISLATION

Objective: 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, 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. Avatar 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.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-304: PRODUCT AND BRAND MANAGEMENT

Objective: The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of 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. Brand Equity -Sources & Benefits, Designing Marketing Programme to built Brand Equity, Measurement of Brand Equity.

Suggested Readings

1. Lehman, 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. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.
4. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY, 1999.
5. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
6. Upshaw, 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.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-305: DISTRIBUTION AND LOGISTICS MANAGEMENT

Objective: 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; Channel behavior and Organisation; Channel Cooperation and Channel 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; Interstate goods 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 warehouse 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.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-306: RETAILING

Objective: 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 forces; Retailing definition, Structure, Different formats: marketing Concepts in Retailing - Consumer purchase Behaviour, Cultural and Social group influence on consumer Purchase Behavior; 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, Warehousing; Role of IT in Supply chain management; Franchising, Direct Marketing/Direct Selling, Exclusive shops, Destination stores, Chain Stores, Discount Stores and other current and emerging formats - Issues and options; Retail Equity; Technology in Retailing; Retailing through the Internet.

Suggested Readings

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

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-307: 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

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 Readings

1. Vern Terpestra and Ravi Sarathy: International Marketing: Thomson
2. Simon Majaro: International Marketing
3. John, Fayerweather: International Marketing
4. R. L. Varshney and B. Bhattacharya: International Marketing: Sultan Chand Publications, N. Delhi
5. Sak Onkvisit and John Shaw: International Marketing (analysis and Strategy), PHI, N. Delhi
6. Warren, J. Keegan: Global Marketing Management: Pearson Edu/PHI, New Delhi
7. Phillip R. Cateora: International Marketing: Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-308: ADVERTISING MANAGEMENT

Objective: The aim of this paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing 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 Strategists: 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 Organisation -Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising and consumer behavior; 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. 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, John & Moriarty Sandra, PHI, 2002.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-309: TOURISM MARKETING

Objective: The main objective of this course is to impart knowledge of tourism marketing in India.

Course Contents

Tourism-Definition, phenomenon and characteristics. Tourist, Traveler & Visitors, Tourist motives Pull and push factors in tourism. Unique characteristics of tourism. Demand and constraints of tourism supply.

Cost benefit analysis of tourism, impact of tourism, components of tourism industry, resorts, hospitality travel agent & tour operators, and transportation. Tourist marketing-Definition & scope. Difference between tourism marketing and product marketing.

Specific Marketing strategies for tourism industry-external marketing, internal marketing, interactive marketing and relationship marketing.

Case studies in tourism marketing-Essel World, Appu Ghar, ITDC, Haryana Tourism Corporation, Oberoi Hotels, Taj Group of Hotels, SITA Travels, TCI, Air India, British Airways.

SUGGESTED READINGS

1. Marketing for Tourism -JC Holloway & RV Plant
2. Tourism Marketing & Management Handbook -S.F.WittandL.Moutinho

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-310: CYBER MARKETING

Objectives: The objective of the course is to acquaint students with the knowledge of marketing on the internet.

Course Contents

Concept of cyber space and internet, advantages and challenges in using internet, types of cyberspace, cyber space community, concept of world wide web, future of internet.

Design and layout on the web, universal guidelines, home page, fact page, narratives, forms, pictures, links and thumbnail galleries, taking orders on the web, accepting payments.

Media and marketing strategies, for internet, building dialogues and learning relationship with individual customer, customer focused strategies and tactics, hits, views, clicks and visits.

Advertising on internet, copy writing for interactive media, public relations and promotion on the internet, interactive kiosks in the retail environment, measuring effectiveness of interactive media.

Suggested Readings

- 1 Cyber Marketing, Regina Brady, Edward Forrest and Richard Mizerski
- 2 Selling on the Net, H. G. Lewis, Robert D. Lewis

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-311: RELATIONAL DATA BASE MANAGEMENT SYSTEM (RDBMS)

Objective: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.

Course Contents

RDBMS: Introduction -Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History. Data Modeling -Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalization techniques -First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database concepts -Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary -System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client -Server and ODBC connectivity. SQL: SQL Language -DML commands -Select, Insert, Update, Delete retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries -use of WHERE, Arithmetic, comparison and logical operators,

ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands -Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing Commit, Rollback, Save point. LAB: SQL & MS Access.

Suggested Readings

1. Coleman, Pat and Peter Dyson Internets BSP Pub., Delhi, 1997.
2. Keen, Peter and Mark McDonald Thee-Process Edge, Delhi, Tata McGraw-Hill, 2000.
3. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw-Hill, 2001.
4. Richart, Alberto Manual and Stephen Asbury Active Server Pages 3, IDG Books, Delhi, 2000.
5. Rich, Jason R. Starting an E-Commerce Business, IOG Books, 2000.
6. Samantha Shurety, "E-business with Net Commerce", Addison Wesley, Singapore, 2001.
7. Schneider, Robert D. & J.R. Garbus Optimizing SQL Server 7, N J., Prentice-Hall, 1999.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-401: ENTREPRENEURSHIP DEVELOPMENT

Objective: 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 requirement, 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 Readings

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, D C and Winter, W G. "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.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-403: INDUSTRIAL MARKETING

Objective: The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.

Course Contents

Nature and Scope of Industrial Marketing: Differences between Industrial Marketing and Consumer Marketing; Understanding Industrial Markets: Organizational Customers; Classifying industrial Products; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour; Industrial Purchasing system; Industrial Marketing Research; Industrial Marketing Strategy: Strategic Planning, Assessing Marketing Opportunities, Segmentation of Industrial Markets, Product Positioning; Product Decisions 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. Reeder, Robert R. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder, Krishna K.; Industrial Marketing, TMH, New Delhi.
4. Corey, E Ra~11ond. Industrial Marketing: cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
5. Gross, A C. Business Marketing Boston, Houghton Mifflin, 1993.
6. Hill, Richard, etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin, 1975.
7. Webster, F E. Industrial Marketing Strategy. 2nd ed. New York, John Wiley, 1979.

Note:

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

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-404: DIRECT MARKETING

Objective: This course acquaints students with the need, significance, and operations 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; Fulfillment and customer service -receiving and processing orders, inventory and warehousing decisions, and customer service. Tools and Techniques: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing. Applications of Direct Marketing: Financial services marketing; Fund raising; Customer loyalty programmes.

Suggested Readings

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, Chicago.
4. Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
5. Edwam, Nash: Direct Marketing, TMH, New Delhi, 1992.
6. Roberts, M.L. And P.O. Berger: Direct Marketing Management, Prentice Hall, New Jersey.
7. Stone, Mertin, Derek Davies and Alison Bond: Direct Hit, Macmillan, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-405: STRATEGIC MARKETING

Objective:

Course contents

Introduction to strategy: market-oriented perspectives underlying successful corporate, business and marketing strategy, corporate strategy decisions and their marketing implication, business strategy decisions and their marketing implication.

Opportunity analysis: identifying attractive markets, industry analysis and competitive advantage, measuring market opportunities

Formulating marketing strategies: Marketing strategies for new market entries, strategy for growth markets, strategies for mature and declining markets, marketing strategies for new economy, measuring and delivering marketing performance.

Basic concepts of international marketing: Definition, international dimensions of marketing, alternative foreign markets entry modes, characteristics of firms operating in international markets, value chain as a framework, international market selection, research, segmentation, planning & control

Suggested Readings

1. Walker, Boyd, Mullins & Larreche, Marketing strategy, TMH, N.Delhi
2. Srinivasan R., International Marketing, PHI, N.Delhi
3. Engle Wood Cliffs, N.J., Strategic Market Planning, Problems and Analytical Approaches, Prentice Hall
4. Anderson, Kotler, Strategic Marketing for Non-Profit Organisation, PHI
5. Tony Proctor, Strategic Marketing: An introduction, Vikas Publishing House, N.Delhi
6. OC Farrell, Michael Hartline , George Lucas, Marketing Strategy, Vikas Publishing House, N.Delhi

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-406: RURAL AND AGRICULTURAL MARKETING

Objective: The objective of the course is to explore 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, Socio-cultural, economic & other environmental factors affecting rural marketing; Attitudes and behavior 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: Organisation and functions of agricultural marketing in India. Classification of agricultural products 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 organizations in agricultural marketing; Unique features of commodity markets in India; Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested Readings

1. Arora, R C. Integrated Rural Development. 1979, Scharnd, New Delhi.
2. Desao. Vasal. Rural Development. 1988, Himalaya, Bombay.
3. Mishar, S. N. 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.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-407: MARKETING OF SERVICES

Objective: 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; Differences 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 services.

Suggested Readings

1. J. 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 S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
6. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

Note:

1. The list of cases and specific references including recent articles will be announced

in the class at the time of launching of the course.

2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

MBAM-408: E-CRM

***Objective:** Customer Relationship Management (CRM), Generates competency in transforming organizations into customer-centric enterprises. This course is intended to educate, at a high level, about CRM, and eliminate some of the mystery around CRM.*

Course Contents

Introduction: Knowledge Management, e-Business, and CRM. The New Economy's New Face, How We Got Here. The Long-Winded Road. The New-New Imperatives. Understanding E-Business : CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management. A Roadmap for Success : The Knowledge-Enabled Customer Relationship Management Roadmap. Phase I : Evaluation and Strategic Alignment Phase II: Infrastructural Development and Development Phase III : Leadership, Change Management, Measurement and Refinement.

Aligning Strategy and Technology Choices: Getting Past the Innovator's Dilemma. The KCRM Strategic Framework. Analyzing the Business Environment. Understanding the Context Strategy Technology. Audit and Analysis : Why Audit Customer Knowledge? Initiating the Audit. Reference Measures Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM. Building an Implementation Team: Tasks and Expertise, Team Composition. Leadership, Risk Assessment and Common Pitfalls. Blueprinting the Technology Infrastructure : Design Challenges. The Customer Lifecycle. Customer Knowledge Management : Technology Framework. The KCRM Architecture. Integration. Long-Term Considerations.

Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results Driven Incremental.

Suggesting Readings

1. Alex Berson, ,Stephen Smith, Kurt Threading; Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi, 2000.
2. Michael J.A. Perry; Data Mining Techniques: For Marketing, Sales, and Customer Support, Gordon Linoff/ 1997.
3. Michael J.A. Berry and Gordon Linoff; Mastering Data Mining: The Art and Science of Customer Relationship Management, John Wiley, 2001.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The examiner will set eight questions in all (including first compulsory question consisting of seven short questions) out of which students shall be required to attempt five questions in all. All questions shall carry equal marks.

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