

# **Ordinance for Business Management Courses**

## **Department of Business Management**

(Approved copy of Syllabus based on credit System for two year full time Master in Business Administration Degree Programme)

### **1. Two Year Full time M.B.A. Degree Programme:**

*There shall be full time Master's Degree Programme in Business Administration (M.B.A). The duration of the Programme shall be two years (Two full Academic Years of Four Semester of six month each). Accordingly each year is divided in two semester- First and Third Semesters from July to December and Second and Fourth Semesters from January to June. The Examination for First and Third Semester shall ordinarily be held in the month of December and for Second and Fourth Semester in the month of May or on such dates as convenient to the University.*

**2. Intake:** Total number of seats: *There shall be a maximum of seventy Eight (78) seats for each year or such number of seats as may be approved by the University. The reservation policy will be applicable as laid down by the Central Government.*

*Course Fees: The Fees and other charges for the Course and norms for refund of fees shall be as prescribed by the University from time to time.*

**3. Eligibility for Admission to the Programme:** No students shall be eligible for admission to Two Year Full time M.B.A Degree Programme unless he/she has completed Three Year Degree course University/Autonomous Institution.

**4. Admission Procedure:** Admission to Two year full time MBA Degree Programme shall be through entrance test conducted by the University or such by such agency as may be authorized by the University. The merit for admission shall be prepared on the basis of written test, Group Discussion and Personal Interview conducted by head/coordinator of the MBA programme.

**5. Examination:** Examination and evaluation shall be as per the university rules.

**6. Course Numbering/coding:** For two year full time MBA Degree course, the course structure shall be as per the following numbers and codes:

### **MBA-First Semester (All Papers are Compulsory-Total credits-18)**

| Paper Code   | Subject/Paper                          | Credit | L | T | P |
|--------------|--|--------|---|---|---|
| BM/SOM/C-101 | Principles and Practices of Management | 3      | 3 | 0 | 0 |
| BM/SOM/C-102 | Business Environment                   | 3      | 3 | 0 | 0 |
| BM/SOM/C-103 | Entrepreneurship Development           | 3      | 3 | 0 | 0 |
| BM/SOM/C-104 | Financial Accounting                   | 3      | 3 | 0 | 0 |
| BM/SOM/C-105 | Managerial Economics                   | 3      | 3 | 0 | 0 |
| BM/SOM/C-106 | Management Information System          | 3      | 3 | 0 | 0 |

### **MBA-Second Semester (All Papers are Compulsory-Total credits-18)**

| Paper Code     | Subject/Paper   | Credit | L | T | P |
|----------------|---|--------|---|---|---|
| BM/SOM/ C-201  | Financial Management                                  | 3      | 3 | 0 | 0 |
| BM/SOM/ C-202  | Human Resource Management                             | 3      | 3 | 0 | 0 |
| BM/SOM/ C-203  | Organizational Behaviour                              | 3      | 3 | 0 | 0 |
| BM/SOM/ C-204  | Production and Operations Management                  | 3      | 3 | 0 | 0 |
| BM/SOM/ C-205  | Marketing Management                                  | 3      | 3 | 0 | 0 |
| BM/SOM/ C-206  | Research Methodology                                  | 3      | 3 | 0 | 0 |
| BM/SOM/ SS-207 | <i>(Self study course) Professional Communication</i> | 3      | 3 | 0 | 0 |

### MBA-Third Semester(Total Credit-C-9 E-9)

Three (3) compulsory Papers and three (3) Optional/elective papers has to be selected for study in such way that two (2) papers from one Group known as Major specialization and One (1) Paper from another Group known as Minor Specialization.

| Paper Code    | Subject/Paper                                    | Credit | L | T | P |
|---------------|--|--------|---|---|---|
| BM/SOM/C- 301 | Management Accounting                            | 3      | 3 | 0 | 0 |
| BM/SOM/ C-302 | Project Management                               | 3      | 2 | 1 | 0 |
| BM/SOM/ C-303 | Operations Research for Business Applications    | 3      | 2 | 1 | 0 |
| BM/SOM/E-304  | <b><u>Marketing Group</u></b>                    |        |   |   |   |
| M-1           | 1. Consumer Behaviour                            | 3      | 2 | 1 | 0 |
| M-2           | 2. Marketing Research                            | 3      | 2 | 1 | 0 |
| M-3           | 3. Marketing of Services                         | 3      | 2 | 1 | 0 |
| M-4           | 4. Industrial Marketing                          | 3      | 2 | 1 | 0 |
| M-5           | 5. Rural Marketing                               | 3      | 2 | 1 | 0 |
| BM/SOM/E-305  | <b><u>H R M Group</u></b>                        |        |   |   |   |
| H-1           | 1. Labour Laws                                   | 3      | 2 | 1 | 0 |
| H-2           | 2. Counseling Skills for Managers                | 3      | 2 | 1 | 0 |
| H-3           | 3. Social Security & Labour Welfare              | 3      | 2 | 1 | 0 |
| H-4           | 4. Industrial Psychology                         | 3      | 2 | 1 | 0 |
| H-5           | 5. Compensation Management                       | 3      | 2 | 1 | 0 |
| BM/SOM/C-306  | <b><u>Finance Group</u></b>                      |        |   |   |   |
| F-1           | 2. Financial derivative and Risk Management      | 3      | 2 | 1 | 0 |
| F-2           | 1. Security Analysis & Portfolio Management      | 3      | 2 | 1 | 0 |
| F-3           | 3. Financial Institutions and Markets            | 3      | 2 | 1 | 0 |
| F-4           | 4. Management Control System                     | 3      | 2 | 1 | 0 |
| F-5           | 5. Strategic Financial Management                | 3      | 2 | 1 | 0 |
| BM/SOM/C-307  | <b><u>International Business Group</u></b>       |        |   |   |   |
| IB-1          | 1. International Trade Procedure & Documentation | 3      | 2 | 1 | 0 |
| IB-2          | 2. International Trade Theories and Policies     | 3      | 2 | 1 | 0 |
| IB-3          | 3. International Business Environment            | 3      | 2 | 1 | 0 |
| IB-4          | 4. International Marketing Management            | 3      | 2 | 1 | 0 |
| IB-5          | 5. International Business Law and Taxation       | 3      | 2 | 1 | 0 |
| BM/SOM/SS-308 | <i>(Self study course) Business Ethics</i>       | 3      | 3 | 0 | 0 |

### MBA-Fourth Semester(Total Credit-C-9 E-9)

Three (3) compulsory Papers and Three (3) Optional Papers to be selected for study in such way that Two (2) Papers from one Group known as Major specialization and One (1) Paper from another Group known as Minor Specialization.

| Paper Code   | Subject/Paper   | Credit | L | T | P |
|--------------|---|--------|---|---|---|
| BM/SOM/C-401 | Industrial Training & Project Report                    | 3      | 1 | 1 | 1 |
| BM/SOM/C-402 | Strategic Management                                    | 3      | 2 | 0 | 1 |
| BM/SOM/E-403 | <b><u>Marketing Group</u></b>                           |        |   |   |   |
| M-6          | 1. Advertising Management                               | 3      | 2 | 1 | 0 |
| M-7          | 2. Sales and Distribution Management                    | 3      | 2 | 1 | 0 |
| M-8          | 3. Product Management                                   | 3      | 2 | 1 | 0 |
| BM/SOM/E-404 | <b><u>HRM Group</u></b>                                 |        |   |   |   |
| H-6          | 1. Industrial Relations                                 | 3      | 2 | 1 | 0 |
| H-7          | 2. Organizational Development & Intervention Strategies | 3      | 2 | 1 | 0 |

|               |   |   |   |   |   |
|---------------|---|---|---|---|---|
| H-8           | 3. Human Resource Planning and Development      | 3 | 2 | 1 | 0 |
| BM/SOM/E-403  | <b>Finance Group</b>                            |   |   |   |   |
| F-6           | 1. International Financial Management           | 3 | 2 | 1 | 0 |
| F-7           | 2. Banking and Financial Services               | 3 | 2 | 1 | 0 |
| F-8           | 3. Cost Accounting                              | 3 | 2 | 1 | 0 |
| BM/SOM/E-404  | <b>International Business Group</b>             |   |   |   |   |
| IB-6          | 1. Import Export Management                     | 3 | 2 | 1 | 0 |
| IB-7          | 2. Financing of Foreign Trade                   | 3 | 2 | 1 | 0 |
| IB-8          | 3. Global Logistics and Supply Chain Management | 3 | 2 | 1 | 0 |
| BM/SOM/C-405  | Dissertation & Viva-Voce                        | 3 | 0 | 0 | 3 |
| BM/SOM/SS-406 | (Self study course) Disaster Management         | 3 | 2 | 1 | 0 |

**9. The Credit Based Course Structure** of Two Year Full Time M.B.A Degree Programme is thus structured in the following manner:

| Course with Credits | Semester-I | Semester-II | Semester-III | Semester-IV |
|---------------------|------------|-------------|--------------|-------------|
| Core                | 18         | 18          | 9            | 9           |
| Elective            | -          | -           | 9            | 9           |
| Self Study Course   | -          | 3           | 3            | 3           |

**Code number** mentioned above the words denotes as – **BM**-Business Management **SOM**- School of Management, **C**- Core subject, **E**- Elective subject, **M**-Marketing Management Group, **H**-Human Resource Management Group, **F**-Financial Management Group, **IB**-International Business Group. Lectures, T-Tutorials, P-Practical, **The rest of provisions as per common Ordinances of University shall be Applicable.**

**MBA- I semester(All Papers in First Semester are compulsory)**

**BM/SOM/C-101 –Principles and Practices of Management**

- (i) Nature, Scope and Significance of Management, Evolution and Development of Management Thought.Process and Functions of Management. Functional Areas of Management.
- (ii) Nature, significance and scope of Planning, Types of Plans, Process and Techniques of Decision Making, MBO, MBE,Planning Strategies and Policies.
- (iii) Nature and Significance of Organizing- Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship,Span of Management, Authority, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal, Informal and matrix Organizations.
- (iv) Directing-Techniques of directing,Motivation-Concept,Theories of Motivation, Leadership Patterns and Styles.
- (v) Concept and Significance of Communication, Process,Types and Techniques of Communication, Barriers of Communication.Overcoming barriers to Communication, Essentials of effective communication, Grapevine
- (vi) Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination,Controlling-Elements, Process and Styles of Control, Techniques of Control, Challenges before Future Managers in 21<sup>st</sup> Century.

**Suggested Readings**

1. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices
2. Koontz 'O' DonnelWeihrich -Elements of Management
3. Koontz 'O' Donnel C -Management-A Book of Reading
4. Drucker, F. Peter -The Practice of Management
5. Terry and Franklin -Principles of Management
6. Stoner and Freeman -Principles of Management

**BM/SOM/C-102- Business Environment**

- (i) Concept, Nature and Significance of Economic, Socio-cultural, Political, Legal, Technological and Other factors affecting business Operations and Growth, Economic Systems – Capitalism, Socialism, Communism and Mixed –Economic System
- (ii) Monetary Policy- Role of Reserve Bank of India, Monetary Policy Tools, Fiscal Policy and its importance in an economy, Exchange Rate and its determinants.
- (iii) Indian Economy and Business before Economic Reforms of 1991, Need for Economic Reforms, New Economic Policy- Liberalization, Privatization, Globalization and its impact on Indian economy and business. India's Growth Story in the Post Reform Period.
- (iv) Indian Financial System and its Evolution, Components of Financial System. Classification of Financial Markets- Money Market, Forex Market, Capital Market. Instruments of Capital Markets- Pure instruments, Hybrid instruments and Derivatives; Financial intermediaries and their types- Housing Finance Companies(HFCs), Merchant Banks, Venture Capital Companies, Nidhi Companies, Chit Fund Companies, Insurance Companies.

(v) FDI, FII and their role in Indian economy, Export Promotion schemes in India; WTO-objectives, functions; India and WTO; The Basel Accord, Basel III norms and India.

(vi) Business Ethics and Corporate Social Responsibility, Corporate Governance.

### Suggested Readings

1. Francis Cherunilam: 'Business Environment', Himalaya Publishing House, New Delhi
2. Monika Kashyap & Mahendra Babu Kuruva: 'Economic Reforms in India Since 1991', SAGE Publications, New Delhi., ISBN:9789352807222.
3. Misra, S.K. and Puri, V.K.: 'Economic Environment of Business', Himalaya Publishing House, New Delhi.
4. Misra, S.K. and Puri, V.K. : 'Indian Economy', Himalaya Publishing House, New Delhi.
5. Rudder Dutt and Sundharam K.P.M.: 'Indian Economy', S. Chand & Company Limited, New Delhi.

## **BM/SOM/C-103-ENTREPRENEURSHIP DEVELOPMENT**

### **Objective:**

The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

### **Unit 1**

Meaning, definition and concept of Enterprise, Entrepreneurship & Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Entrepreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

### **Unit II**

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

### **Unit III**

Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial

support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

#### **Unit IV**

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

#### **Unit V**

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process,

Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

#### **Suggested Readings:**

1. Lall & Sahai: Entrepreneurship (Excel Books)
2. Kakkar D N: Entrepreneurship Development (Wiley Dreamtech)
3. A.K. Rai: Entrepreneurship Development, (Vikas Publishing)
4. Holt Entrepreneurship : New Venture Creation (Prentice-Hall)
5. Barringer M J: Entrepreneurship (Prentice-Hall,)
6. Nina Jacob, - Creativity in Organisations (Wheeler,)

#### **BM/SOM/C-104- Financial Accounting**

- (i) Financial Accounting-Meaning, Objectives, Concepts and Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards.
- (ii) The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts.
- (iii) Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit and Financial Reporting.
- (iv) Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing for Material, Labour, and Overheads. Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations.
- (v) Standard Costing- Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis-Material, Labour and Overhead.
- (vi) Responsibility Accounting- Its Meaning and Significance, Cost Profit and Investment Centers, Accounting for Price Level Changes- Concepts CPP and CCA Methods.

### Suggested Readings

- |                                 |  |
|---------------------------------|--|
| (1) Anthony, R N and Welsh, G A | -Fundamentals of Management Accounting |
| (2) Khan and Jain               | -Management Accounting                 |
| (3) Horngren, C T               | -Cost Accounting                       |
| (4) Gupta, R L                  | -Advanced Accountancy                  |
| (5) Shukla and Grewal           | -Advanced Accounts                     |

### **BM/SOM/C-105- Managerial Economics**

(i) Meaning, Definition, nature and scope of managerial economics; Goods, Utility, Value, Price, Wealth, Income, Equilibrium. Managerial Economist- Role and responsibilities.

(ii) **Demand**- Meaning, Types; Demand function, Law of Demand, Reasons for downward slope of demand curve, Demand function, concept of elasticity and elasticity of demand- Price elasticity of demand, Income elasticity of demand, cross elasticity of demand; Demand forecasting- Meaning, Types, Techniques.

(iii) **Concepts of Cost**-Cost Classification, Fixed and Variable, Total, Marginal and Average Cost, Opportunity Cost, Real Cost, Cost Out-put Relationship in Short Run and Long Run, Cost Analysis in the Process of Decision Making, Cost and Optimum Size of Plant.

(iv) **Production and cost Function**-Law of variable proportions and returns to scale, Economies of scale, concept of cost, cost function: Short run and long run- Total fixed and total variable cost- short run average and marginal cost curves. Theory of long run cost- Minimum efficient scale, long run average cost curve, Break Even Analysis.

(v) **Price determination under various market Structures** - Meaning of market, classification of market structures, Perfect and Imperfect competition, Monopolistic competition, pure oligopoly; Pricing and its determinants, Price determination under perfect competition, monopoly, imperfect competition and oligopoly.

(vi) **Basic Macro Economics**-Concept of National Income and methods of measurement: Economic growth- Meaning and determinants, phases of business cycle, Inflation-Meaning, Types and causes.

### Suggested Readings

- |  |   |
|--|---|
| (1) H.L. Ahuja- Managerial Economics                         |   |
| (2) Nemmers, Erwin Esser                                     | -Managerial Economics Text & Analysis       |
| (3) Alexander, K J W and Kemp, A J                           | -The Economist in Business                  |
| (4) Norman, N Parish   | -Economic Analysis                          |
| (6) Adhikari M   | -Business Economics                         |
| (7) Baye   | -Managerial Economics & Business Strategies |
| (8) Varshney, R L and Maheshwary- Managerial Economics       |   |
| (9) M.L. Jhingan and J.K. Stephen-                           | -Managerial Economics                       |
| (10) Maheshwari- Managerial Economics                        |   |
| (11) R.L. Varshney and K.L. Maheshwari- Managerial Economics |   |

### **BM/SOM/C-106- Management Information System**

**Objective:** This subject offers a fundamental framework for information systems application in organization. It also covers a wide spectrum of information technology aspects in order to prepare the students to undertake IT associated work with ease when they enter the industry. It identifies the various information systems solution for vertical and horizontal workflow of business operations.

#### **Unit I: Concept of Computers**

History, Generation of computers, Characteristics of computers, Functions of computer, Types of computers, Benefits & Drawbacks of computers, Meaning of Computer system, Computer Architecture, Computer Hardware – Input output devices, Computer Software – types, applications, Types of Computer networks.

#### **Unit II: Foundation concepts**

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, System concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business, SDLC.

### **Unit III: Kinds of Information Systems**

TPS, OAS, MIS, DSS, GDSS, ES, ECS or ESS, Functional business systems – Sales & Marketing, Financial & Accounting, HR, Operational IS, cross-functional enterprise systems and applications – service sectors

### **Unit IV: Role of MIS**

Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: BPR, Creating a Virtual Company, Improving Business Quality: Becoming an Agile Company, Building a Knowledge Creating Company

### **Unit V: e-Business**

E-Business models – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM), E-Commerce systems – Essential e-Commerce processes – e payment processes – e-commerce application trends – Web store requirements

### **Unit VI: Management challenges**

Rapid change in Technology, Quality Assurance – Ethical and Social Dimensions – IP Rights as related to IT Services / IT Products, Security threats, System vulnerability and hazards, Information security and access control, Communication and application control, Disaster recovery planning, IT risk management, Information privacy.

### **Suggested Readings:**

1. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)
2. D. P. Goyal - Management Information System (Mac Millan, 3rd Ed.)
3. Jawedkar W S - Management Information System (Tata McGraw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. IT for management - Ramesh, B. New Delhi: Tata McGraw Hills Publications, 2009.

## **MBA- II Semester**

**(All Papers in this Semester are compulsory)**

### **BM/SOM/C-201-Financial Management**

- (i) Financial management and financial planning- Traditional and Modern concept of Finance Function, Nature, Scope and Importance, Financial Environment. Risk-return trade off, relationship of finance to economics and accounting. Forms of Business organisation.
- (ii) Time Value of Money, Risk and return of Portfolio, Measurement of Market Risk, Valuation of securities- Basic valuation model, bond valuation, equity valuation.
- (iii) Basics of Capital Budgeting- Capital Budgeting process, cost and benefits, basic principles, investment criteria, Net Present Value, Benefit-Cost Ratio, Internal Rate of Return, Payback Period, Accounting rate of return. Leverage- Meaning, Significance and Types; Capital Structure and Cost of capital Theories of capital structure, Designing Optimal Capital Structure, EBIT and EPS Analysis,
- (iv) Working Capital Management-Concept, Needs and Nature of Working Capital, Methods of Determining Working Capital, Requirement, Financing and Control of Working Capital.

- (v) Dividend Policy and share valuation- Walter Model, Gordon Model, Miller and ModiGilani Position. Payout ratio, stability, dividend as a residual payment. Corporate dividend behavior, legal and procedural aspects, Bonus shares and stock splits, Share Buybacks.
- (vi) Management of Earnings, Retained Earnings and Dividend Policies, Dividend Practice and Dividend Models; Management of Long term Funds, Sources of Long Term Finance, Financial Institutions and Term lending; Lease Financing, Mergers and Acquisitions. Take over, Strategic Financial Alliances.

**Suggested Readings**

- (1) Khan, M Y -Financial management
- (2) Prasanna Chandra -Financial Management
- (3) Pandey, I M -Financial management
- (4) Kuchal, S C -Financial Management and Corporate Finance
- (5) Van Home -Financial management

**BM/SOM/C-202- Human Resource Management**

- (i) Personnel Management-Concept, Nature, Scope and Importance of Human Factor; Evolution and Growth of Personnel Function in Management; Philosophy of Management of HRM; Present Status and Future of Human Resource Management in India. Personnel Department- Organization and Functions; Procurement- Job Analysis,
- (ii) Human Resource Planning-Meaning and process, Manpower Planning: Recruitment, Selection, Placement, Induction. Methods of Manpower Search, Reality shock
- (iii) Development-Need, Objectives and Methods of Training; Procedure of Training and its Efficacy. Development of Managers- Principles, Methods. Training and Promotion; Performance Appraisal, Methods of Performance appraisal,
- (iv) Wage and Salary Administration; Wage Policy- Concept, Role and Importance; Job Evaluation; Fringe Benefits; Incentive Compensation- Prerequisites and Problems in Indian Context; Personnel Audit.
- (v) Group Dynamics, Morale in Work Groups, Employee Turnover and its causes. Employee Productivity. Emerging issues and trend in HRM

**Suggested Readings**

- (1) Flippo, E B -Principles of Personnel Management
- (2) Yoder Dale -Personnel Management and Industrial Relations
- (3) Strauses, G and Sayles L R -Personnel-The Human Problems in Mgt.
- (4) Singh, Chhabra and Taneja -Personnel Management and Industrial Relations
- (5) Aswathappa, A -Human Resources and Personnel Management
- (6) Rao T.V. -Human Resources Management
- (7) Cascio -Managing Human Resource

**BM/SOM/C-203- Organizational Behavior**

- (i) Organisation-Concept, Types of Organization, Individual and Organizational Objectives, Organizational Behaviour model, Understanding Indian Social and Cultural Environment and Its Effect on Industrial Behaviour.
- (ii) Individual Behaviour-Understanding Attitudes, Values Perception- Nature and Importance, Perceptual process, Perception vs. Sensation, Learning-Theories of Classical and Operant Conditioning, Reinforcement – Kinds and Administration.
- (iii) Personality-Concept, Theories, Personality Development, Determinants of Personality, Personality and Organization Behaviour
- (iv) Definitions and Characteristics of Group, Types, Stages of group development, Structural variables of group, Formal leadership, roles, norms, group status,

Group Cohesiveness, Group decision making-Process and techniques, Group Co-operation, Transactional Analysis, Organizational Conflicts.

- (v) Organizational Changes and Organization Development, Causes of Organizational Changes, Process of Change, Resistance to change, Approaches to managing Organizational Change, Techniques of Organizational Development, Intervention- an Overview, Kinds of Applications.

Suggested Readings

- |                        |  |
|------------------------|--|
| (1) Korman, Abhraham K | -Organizational Behaviour                |
| (2) Singh and Chhabra  | -Organization Theory and Behaviour       |
| (3) Khanka S S         | -Organizational Behaviour                |
| (4) Maslow A H         | -Motivation and Personality              |
| (5) Stephen P Robbins  | -Organizational Behaviour                |
| (6) Kao S R et el      | -Effective Organization and Social Value |
| (7) Luthans Fred       | -Organization Behaviour                  |
| (8) Newstrom           | -Organization Behaviour at Work          |

**BM/SOM/C- 204- Production and Operations Management**

**Objective**

This paper is offered as a General Management subject in MBA Programme. It develops an insight into the Strategy, planning, manufacturing and control aspects of Operations. This paper prepares the students for careers in the areas of Planning, Manufacturing and control management.

**Unit I:** Meaning, Production system concept, Transformation process, Difference between products and services, OM in the organizational chart, operations as service, Historical development of OM, Current issues in operations management, Operations strategy, competitive dimensions, Break even analysis, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

**Unit II:** Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, types of forecasting, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Monitoring and Controlling forecasting models, Line Balancing.

**Unit III:** Facilities location decisions, Facility location models, Facility layout planning: Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations, Types of plant layouts –product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Capacity planning – PPC, MRP, MRP II, MPS.

**Unit IV:** Productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors, Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study, Work Measurement, Work sampling study, Time study and setting standards

**Unit V:** Materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, Concepts of lead time. Inventory Management: Concept, types, Classification, selective inventory management, Inventory costs, Inventory models – EOQ, safetystocks, Re order point.

**Unit VI:** Quality assurance, Statistical Quality Control: Control charts, TQM: ISO-9000 series and its importance, JIT, Six sigma and its application, Maintenance Management: Meaning & its types.

**Suggested Books**

1. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
2. Operations Management - Richard B. Chase, 11/e, TMH.
3. Operations Management-Terry Hill, Second edition, Palgrave Macmilan

4. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.

5. Production and Operations management - Ajay K. Garg, Tata Mc-Graw Hill, 2012.

### **BM/SOM/C-205 – Marketing Management**

- (i) Concept, Nature, Significance of Marketing Management. Concepts of Marketing, Functions of Marketing, Strategic Marketing Planning, Marketing Mix.
- (ii) Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment
- (iii) Market Segmentation, Basis for Market Segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market.
- (iv) Consumer Behaviour, Nature and factors influencing Consumer Behaviour, Decision Making Process, Organizational Buying Behaviour,
- (v) Product Management, Concept of Product, Classification of Products, Product Life Cycle, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Packaging, Labeling.
- (vi) Pricing-Factors Affecting Price Determination, Price Policies and Strategies, Pricing Methods. Promotional Mix-Elements of Promotional Mix, advertising, Personal Selling, Publicity and Public Relations, Sales Promotion. Direct marketing
- (vii) Distribution Channels, Role and Type of Channels, Factors Influencing Channel Decisions. Forward and Backward integration, VMS, Rural Marketing

#### Suggested Readings

- (1) Kotler, Philip -Marketing Management: Analysis Planning & Control
- (2) Stanton W J -Fundamentals of Marketing
- (3) Cunduff Still -Fundamentals of Marketing  
& Goiani Cunduff
- (4) Rusenberg, L J -Marketing
- (5) Pillai R S N, Bhagwati -Modern Marketing Principles & Practices

### **BM/SOM/C-206- Research Methodology**

- (i) Nature, Meaning and Scope and significance of Research and Research Methodology. Problem Formulation and Statement of Research Objectives,
- (ii) Organization Structure of Research, Research Process, Research Designs- Exploratory, Descriptive and Experimental Research, Research Designs. Sampling Design, Sampling Fundamentals, Methods of Data Collection Observational and Survey Methods, Questionnaire Design.
- (iii) Measurement and Scaling Techniques, Motivational Research Techniques, Administration of Surveys, Field Work and Tabulation of Data, Processing and Analysis of Data, Selection of Appropriate Statistical Technique.
- (iv) Introduction to Measurement of Central Tendency and Dispersion : Arithmetic, Geometric and Harmonic mean, Median, Mode, Mean Deviation, Standard Deviation, Skewness and kurtosis
- (v) Advanced Techniques for Data Analysis, Analysis of Variance and Covariance, ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and clustering Methods, Correlation and Regression Analysis, Time Series Analysis, Measures of Trend and Seasonal Indices. Research Applications.
- (vi) Sampling and Sampling Distributions: Probability and Non Probability Sampling Methods, Sampling and Non Sampling Errors, Sampling Theory, Sampling Distribution, Hypothesis Testing: T, A and Chi Square  $(X)^2$  Tests.

### Suggested Readings

- |                                 |                              |
|---------------------------------|------------------------------|
| (1) Kothari, S R                | -Research Methodology        |
| (2) Levin, R I and Rubn David S | -Statistics For Management   |
| (3) Stephen KC                  | -Applied Business Statistics |
| (4) Emory and Cooper            | -Business Research Method    |
| (5) Hair                        | -Marketing Research          |
| (6) Salkind J                   | -Exploring Research          |
| (7) Fowler, Floyd J Jr.         | -Survey Methods              |
| (8) Aakar                       | -Marketing Research          |

### **BM/SOM/SS-207 Professional Communication (Self Study course)**

- (i) Business Communication-Meaning, Features and functions, Model of communication, Channels of communication-Formal vs. Informal, grapevine and its effective use.
- (ii) Process of Communication. Barriers in Business Communication, Dimensions of communication, Communication and customer care
- (iii) Business Correspondence-Essentials of effective correspondence, Planning the letter, Different types of letters, Sale letters, goodwill letters, notices, circulars and orders, Applications for employment, Modern Office Communication Techniques. Internet and its uses, E-commerce.
- (iv) Oral Communication- Public Speaking, Body Language, Presentation and Interviews, Presentation of Reports, Sales Plans, Leading and Participation in Meetings and Conferences. Qualities of effective correspondence,
- (v) Report Writings-Business Reports- Structure, Techniques and Styles of Report Writing, Proposal writing, Types of proposal,

### Suggested Readings

- |                        |   |
|------------------------|---|
| (1) Sharma             | -Business Correspondence and Report Writing |
| (2) Monipally          | -The Craft of Business Communication        |
| (3) Herta and Murthy   | -Effective Business Communication           |
| (4) Lesikar and Pettit | -Business Communication                     |
| (5) Bovee              | -Business Communication Today               |
| (6) Treece M           | -Successful Business Communication          |
| (7) Rue                | -Managerial Skills and Applications         |

### **MBA -III SEMESTER**

There are both compulsory and elective papers in this Semester. Papers 301, 302 and 303,308 are compulsory for all students and for elective papers the students shall have to choose three papers-Two from Major specialization group and one from Minor specialization group mentioned below.

### **Compulsory Papers**

#### **BM/SOM/C-301-Management Accounting**

- (i) Management Accounting- Essentials, Scope, Objects, Limitations, Comparison of Management Accounting with Cost Accounting and Financial Accounting.
- (ii) Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing..

- (iii) Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead variances (problems). Marginal and absorption costing.
- (iv) Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget (Problems).
- (v) Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Break-even Point (problems), Composite Break-even Point.

**Readings:**

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers).

**BM/SOM/C-302 Project Management**

- (i) Project Management- Nature, Scope, Process Elements, Significance and Emergence of Projects. Project Planning, Developing Project Models through Simulation.
- (ii) Location of Project Site, Working Conditions Development, Plans of the Government and the Local Bodies, Factors Affecting Location Decisions. Analysis of Infrastructure, Labour, Raw material, Transport & Other Factors.
- (iii) Selection of the Product or Service, Market Research, Product Appraisal, Product Design, Factors Affecting the Selection Decision, Choice of Technology, Choice of Process, Feasibility, Effects on Environment, Pollution Control, Govt and Local Bodies Regulations. Economic Analysis of the Projects
- (iv) Project Financing, Sources of Finance, Raising Capital from Market, Financial Institutions, Raising Foreign Exchange, Government Regulations. Project Scheduling, Monitoring and Contract Management, Project Appraisal, Contract Project Review.
- (v) Financial Feasibility Study, Analysis of Risk- concept, types, techniques of Risk Evaluation, Sensitivity Analysis and method for handling risk

- (vi) Role of Government and Financial Institutions in Entrepreneurship Development. Sources of Finance and Institutionalize Finance to Entrepreneurs, Role of Technical Consultancy Organization in Developing Entrepreneurs.
- (vii) Governmental Policies Governing Entrepreneurship, Problems of Entrepreneurship.

Suggested Readings

- |     |                 |                                 |
|-----|-----------------|---------------------------------|
| (1) | Bhavesh M Patel | -Project Management             |
| (2) | S S Khanka      | -Entrepreneurship Development   |
| (3) | Prasana Chandra | -Project Management             |
| (4) | P C K Rao       | -Project Management and Control |

**BM/SOM/C- 303 Operations Research For Business Applications**

- (i) Introduction & Evolution of operation Research ,Growth of Operation Research in Different Sector, Characteristics of Operation Research , Some Special Function and their Applications.
- (ii) Transportation Problem, Introduction and General structure of the Transportation Problem. Methods For Finding Initial Solution, Northwest Corner Method, Least Cost Method, Vogel's Approximation Method (VAM), Unbalanced Transportation Problem ,
- (iii) Assignment Problem, Introduction Maximization in Assignment Problem, Unbalanced Assignment Problem.
- (iv) Theory of Games, Basic Definition and Terminology ,Pure Strategy Games ,Principle of dominance ,Algebraic Method ,Graphical Method, Cramer Method ,Limitations and significance of Game theory .
- (v) PERT and CPM, Introduction & Basic Concepts of the Network Analysis ,Critical Path Method, Estimate Critical path Analysis, Programme Evaluation & Review Technique, Distinction between PERT and CPM ,
- (vi) Simulation-Introduction, Methodology for Simulation, Management Application, Stochastic Simulation and Problem Numbers. Markov Analysis and its application

Suggested Readings

- |      |               |  |
|------|---------------|--|
| (1). | N.D. Vohra    | -Quantitative Techniques in Managerial Decisions |
| (2)  | V.K. Kapoor   | -Operation Research Technique For management     |
| (3)  | Renders Stain | -Quantitative Analysis for Management            |
| (4)  | Hiller        | -Introduction to Operation Research              |

Major Four Specialization Groups-(2 papers from one of the Major Specialization Group and One paper from Minor specialization Group as mentioned below)

**A- Marketing Management Group**

**BM/SOM/E- 304-M-1-Consumer Behaviour**

- (i) Introduction-Definition and Scope of Consumer Behaviour, Consumer Behaviour, and decision making, Types of Buying Behaviour, Consumer Research process.
- (ii) Segmentation-Usage segmentation, Benefit Segmentation, Cultural, Sub-Cultural and Cross Cultural Influences, Social Class and Social Stratification,
- (iii) Social Groups and Norms, Reference Groups, Organizations and Family Influences, Family Buying Behaviour
- (iv) Personality- Theories of personality, Brand Personality, Self and self image, Attitude-Structural models, Attitude formation, Strategies of attitude Change.
- (v) Consumer Perception-elements of perception, Dynamics of perception, Learning, Elements of consumer learning, Classical conditioning, Instrumental and observational learning, Attitudinal and Behavioural measures of Brand Loyalty

- (vi) The Process of Consumer Decision Making-Opinion leadership, Measurement of opinion leadership, Diffusion of innovation, Diffusion process, Adopter categories, Models of Consumer Behaviour-Introduction and their need, Howard-Sheth Model, Engel-Blackwell-Kollat Model, Nicosia Model
- (vii) Post purchase Behaviour, Consumer Complaint Behaviour, Brand loyalty, Complaint Behaviour.
- (viii) Organizational Buying Behaviour-Influences on organizational buyer Behaviour, Organizational buyer's decision process.

Suggested Readings

- |     |                                 |                     |
|-----|---------------------------------|---------------------|
| (1) | Zaltman and Wallendorf          | -Consumer Behaviour |
| (2) | Engel, Blackwell Edition        | -Consumer Behaviour |
| (3) | Mellout, Douglas W.Tr           | -Consumer Behaviour |
| (4) | David L. Loudon and Della Bitta | -Consumer Behaviour |
| (5) | Schiffman and Kanuk             | -Consumer Behaviour |

**BM/SOM/E- 304-M-2 Marketing Research**

- (i) Market Research – Introduction, Importance, Scope and Limitations of Market Research, Objectives, Types of Research. Planning and Designing Research.
- (ii) Secondary and Primary Data Collection- Introduction to Secondary Data source and their Types, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Bivariate Data Analysis. Multivariate Data Analysis.
- (iii) Sampling and Questionnaire Design and Construction-Introduction to Sampling, Sampling Process, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.
- (iv) Application of Marketing Research, Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research, Financial Research and Strategic Planning.
- (v) Presentation and Follow – Through – Role of the Report,Types of Reports, Contents of the reports, Personal Presentation of the Report, Follow-through.
- (vi) Organization of Marketing Research Department, Marketing Research Agencies, Types and Functions of Marketing Research Agencies, Ethical Issues of Marketing Research.

Suggested Readings

- |     |                       |   |                                     |
|-----|-----------------------|---|-------------------------------------|
| (1) | Agarwal               | - | Marketing Research                  |
| (2) | Boyd and West Fall    | - | Marketing Research – Text and Cases |
| (3) | D A Aaker and G S Dey | - | Marketing Research                  |
| (4) | Weiers                | - | Marketing Research                  |
| (5) | Malhotra              | - | Marketing Research                  |
| (6) | Luke and Rubin        | - | Marketing Research                  |
| (7) | Tull and Hawkins      | - | Marketing Research                  |

**BM/SOM/E- 304-M-3-Marketing of Services**

- (i) The Nature of Services Marketing- Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services marketing, Importance of Services Marketing in Indian Economy.

- (ii) The Services Marketing Mix- Importance of 7 Ps in Services Marketing The Service Marketing- The People Component, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
- (iii) Physical Evidence and Services Process- Essential and Peripheral Physical Evidence, Nature of the Service Process, Customer Participation in Service Process, managing Evidence and Process.
- (iv) Services Market Segmentation, Competitive Differentiation of Services, Positioning of Services. Consumer Behaviour for Services.
- (v) Services Pricing Decisions- Approaches to Pricing Services-Cost Based, Competition Based, Demand Based. Factors Affecting Pricing.
- (vi) Distribution of Services Decision-Distribution channels, Channel Design Decisions, Factors Affecting Channel Decisions.
- (vii) Service Promotion Decisions- Importance of promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion.
- (viii) Managing Services Quality- Dimensions of Service Quality, Tools for Achieving Service Quality, Consumer perception of Service Quality.

Suggested Readings

- (1) Philip Kotler and Paul N Bloom -Marketing Professional Services
- (2) Lovelock -Services Marketing
- (3) Adrian Payne -The Essence of Services Marketing
- (4) Rathmell J M -Marketing in Service Sector

**BM/SOM/E- 304-M-4 Industrial Marketing**

- (i) Industrial Marketing Concept-Nature of Industrial Marketing, Industrial Marketing Environment, Industrial Marketing Environment, Industrial markets.
- (ii) Demand for Industrial Goods, Demand and Product Characteristics, Derived Demand for Industrial Goods, Nature of Industrial Buying, Buyer Behaviour, Value Analysis and Vendor Selection.
- (iii) Industrial Marketing Strategy-Product Strategy, Channel Distribution Strategy, Logistics, Pricing Decisions, Promotion Mix and strategy, Advertising, Personal Selling, Sales Promotion, Public Relations, Publicity.
- (iv) Industrial Marketing Intelligence System, Information Needs system Design and Applications.
- (v) Industrial Marketing Control- Strategic Goals, Performance Standards, Evaluation of Performance.

Suggested Readings

- (1) E Rayon Coray -Industrial Marketing-Cases and Concepts
- (2) Robert W Hass -Industrial Marketing Management
- (3) Ralph and Gross -Industrial Marketing
- (4) Webstern -Industrial Marketing
- (5) V KasturiRangan -Business marketing Strategy

**BM/SOM/E- 304-M-5- Rural Marketing**

- (i) Nature, Concept and Scope of Rural Marketing, The People, The Purchasing Power, Buying Pattern, Socio- Cultural, Economic and Other Environmental Factors Affecting Rural marketing.
- (ii) Attitude and Behaviour Pattern of Rural Consumers, Overview of Rural Marketing. Marketing of Consumer Durables and Non Durable Goods and Services in Rural Markets with special Reference to Product Planning and Media Planning.
- (iii) Planning of Distribution Channels, Organizing Personnel Selling in Rural Markets. Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors.

- (iv) Rural Marketing Behaviour in Space, Variation in Levels of Intersection, Variances of Distance Traveled Type and Role of Marketing Centers, Spatial Manifestations of Rural Marketing.
- (v) Marketing Efficiency, Marketing Intelligence, Marketing Research and Information System.
- (vi) Retailing in Rural Areas, Trade Channels, Rural Marketing in India, Its status and Present Position. Planning for Institutional Linkages, Monitoring and Evaluation of Rural marketing, Brand Awareness and Purchase Decisions.

Suggested Readings

- (1) Raja Gopal -Organizing Rural Business Policy, Planning & Management
- (2) Raja Gopal -Indian Rural marketing
- (3) T P Gopalswamy -Rural Marketing-Environment, Problems And Strategies
- (4) Ramachandram H and Shastri G S -Behaviour in Space-Rural Marketing in an Underdeveloped economy

**B- Human Resource Management Group**

**BM/SOM/E- 305-H-1- Labour Laws**

- (i) Background of Labour Legislation in India
- (ii) Factories Act, 1948
- (iii) Minimum Wages Act 1947
- (iv) Payment of Bouns Act 1965
- (v) Industrial Employment (Standing Orders Act, 1946)
- (vi) Payment of wages Act 1936

Suggested Readings

- (1) Monappa -Industrial relations
- (2) N D Kapoor -Handbook of Industrial law
- (3) Dr. Tripathi and Dr. Gupta -Industrial relations and labour Laws
- (4) Man Dot K C -Industrial and labour Laws

**BM/SOM/E- 305-H-2- Counseling Skills for Managers**

- (i) Emergence and Growth of Counseling Services. Counseling as a discipline, Basic Principles for schools, for community agencies, Goals of counseling, Community and Mental Health agencies,
- (ii) Individual Counseling- Theories of Counseling, Psychoanalytic Theory, Individual Psychology, Behavioural Analysis, Assessing Client's Problems, Counseling Process, Counseling skills, Solution, application and termination.
- (iii) Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Therapies-Insight Oriented Therapy, Behaviour Therapy, Reality Therapy, Transactional Analysis, Counseling Process, Counseling skills, Solution, application and termination, Special counseling populations.
- (iv) Group Techniques for Counselors-Definitions, Group Guidance, Group counseling, T-Group, Sensitivity Group, Task Groups, Group counseling-Theoretical considerations, Values of group counseling, Selection of group members, Group Process
- (v) Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization, Counseling for career planning and decision making, Application of Counseling to Organizational Situations with a focus on Performance Counseling. Stress Management-Meaning of stress, Causes, Techniques of prevention of stress.

Suggested Readings

- (1) Corner L S, Guide Hackney H -The Professional Counselor's

- |     |                               |  |
|-----|-------------------------------|--|
|     |                               | Process to Helping                       |
| (2) | McLennan, Nigel               | -Counseling for Managers                 |
| (3) | Moursund J                    | -The Process of Counseling and Therapy   |
| (4) | Robert L.Gibson, M.H.Mitchell | -Introduction to Counseling and Guidance |
| (5) | Janase                        | -Interpersonal Skills in Business        |
| (6) | Munra C A                     | -Counseling-A Skills Approach            |
| (7) | Lussiar                       | -Humans Relations in Organizations       |

### **BM/SOM/E 305-H-3-Social Security and Labour Welfare**

- (i) Social Security- Definition, Scope, Objective, Principles of Social Welfare. Abolition of Bonded and Child Labour, Government Policy for Social Security and Social Insurance, Welfare of special categories of Labour.
- (ii) Workmen's Compensation Act, 1923
- (iii) Employee's State insurance Act, 1848
- (iv) Payment of Gratuity Act, 1972
- (v) Maternity benefit Act, 1961
- (vi) Employees Provident Fund Act
- (vii) International Labour Organisation-in pursuit of Labour Welfare

#### **Suggested Readings**

- |     |                             |  |
|-----|-----------------------------|--|
| (1) | Mullick                     | -Labour Laws   |
| (2) | Memoria, C B and Memoria, S | -Industrial Labour, Social Security, and Industrial Peace in India |
| (3) | Sinha, G P                  | -Industrial Relations and Labour Legislation in India              |
| (4) | Zahiruddin                  | -Labour Welfare Laws   |
| (5) | Saharay H K                 | -Industrial and Labour Laws of India                               |
| (6) | Srivastava S C              | -Industrial Relations and Labour Laws                              |

### **BM/SOM/E 305-H-4 - Industrial Psychology**

- (i) Industrial Psychology- Introduction, Scope, and Historical development. Testing-Characteristics of Psychological Tests, Test Norms, Types of Tests, Tests VS Other Selection devices, Pro and Cons of Testing.
- (ii) Interview and Other Selection devices- Interview, Interview Considerations, Applications and references and Recommendations.
- (iii) Attitude Measurement and Motivation, Attitude and Social Phenomena Methods and Measuring Attitudes, Attitudes Surveys and their Application, The Attitudes of Employees VS Attitudes of Employers, Complexity of Motivation, Motivation and Frustration, Motivational Forces, Kinds of Incentives.
- (iv) Job Satisfaction and Morale, Factors Measured in Job Satisfaction, Relative Importance of Different Aspects and Job Satisfaction, Job Satisfaction and Job Behaviour, Theories of Job Satisfaction, Morale and determinants of Morale, Methods of Enhancing Industrial Morale, Measurement of Morale. Job Analysis Methods, Evaluation of Job Evaluation, Psychological Contributions to Job Analysis and Evaluation, Clustering of Grouping Occupation.
- (v) Work Environment and safety, Music in Industry the Arousal Hypothesis Noise, Illumination, Colour Vibration Miscellaneous Factors, Accident Prone principle, Accident Reduction, Predicting Accident, Fatigue, Unproductive Working Time, Rest Pauses, Absenteeism, the Ultimate Work Week.
- (vi) Human Performance- Time and Motion Study Methodology, Potential Factors of Time and Motion Studies, Resistance to Time and Motion Studies, Men in Motion, Need for Allowances in Time and Motion Study at Home, Human

Engineering, Principle of Human Performance, Perceptual Motor Skills, Information Processing Behaviour, Monitoring Behaviour.

**Suggested Readings**

- |     |                            |   |                         |
|-----|----------------------------|---|-------------------------|
| (1) | Keeth Davis                | - | Human Behaviour at Work |
| (2) | Chatterjee N R             | - | Industrial Psychology   |
| (3) | Gilmer B V H and E L Dec   |   | Industrial Psychology   |
| (4) | P K Ghosh and M P Ghospade |   | Industrial Psychology   |

**BM/SOM/E 305-H-5- Compensation Management**

- (i) Types and characteristics of Labour Market and their effect on Employment and Compensation, Conceptual and Theoretical understanding of Economics Theory related to Reward Management. Competitive Imperatives: Productivity, Quality, Service, Speed, Learning.
- (ii) Planning for Improved Competitiveness, Diagnosis and Bench marking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems. Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.
- (iii) Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, Research and Development Staff, and Other White color Executives.
- (iv) Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans, Social Welfare packages, Production and Productivity Bonus, Management of Compensation System.
- (v) Compensation Practices of Multinational Corporations, Practices in Indian Companies, Strategic Compensation System, Statutory Provisions governing Different Components of Reward Systems, Working of Different Institutions Related of Reward System like Wage Boards, Pay Commissions etc.

**Suggested Readings:**

- (1) Armstrong, Michel and Murlis, Reward Management: A hand book of salary Administration.
- (2) Bergess, Lenard R. Wage and Salary Administration, London Charles Merrill.
- (3) Suri G K - Wage Incentives
- (4) Singh Chhabara and Taneja- Personnel Management and Industrial Relations.

**C-Finance Group**

**BM/SOM/E306-F-1- Security Analysis and Portfolio Management**

- (i) Principles of Investment-Investment Objectives and Constraints, Fixed and Variable Return, Securities- Shares, Debentures, Government Securities, Derivatives, Commercial Papers, Different Modes of Investment and Investment Consideration.
- (ii) Security Evaluation- Security Evaluation Model, Fundamental Analysis- Economic, Company and Industry Analysis, Technical Analysis and Random Walk Hypothesis, Efficient Market Hypothesis Forms and Tests.
- (iii) The Risk- Return Framework, Types of Risk, Risk Evaluation, Hedging and Speculation Calculation of Return. Valuation of Fixed Income Investments and Equity shares.
- (iv) Meaning and Importance of Stock Exchanges- Important Provisions Relating to Functioning of Stock Exchanges under Securities Regulations and Control Act. Latest Development in Securities Market, Control and SEBI Guidelines.
- (v) Concept of Portfolio- Need, Types of Diversification, Elements of Portfolio Management, Determining the Expected Risk and Return on Portfolio, Sharpe

Pricing Theory, Portfolio Investment strategy, Risk Management Strategy, Determining Optional Portfolio, Performance Evaluation, Portfolio Revision Techniques, Bond, Equity Portfolio Management, Portfolio Insurance.

- (vi) International Diversification, Risk in International Investment, International Investment Strategy, Return Forecasts. Portfolio Management services, SEBI Guidelines for Portfolio Managers.

Suggested Readings

- |     |                        |   |
|-----|------------------------|---|
| (1) | Apte, P G              | -International Financial Management         |
| (2) | Haugen Robert H        | -Modern Investment Theory                   |
| (3) | Fisher, DM, Jordon, RJ | -Security Analysis and Portfolio Management |
| (4) | Sharpe William         | -Investments                                |
| (5) | Bhalla, V K            | -Investment Management                      |

**BM/SOM/E306-F-2 – Financial Derivatives and Risk Management**

- (i) **Introduction** : Meaning and Significance of Derivatives in the Development of Securities Market; Types of Derivatives; L.C.Gupta Committee Report on Derivative Trading; Derivative Trading vs. Forward Trading. Global Financial Crisis- Role of Derivatives
- (ii) **Risk Management** : Risk-Return Trade-Off; Systematic vs. Non-Systematic Risks; Components of Risks-Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Power Risk.
- (iii) **Futures Trading**: Meaning of Futures Contracts and Role in Hedging Portfolio Risk; Short-term and Long-term Interest Rate Futures; Stock Index Futures; Determination of Bond Future Prices.
- (iv) **Options Trading**: Meaning of Options; Call Options vs. Put Options; Writing of Options; Hedging with Options; Trading with Options; Arbitrage with Options; Black-Schole Option Pricing Model and Binomial-Option Pricing Model
- (v) **Swaps Trading** : Meaning of Swaps and their Significance; Hedging Interest Rate Risks; Using Swaps to Reduce Interest Costs; Currency Swaps; Equity Swaps; Floating Rate Notes (FRNs); Swap Pricing.

**References :**

1. Chance, Don M : An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian : Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit : Swap & Derivative Financing, Probus.
4. Hull, J., Options : Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W : Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert : Financial Derivatives, New York Institute of Finance, New York.
7. Marshall, John F and V.K. Bansal : Financial Engineering-A Complete Guide to Financial Innovation, PrenticeHc Inc., New Delhi.
8. Report of Prof. L.C. Gupta : Committee on Derivatives Trading.
9. Report of Prof. J.C. Verma : Committee Report on Derivatives Trading.

**BM/SOM/E306- F-3- Financial Institutions and Markets**

- (i) Indian financial system – overview of financial markets in India – Capital markets – money market – government securities markets – foreign exchange market – derivative markets – financial sector reforms in India since 1991.
- (ii) Stock exchange – An overview, Stock exchange trading, Stock exchange – Regulatory framework, Indian stock exchanges – A Profile, Insider trading, Listing of securities, Criteria for listing, Delisting, SEBI – Functions and Working, Restructuring of Indian stock exchanges – Major issues.
- (iii) Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital , mutual funds, credit rating agencies, depositories.
- (iv) Government Securities (G-sec)Market in India- Meaning and Types of Government Securities, Reforms in Government Securities Market- Institutional Measures, Enabling Measures, Latest Developments in G-Sec Market in India
- (v) Financial Institutions- SEBI, NSDL, NABARD, IDBI, SIDBI, IRDA, EXIM, ECGC.

### **Suggested Books:**

- 1.Khan M.Y., ‘Financial Services’ Tata MC Graw Hill 1998.
- 2.MonikaKashyap&MahendraBabuKuruva: ‘Economic Reforms in India Since 1991’,SAGE Publications, New Delhi.,ISBN:9789352807222.
3. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand& Sons 2000.

### **BM/SOM/E306-F-4-Management Control System**

- (i) Management Control System, Conceptual frame Work, Objective and nature of Management, Anthony Dearden Model, Principles of Management Control.
- (ii) Behavioral Problems in Control Process, Problems of Motivation, Goal Congruence and Co-ordination.
- (iii) Structure of Management Control, Decentralization and Control of Subsidiaries.
- (iv) Process of Management Control, Long Range Planning, Budgetary Control System, ROI System of Divisional Control, Transfer Pricing, Internal Controls and Formulation of Internal Control Scheme.
- (v) MBO and Management Control,Standard Costing as a Tool of Control,Information System for Management reporting.
- (vi) Management Control in Functional Area, Financial, Management Control of Projects, Services and Non Project organizations,Control in Government Departments and Administration.

### **Suggested Readings**

- (1) Anthony R A -Planning and Control System-A framework for analysis
- (2) Anthony R A -Management Control System
- (3) Gillespie C -Standard and Direct Costing

**Objectives:**

1. To elaborate the key decision areas in financial management-investment, financing, dividend.
2. To explain the various techniques of evaluation of investment proposals.
3. To discuss the various factors to be considered in designing the target capital structure.

**Unit I**

Corporate Evaluation: Adjusted Book Value Approach, Stock and Debt Approach, Discounted Cash Flow (DCF) Approach, Cost of Capital Estimation, DCF Approach Growth Models, Free Cash Flow to Equity Valuation (FCFE), Guidelines for Corporate Evaluation

**Unit II**

Value Based Management: Methods and Key Premises of VBM, Alcar Approach, Stern Stewart Approach, BCG Approach-Total Shareholder Return, Total Business Return, Cash Flow ROI, Cash Value Added.

**Unit III**

Mergers and Acquisition: Reasons for mergers, Mechanics of a merger, Costs and Benefits of a Merger, Exchange ratio, Purchase of division/unit, Takeovers, Leveraged Buyouts, Acquisition Financing, Business Alliances, and Divestitures.

**Unit IV**

Corporate Governance: Divergence of Interest, Devices for containing Agency Costs, Corporate Governance in India, Legal Provisions and SEBI code, Reforming Corporate Governance, Executive Compensation, Employee Stock Option Plan (ESOP).

**Unit V**

Performance Measurement: Business Performance Measurement, Comprehensive Value Metrics Framework, Non-Financial Measures, Balanced Scorecard, Debt Analysis and Management: Rating of Debt Securities, Design of Debt Issues, Innovation in Debt Securities, Securitisation, Bond Covenants, Bond Refunding, Duration, Term Structure of Interest Rates.

**Unit VI**

Leasing and Hire Purchase: Types, Rationale, Mechanics, Operating Leases, Leasing as a Financing Decision, Hire Purchase Arrangement, Choice between Leasing and Hire Purchase, Project Finance.

**Suggested Readings:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill,2011
2. I M Pandey, Financial Management ,Vikas Publications -2013
3. Khan M. Y.& Jain P. K Financial Management, 6/e, TMH, 2011.
4. Rajiv Srivastava and Anil Misra, Financial Management, Second edition, Oxford University Press,2011

- (i) Export Procedure: Starting an export firm – Selection of an export product, Market and Buyer – Registration procedure with Sales Tax, Central Exercise and various Boards and councils.
- (ii) EXIM code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit. Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.
- (iii) Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.
- (iv) Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities
- (v) Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

**Text Books:**

1. P K Khurana “Export Management”, Galgotia publishing company
2. Aseem Kumar “Export and Import Management”, Excel Books,
3. David Stewart ,”International Supply chain Management”, Cengage publications

**BM/SOM/E-307-IB-2- International Trade Theories and Policies**

1. Meaning, Definition, Nature, Scope, Importance of International Trade. The wave of Globalization and its impact on International Trade.
2. **International Trade Theories:**The Gains from Trade , The pattern of Trade, Balance of Payments, Exchange rate determination, International Policy Coordination, The International Capital Markets; International trade theories basics: Mercantilism, Adam Smith’s Absolute advantage theory, Comparative cost advantage theory of David Ricardo
3. **International Trade Policy:**The Instruments of Trade Policy-Basic analysis of tariff- Supply, Demand and Trade in a single industry, Effects of Tariff, Costs and benefits of Tariff. Free Trade- Arguments for and against free trade. Case for and against protection- Basic theory of custom’s union. Trade policies in developing countries. Macro economic policy and coordination under floating exchange rate – Optimum currency areas and European experience.
4. **International Negotiations and Trade Policy:** The advantages of negotiation, International Trade agreements- A brief History, The Uruguay round, Trade liberalization, From GATT to WTO, WTO and its role in international trade.
5. **Economics of Crises:** International Monetary System 1870-1973, Asian Financial Crisis of 1997, Global Financial Crisis of 2007, European sovereign debt crisis of 2010.

**Suggested Readings:**

1. Paul.R.Krugman& Maurice Obstfeld-International Economics-Theory and Policy
2. JagadishBhagwati- In Defence of Globalization
3. Joseph.E.Stiglitz- Globalization and its discontents
4. D.Sambandhan-The U.S.Dollar,Euro and World Money-Under Massive Heart attack

5.D.Sambandhan&M.B.Mohandas- Global Recession in Historical & Recent Perspective.

6. Economic Reforms in India Since 1991- Monika Kashyap&MahendraBabuKuruva, SAGE Publications, New Delhi

### **BM/SOM/E-307-IB-3-International Business Environment**

- (i) International Business and Its Environment, Theories of Export Behaviour, Theories of International Trade and Foreign Direct Investment.
- (ii) Terms of Trade, Balance of Payments, Commercial Policy-Objectives, Instruments and Impact.
- (iii) International Trading Framework GATT, WTO, UNCTAD, MFA, GSP, International Commodity Agreements, Bilateralism versus Multilateralism, Regional Economic Groupings including EC, EEA, NAFTA, ASEAN and CIS.
- (iv) International Monetary System.
- (v) Foreign Investment in India and Abroad, Technology Transfer, MNCs and International Business.

#### Suggested Readings

- (1) Peter H. Lindert - International Economics
- (2) Stanley Paldiwoda - International Marketing
- (3) Parvez A and Bahman E - International Business

### **BM/SOM/E-307-IB-4 -International Marketing Management**

- (i) Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.
- (ii) Selection of Foreign markets, The Concept of International Marketing Mix, Implementation of Marketing Strategies and seven Ps. Organization and Control for International Marketing.
- (iii) Analysis of International Marketing Environmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.
- (iv) International Market Segmentation, Market Entry and Operation Strategies-Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations.
- (v) International Product Policies, Strategic Considerations in making Product decisions, Alternative strategies in Multi-national Product Planning, Methodology in Making Product decisions for International markets.
- (vi) International Pricing Decisions, Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International markets,Export Pricing and Differential pricing.
- (vii) International Distribution System and Logistics, International Marketing Channel Decisions, Importance and scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel decisions

#### Suggested Readings

- (1) Leighton - International marketing
- (2) Scravanavel P - International marketing
- (3) Kotler, Armstrong - Principles of Marketing
- (4) Keegan - Managing Global Marketing

(5) Franking R Root - International Marketing

(6) Foss and Caleore - International Marketing

**BM/SOM/E-307-IB-5- International Business Law and Taxation**

- (i) Legal Frame Work of India's Foreign Trade, Indian Law of Contracts with specific reference to Foreign Trade, Sales of Goods Act with specific reference to Foreign Trade.
- (ii) Import/Export Contracts for Products, Uniform Law on International Sale of Goods.
- (iii) Project Export Contracts, Service Contracts with shipping, Air and Overland.
- (iv) Joint Venture Agreements, Issues related to Methods of Payments and Overseas Distribution, Technology Imports.
- (v) Law regarding Protection to Intellectual Property Rights, Patents, Trade Marks, Inventions, Marine Insurance, Foreign Investment Laws, International Taxation, Double Taxation Agreements.

**Suggested readings**

(1) Schmithoff C R -Export trade: The Law and Practice of International trade.

(2) J Daniel, Ernestaw O et eI- International Business Environment and Operations

(3) Journal of World trade Law.

### **BM/SOM/SS- 308-Business Ethics**

(i) **Ethics-** Meaning, ethical performance, ethics in business, source of ethics, types of ethics, models of ethics, factors influencing Business Ethics, Morality and ethics, Kohlberg's Theory or model, Functions of ethics

(ii) **Values, norms, beliefs and standards-** Values, norms, beliefs. Morality, ethical codes

(iii) **Normative Ethics in Management** Theories of Ethics, ethical inquiry, reasons for payment, ethical reasoning, normative ethics, Teleological theory and Deontological theory, natural Law

(iv) **Managing Ethics** Ethical activities, Company codes, ethics training programmes, ethics committee, Laws enforcing ethical conduct.

(v) **Ethical aspects in Marketing** Marketing ethics and consumer rights, reasons for unethical practices, ethics and regulations in pricing, advertising critics, ethics in HRM, Privacy issues, secondary influences, psychological expectancy models, whistle blowing, discrimination, affirmative action, trade secrets and conflict of interests, ethical decision making.

### **Suggested Readings**

1. C.S.V.Murthy-Business Ethics

### **MBA-IV SEMESTER**

There are compulsory and elective papers in this semester, papers 401, 402, are compulsory and under elective papers the students shall have to choose Three papers from selected groups- Two from the Major specialization group and one from Minor Specialization Group.

### **BM/SOM/C-401-Industrial Training & Project Report**

To give a first hand exposure to the students on management related problems and to enable them to develop problem solving skills with the help of problem solving techniques and by using primary and secondary information. Each student is required to undergo 45 days industrial training during the fourth semester. Students are required to prepare a project report in the guidance of their respective mentors/ project guides allotted to them by the department. Project report should be mandatorily submitted in the Department of Business Management, signed by the respective supervisors of the students .

### **BM/SOM/C-402- Strategic Management**

- (i) Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management.
- (ii) Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Mission, Objectives and Goals.
- (iii) Corporate Strategy, Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, Internal and External Environment of a Firm, Need for Environmental Analysis, Techniques for Environmental Analysis, ETOP
- (iv) Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
- (v) Implementing Strategy, Organization Structure, Culture, Commitment and Leadership, Business Unit Strategy, Portfolio Analysis, BCG and other Portfolio Models.
- (vi) Strategic Alternatives, Stability, Expansion, Retrenchment, International strategy Variations, Diversification and Mergers, Strategic Alliances. Strategic Choice Process, Control and Evaluation Process.
- (vii) Strategy in the Global Environment, Implementing Strategic Change- Politics, Power and Conflict.

### **Suggested Readings**

|     |                                |   |
|-----|--------------------------------|---|
| (1) | Thompson and Strickland        | -Strategic Management Concept and Cases |
| (2) | Ansoff, H Igor                 | -Corporate Strategy                     |
| (3) | Charles W L Hill and G R Jones | -Strategic Management Theory            |
| (4) | AzharKazmi                     | -Business Policy                        |
| (5) | Thomos L Wheelen and JD Huger  | -Strategic Management                   |
| (6) | Hammel G and Prahalad C K      | -Competing for the Future               |

**Major Specialization Groups-A,B,C,D,E,F (Two papers from one of the Major Specialization Group and one from Minor Specialization Group)**

**A-Marketing Management Group**

**BM/SOM/-403-M-6-Advertising Management**

- (i) Communication Process- Nature of Communication Process and Its Different Elements, Obstacles in Communication Process in Perception, Learning and Attitude Change.
- (ii) Communication Process in Marketing- Importance and Applications of Communication Process in Marketing, Different Elements of Promotional Mix and Communication Process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.
- (iii) Planning for Market Communication- Strategic Analysis for Market Communication, Communication Objective, Market Segmentation, Target Group and target Person, Brand Positioning.
- (iv) Advertisement and Their Types- Importance of Advertising in Modern Marketing, Different Types of Advertising, Advertising Decision.
- (v) Message and Copy, Message Strategy, Message design, Elements of Advertising Copy, Developing Effective Advertising Copy, Creative and Visualization in Advertising, Method of Creative development.
- (vi) Media Planning- Comparative Study of Different Advertising Media, Media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, - Pre Testing and Post testing Techniques.
- (vii) Regulation of Advertising- Advertising Department and its Organization, Advertising Agencies and their Organizations and Functions.

**Suggested Readings**

|     |                             |   |
|-----|-----------------------------|---|
| (1) | Wright, Winters and Zeiglas | -Advertising Management                   |
| (2) | Dunn and Barban             | -Advertising-its Role in Modern Marketing |
| (3) | Manendra Mohan              | -Advertising Management                   |
| (4) | Aaker, Myers and Batra      | -Advertising Management                   |
| (5) | Kenneth F Runyen            | -Advertising                              |

**BM/SOM/E-403-M-7-Sales and Distribution Management**

- (i) Basic Concepts- Selling Functions, Type of Selling and Emerging Dimensions, Direct Selling, Institutional Selling, Tele Marketing, Sampling, Follow the Customers and other Concepts.
- (ii) Theories of Selling – Canned Approach, AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioural Equation Theory.
- (iii) Process of Effecting Selling- Prospecting, Preapproach Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities, Quality of Successful sales Person.
- (iv) Sales management- Importance, Scope and Functions of Sales management, Organization for Sales, Sales planning-Market Potential Analysis, Sales

- Forecasting, Fixing sales Objectives, Territory Allocation, Sales Quota, Participative Sales Planning and Behavioural Considerations.
- (v) Sales Force Management- Sales Force Planning, Recruitment and Selection, Training and Development, Placement of sales Personnel, Compensation and Incentive to Sales Persons, Motivation and Leadership for Sales, Evaluation of Sales Performance.
  - (vi) Sales Control-M I S for Sales, Reports and Documents Used in sales Management, Budgetary Control in Sales, Sales Variance Analysis, Sales expenses Control.
  - (vii) Distribution Net Work- Various Distribution Channels and Their Comparative studies, Channel Design Decisions, Channel Management-Selection, Motivation, Evaluation, Control of Channel members, Channel Conflict Management.
  - (viii) Physical Distribution Management- Importance and Decision Areas, Logistic and Inner Distribution Management. An overview of Retail Marketing. Brief of Malls and Mall Management.

Suggested Readings

- |     |                             |                                     |
|-----|-----------------------------|-------------------------------------|
| (1) | Russel, BeachandBrukirk     | -Selling                            |
| (2) | Still, Cundiff, and Govoni  | -Sales management                   |
| (3) | K Patel                     | -Sales                              |
| (4) | Johnson, Kirtz and Schueing | -Sales management                   |
| (5) | Confierd                    | -Salesmanship-Practice and Problems |

**BM/SOM/E403-M-8-Product Management**

- (i) Basic Concepts-Meaning and Various Concept of Product Value, Types of Product, Role of a Product Management, Product Market Strategies.
- (ii) New Product Development- Various Stages, Product Idea-Generating Ideas, Creativity for Ideas, Creativity development Techniques, Screening Procedure, Concept development and Testing.
- (iii) Strategic Product Development-Strategies Analysis- Analysis of Consumer Needs, Motives for Buying, Identifying Unsatisfied Consumer Needs, Analysis of Competitive Products and Brands, Business Analysis of New Product Concepts, Physical Development- Designing and testing the Prototype, Deciding Product Size, Shape, Colour, Packaging and Naming the Brand, Economic analysis.
- (iv) Market Testing and Commercialization. Product Line management-Decision of Product Portfolio, Product Diversification, Dropping the Introducing the Product decisions, Problem Products, Product decisions.
- (v) Product Life Cycle- Various Cycles and their Identification, Product Revamping, Elimination Decision.
- (vi) Brand management- Concept of Brand, Brand value, Brand Building, Market Segmentation, Product Positioning and Mapping, Positioning Strategy.

Suggested readings

- |     |                           |                                      |
|-----|---------------------------|--------------------------------------|
| (1) | M. Chaturvedi             | -New Product Development             |
| (2) | Mascarenhas               | -New Product development             |
| (3) | Urban and Hower           | -Design and Marketing of New product |
| (4) | Booz, Allein and Hamilton | -Management of New Product           |

**B- HRM Group**

**BM/SOM/E-404-H-6-Industrial Relations**

- (i) Meaning, Scope and Importance of Industrial relations; Major Participants in Industrial Relations; Role of State; Characteristics of Industrial System in India.

- (ii) **Trade Union Movement in India-** Growth, Problems, Recent Trends and Future of Trade Unionism in India.
- (iii) **Trade Unions in India-** Concept, Objectives, Structure and Functions. Trade Unions Act, 1926. Major Problems and Issues. Employers Organizations in India.
- (iv) **Workers Participation in Management-** Meaning and Objectives of WPM and Factors Influencing the WPM. Workers Participation in Management in India
- (v) **Industrial Disputes-** Nature and Causes, Machinery Provided for Investigation, Prevention and Settlement of Industrial Disputes. Industrial Disputes Act, 1947. Review and Appraisal.
- (vi) **Collective Bargaining-** Concept, Features, Types and Process. Pre-requisites for Success of Collective Bargaining. Status of Collective Bargaining in India.
- (vii) **Grievance Handling and Employee Discipline-** Approaches, Procedure. National Commission on Labour and Its Recommendations on Various Aspects of Industrial Relations in India.

**Suggested Readings:**

- (1) Singh, B P, Chhabra, T N, Taneja, P L - Personnel Management & IR
- (2) Abraham H Maslow - Motivation and Personality
- (3) Agnihotri, V - Industrial Relations in India
- (4) Prasad, Lallan - Personnel Management and Industrial Relations.
- (5) Davar, Rustam S - Personnel Management and Industrial Relations.

**BM/SOM/E404-H-7 Organizational Development and Intervention Strategies**

- (i) Organizational development-Definition, Values, Assumptions and benefits of Organizational Development. Theory and Management of Organizational Development-Foundations of Organizational Development,
- (ii) Managing Organizational development Process, Action Research, Organizational Interventions-Team Interventions, Inter Group and third Party Peacemaking Interventions, Comprehensive Interventions.
- (iii) Diagnosis and Intervention- Organizational Diagnosis- An Overview, Diagnosis Methods, Interventions in Organizational Change, Evaluation of Organizational Change Programme
- (iv) Concept of Managing Change- The Process of Organizational Change, Factors Influencing Organizational Culture and Change, Managing Resistance to change, Effective Implementation of Change.
- (v) Models of Organizational Change-Some Models of Change, Causes of Failure of Changes, Organizational Change and Process Consultation, Managers and the change, Internal and External agents of change.
- (vi) Key Considerations and Issues-Ethical Standards in Organizational Development, The Future of Organizational development.

**Suggested Readings**

- |     |                  |                                      |
|-----|------------------|--------------------------------------|
| (1) | Uma Sekren       | -Organizational Behaviour            |
| (2) | French and Bell  | -Organizational development          |
| (3) | Stephen Robbins  | -Organizational Behaviour            |
| (4) | Abad Ahmed at el | -Development Effective Organizations |
| (5) | Hussey           | -How to Make Organizational change   |

**BM/SOM/E404-H-8- Human Resource Planning and Development**

- (i) Human Resource Planning - Role of Human Resource Planning in the context of Human Resource Management, Definition, Objectives, Frame Work, Components of HRP, Organization Philosophy as Related to the Human resource Planning.

- (ii) Manpower Forecasting- Necessity, Problems, Management of Cadre Structure in an Organization, Stock and Flows Model-Push and Pull Models, Markov Chain Models, Correlation Models, Benefits of Forecasting, Downsizing and Its Implications.
- (iii) Job Analysis, Job Description and Job Specifications- Concept, Need and Importance, Methods of Job Analysis- Functional Job Analysis, Job Elements Method, Flieshman Job Analysis System, Positional Analysis, Job Description and Job specification.
- (iv) Recruitment and Selection of Human resources-Recruitment, Selection, Vacancy Characteristics and Effects on Job Choice, Non Compensatory and Compensatory Decision Process in Job Choice, Factors Influencing Recruitment Efforts, Effects of Personnel Policies in recruitment Sources, Different Methods of Recruitment. Selection-Methods and standards, Types of Selection Methods, Steps in Selection Process.
- (v) Performance Appraisal- Definition and Uses, Objectives, Appraisal Systems- Features and Limitations, Uses and Abuses Performance Appraisal Methods, Self Appraisal, Peer Appraisal, Frequency of Appraisal, Performance, Counseling and Feedback, Potential Appraisal, Monitoring and review of Appraisal System, Linkages with other Systems.
- (vi) Employee development-Work roles of Employees Managers and Executives, Organization Characteristics Influencing Employee development, Approaches to Employee development, Current Issues in Employee development, Managing Work Force Diversity, Success Planning.
- (vii) Career Management-Concept, Necessity, Career development Model, Career Planning Systems and Its Components, Career Counseling, Career Pathing Role of Employees Managers and Company in Career Planning, Career Plateauing, Dual Career Paths, Balancing Work and family, Coping with Job Loss, Retirement.

#### Suggested Readings

- (1) David A, De Cenzo and Stephen P Robins-Personnel, Human resource Management
- (2) Liyod L Byarsand Leslie W Rue- Human Resource Management,

### **C- Finance Group**

#### **BM/SOM/E -403 - F-6- International Financial Management**

- (i) Financial Management in a Global Perspective: Globalisation. India in the Global Economy. Challenges of International Financial Management. International Monetary System. An Overview of International Financial Markets. Exchange Rate Determination and Forecasting. Purchasing Power Parity. The Fishers' Effect. Interest Rate Parity.
- (ii) The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange control and the foreign Exchange Market in India, Exchange Rate Computations. Currency Derivatives: Currency Futures, Currency Options.
- (iii) Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.
- (iv) Short Term Investment Decisions- Domestic VS International Working Capital Management, International Cash Management, Cash Positioning, Cash Mobilization, Hedging Strategy, Intra Corporate Transfer of Funds, Transfer Pricing, Managing International Fund remittances, Problems of International

Cash management, International Receivables management, International Inventory management.

- (v) International Financing Decisions, Euromoney and Euro Bond markets; Growth of Eurodollar Market, Instruments of International Financial Markets.

Suggested Readings

- |     |                                  |                                       |
|-----|----------------------------------|---------------------------------------|
| (1) | Apte P G                         | - International Financial management  |
| (2) | Keith Pilbeam                    | - International Finance               |
| (3) | Levi M D                         | - International Finance               |
| (4) | Singh P                          | - Investment Management               |
| (5) | Paul.R.Krugman&MuriceObstedfield | -International Economics              |
| (6) | Jeff Madura                      | -International Financial Management   |
| (7) | Alan.C.Shapiro                   | - Multi National Financial Management |

**BM/SOM/E-403-F-7- BANKING & FINANCIAL SERVICES**

**(i)Banking:** Meaning and Definition, Evolution of Indian Banks, Types of banks, Performance of Banks.Commercial banking: Structure, Functions, Role ofcommercial banks in socio economic development, Credit creation and Deployment of Funds, Bank Clearing House: Clearing Procedure.Hi-tech Banking: Modern technology in Banking, Core banking, E Banking, ATM, EFTS,RTGS, Internet Banking, Mobile Banking.

**(ii)Bank and Customer:** Relationship between the Banker and the Customer, Types of accounts and Deposits, Forms of lending, Documents & Procedure forloan. ALM in banks: Components of Liabilities and Components of Assets, Significance, Purpose and objectives.Banking Instruments: Cheque, Bank draft, e-cheque, Travelers cheque, credit card, chequecards, and Debit card.Concepts of Universal Banking

**(iii)International Banking:** Exchange rates and Forex Business, BASEL, Correspondent banking and NRIAccounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers,Role of ECGC, RBI and EXIM Bank.

**(iv)Housing Finance:** Types, Institutions and banks offering Housing Finance, Procedure and Interest rates, Income Tax Implication.Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing,Matters onDepreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or LeaseDecision.Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of HirePurchase with Credit sale, Banks and Hire Purchase, Reversemortgage.

**(v)Credit rating:** Definition and meaning, Process of credit rating of financial instruments, Ratingmethodology, Rating agencies, Rating symbols of different companies. Securitization of debt:Meaning, Features, SPV, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.Factoring& Forfeiting: Meaning, Functions, and Types.

**(vi) Venture Capital:** Concept, features, Origin in India and the current Indian Scenario.

Mutual Funds: Meaning, types of funds, organization of fund, NAV, Guidelines of Mutual Funds. Derivatives: Forwards, Futures, Options, Swap – Meaning, Features.

**Suggested Readings:**

1. Banking and Finance: Theory and Practice - Clifford Gomez, 1/e, PHI, 2011.
2. Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan,
3. Financial Markets and Services – Gordon &Natarajan, , Himalaya publishing
4. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
5. Banking Theory and Practice – Shekar&Shekar, Vikas, 20/e, 2011.

**BM/SOM/E-403-F-8 Cost Accounting**

- (i) Introduction-Cost, Costing, Cost Accounting, Relationship of Financial Accounting and Cost Accounting.
- (ii) Classification of Cost, Different Concepts relating to Cost and Cost Accounting, Element of Cost, Material, Purchases, Store Route, Labour Remuneration and Incentives.
- (iii) Unit or Out Put Costing-Meaning, Objectives and Importance and Methods of Determination of Unit Cost, Cost Sheet, Statement of Cost & Profit and Production Account. Job or Contract Costing- Meaning, Objectives and Importance, Preparation of Contract Account. Difference between Unit Costing and Job Costing.
- (iv) Process Costing-Meaning, Objectives and Importance, Preparation of Process Account, Operating Costing-Meaning, Objectives and Importance, Calculation of Operating Cost.
- (v) Standard Costing-Meaning, Objective and Importance, Types of Standards, Limitations of Standard Costing, Variance Analysis, Material, Labour and Overhead Variance. Marginal Costing-Meaning, Objectives and Importance, Limitations of Marginal Costing, Contribution, Break Even Analysis, P/V Ratio, Margin of Safety, Key Factor. Marginal Costing and Decision Making.
- (vi) Budgetary Control-Meaning-Meaning and Characteristic of Budgetary Control, Advantages and Limitations of Budgetary Control Budget.

Suggested readings

- (1) R R Gupta - Advance Accounting
- (2) C T Horngren - Cost Accounting
- (3) M N Arora - Cost Accounting
- (4) J C Katyal - Cost Accounting
- (5) Chalos - Managing Cost in today's Mfg. Env.

### **E- International Business Group**

**BM/SOM/E-404-IB-6 Import Export Management**

- (i) Import Management in a developing Economy, Objectives of Import Policy, Types of Licenses, Foreign Exchange Budgeting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement Planning at Corporate Level, Identifying Sources of Supply, Supplier Identification, Selection and Evaluation.
- (ii) Import Financing, Purchase Price Analysis, Canalization of Imports under Counter Trade, and Market Research for Import Procurement, Monitoring and Follow up of Import Contracts.
- (iii) Buying of Technology, Import Procedure in India, and Customs Clearance of Imported Cargo, Customs Valuation of Imported Cargo, Import Documentation, Materials Management for Projects, Procurement under Worlds Bank Projects.
- (iv) Export Management-Concept and Scope, Forms of Organizations, Export Marketing Environment, Export Planning, Organizing for Export, Organization Chart, Building a team, Executive Action, and Management Control.
- (v) Barriers and Bottlenecks in Exports with specific reference to India.

Suggested Readings

- (1) T A S Balgopal - Export Management
- (2) B.S. Rathore - Export marketing
- (3) P. Kumar and A K Ghosh - Export Management
- (4) Ronald R - International Purchasing

**BM/SOM/E-404-IB-7-Financing of Foreign Trade**

- (i) Financing of Imports and Exports, Methods and Procedures of Making Foreign Payments, Packing Credit, Letter of Credit, Deferred Payment Arrangement.
- (ii) Turnkey Contracts, Joint Venture Abroad, Post Shipment Credit, Negotiation and Purchase of Export Bills, Scrutiny of Bills, Accounts Receivables-Domestic and International.
- (iii) International Factoring, Forfeiting, Accounts Receivable Insurance, Investment in Foreign Countries- Evaluation, Role of EXIM Bank.
- (iv) Foreign Exchange- Calculation of Foreign Exchange Rate, Forward exchange Market, Forward Contracts, Forecasting of Exchange rate, Forward Contracts Extension and cancellation of Forward Contracts, Option forwards and Swaps, Exchange Control in India.
- (v) International Financial market-Internal and International Foreign exchange Market, Euro market, International debt market, International capital market, International banking, International Lending Agencies-IMF,IDA,IFC,ADB, CDFC.

Suggested Readings

- (1) B K Chaudhury - Finance of Foreign Trade and Foreign Exchange
- (2) Pigott and Scott - International Financial management

**BM/SOM/E-404-IB-8 Global Logistics and Supply Chain Management**

- (i) Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.
- (ii) Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.
- (iii) Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.
- (iv) Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management
- (v) Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

**Text Books**

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”
2. David P, “International Logistics” Biztantra, New Delhi
3. T.A.S.BalaGopal, Export Management

### **BM/SOM/C405- Dissertation & Viva- Voce**

At the end of the Semester, each Student will have to appear for Viva-Voce exam wherein his knowledge and skill acquired during the course and the Project work done shall be examined. The Viva Voce shall be conducted jointly by the Internal and External Expert.

### **BM/SOM/SS 406 Disaster Management (Self Study Course)**

**(i)** Principle of Disaster Management-Component of Disaster Management, Organizational Structure of Disaster management, Natural Disaster, Man Made Disaster, Hazards, Risks and Vulnerabilities. Assessment of Disaster, Vulnerability of a location and vulnerable groups.

**(ii)** Disaster Management Plans, Disaster Management Schemes, Natural Disaster and Mitigation Efforts, Risk Assessment and Disaster Response, Insurance and Risk Management, Role of Financial Institutions in Mitigation Efforts, Group Dynamics, Team Building, Motivation with specific reference to Disaster Management.

**(iii)** Psychological and Social Dimensions in Disaster, Trauma and Stress Management with reference to Disaster, Role of Leadership and Emotional Intelligence in Disaster Management.

**(iv)** Post Disaster Relief and Logistic Management, Emergency Support Functions and their Coordination Mechanism, Relief Resources and Materials Management, Relief Campus Management, Voluntary Agencies- Their Role and Participation in Disaster Management, Disaster Rehabilitation Planning and Management.

**(v)** Disaster Management information System, Role of Remote Sensing, Government Departments and other Agencies concerned with Disaster Management, New Initiatives in Disaster Management with latest Threats to Environment and Safety of the Society.