

**SYLLABUS**  
**OF**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA)**  
**Session 2015-16**



**ACHARYA VISHNU GUPT**  
**SUBHARTI INSTITUTE OF MANAGEMENT COMMERCE**  
**SWAMI VIVEKANAND SUBHARTI UNIVERSITY**  
**MEERUT, UTTAR PRADESH**

<b>MBA 1<sup>st</sup> Year I SEMESTER</b>		
<b>Subject Name</b>	<b>Code</b>	<b>Marks</b>
Principles & Practices of Management	MBA-101	100
Managerial Economics	MBA-102	100
Accounting for Managers	MBA-103	100
Organization Behaviour	MBA-104	100
Business Statistics	MBA-105	100
Information Systems for Managers	MBA-106	100
Communication for Management	MBA-107	100
<b>MBA 1<sup>st</sup> Year II SEMESTER</b>		
<b>Subject Name</b>	<b>Code</b>	<b>Marks</b>
Business Laws	MBA-201	100
Research Methodology	MBA-202	100
Financial Management	MBA-203	100
Human Resources Management	MBA-204	100
Marketing Management	MBA-205	100
Operation Research	MBA-206	100
Production & Operations Management	MBA-207	100

<b>MBA 2<sup>nd</sup> Year III SEMESTER</b>		
<b>Subject Name</b>	<b>Code</b>	<b>Marks</b>
Strategic Management	MBA 301	100
Business Environment	MBA 302	100
Summer Training Project Report	MBA 303	100
<b>GROUP A: MARKETING</b>		
Marketing of Services	MBA MK1	100
Consumer Behavior & Marketing Comm.	MBA MK2	100
Sales and Distribution Management	MBA MK3	100
<b>GROUP B: FINANCE</b>		
Management of Working Capital	MBA FM1	100
Security Analysis & Investment Management	MBA FM2	100
Management of Financial Institutions & Services	MBA FM3	100
<b>GROUP C: HUMAN RESOURCE MANAGEMENT</b>		
Leadership & Personality Development	MBA HR1	100
Industrial Relations & Labour Enactments	MBA HR2	100
Negotiation & Counseling	MBA HR3	100
<b>GROUP D: INTERNATIONAL BUSINESS</b>		
International Business Management	MBA IB1	100
International Logistics and Documentation	MBA IB2	100
International Financial Management	MBA IB3	100
<b>GROUP E: BANKING</b>		
Banking Law & Audit	MBA BK1	100

Rural Banking & Microfinance	MBA BK2	100
Banking Products & Services	MBA BK3	100
<b>GROUP F: INSURANCE MANAGEMENT</b>		
Elements of Insurance	MBA IM1	100
Regulatory Framework of Insurance	MBA IM2	100
General and Life Insurance	MBA IM3	100
<b>GROUP G: RETAIL MANAGEMENT</b>		
Retail Management	MBA RM1	100
Retailing Strategy & Environment	MBA RM2	100
Retail Auditing	MBA RM3	100
<b>GROUP H: INFORMATION TECHNOLOGY</b>		
Database Management System	MBA IT1	100
System Analysis & Design and Software Engineering	MBA IT2	100
Data Communication & Network	MBA IT3	100
Electronic Commerce	MBA IT4	100

**MBA 2<sup>nd</sup> Year IV SEMESTER**

Subject Name	Code	Marks
Term Paper	MBA 401	200
Dissertation	MBA 402	400
Comprehensive Viva Voce	MBA 403	100

## PRINCIPLES & PRACTICES OF MANAGEMENT

Course Code: MBA-101

L-4

**Objective:** The main objective is to teach the students the main functions of management as they need a variety of skills to understand human behaviour, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

### UNIT I (8 Lectures)

Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions, Managerial Skills, Tasks and Responsibilities of a Professional Manager; Evolution of Management Thought, Taylor and Fayol' contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers, Enterprise and Environment; Business Ethics and Social Responsibility: Meaning, Scope and Importance, Recent issues in Business Ethics.

### UNIT II (10 Lectures)

Planning: The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises. Forecasting. Decision Making; Organizing: Nature & Purpose of Organizing, Span of Management, Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.

### UNIT III (6 Lectures)

Staffing: Definition, Nature and Purpose of Staffing, Human Resource Management and Selection, Performance Appraisal and Career Strategy, Manager and Organization Development: Managing Change, Organizational Conflicts.

### UNIT IV (8 Lectures)

Leading: Managing and the Human Factor; Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life; Leadership: Definition, Ingredients, Approaches; Communication: Function, Process and Barriers to Communication; Directing-Meaning, Nature and Scope, Direction and Supervision,

### UNIT V (8 Lectures)

Controlling: Concept, The System and Process of Control, Control Techniques and IT, Productivity and Operations Control; Controlling Methods: Budgetary and non-budgetary, Overall and Preventive Control, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control; International Management: Towards a unified, global Management Theory.

*Note: Case study to be covered in each unit, if applicable*

### Text and Reference Books

1. Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.
6. Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.
7. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.
8. Organizational Theory: Structure, Design and Applications, Robbins, 13<sup>th</sup> edition, Pearson Publication, New Delhi

## MANAGERIAL ECONOMICS

Course Code: MBA-102

L-4

**Objective:** The objective of this course is to enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

**UNIT I (4 lecture)**  
Introduction to Economics; Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts of Economics. Objectives of a Firm.

**UNIT II (8 lecture)**  
Demand Analysis; Law of Demand, Exceptions to the Law of Demand, Determinants of Demand. Elasticity of Demand-Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for Managerial Decision Making, measurement of Elasticity of Demand. Demand Forecasting Meaning, Significance and Methods.

**UNIT III (8 lecture)**  
Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its Uses for Managerial Decision Making. Production Concepts & Analysis; Production Function, Single Variable-Law of Variable Proportion, Two Variable-Law of Returns to Scale; Cost concept and analysis, short-run and long-run cost curves and its managerial use.

**UNIT IV (12 lecture)**  
Market Equilibrium and Average Revenue Concept; Market Structure: Perfect Competition, features, determination of price under perfect competition; Monopoly: Feature, pricing under monopoly, Price Discrimination; Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies & Determination.

**UNIT V (8 lecture)**  
National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Managerial Economics by Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Published by Pearson Education, 2006/latest.
2. Managerial Economics by D. N. Dwivedi, Published by Vikas Publishing House, 2006/latest.
3. Managerial Economics – Theory and Application by ML Trivedi, Mcgraw Hill Publishing
4. Managerial Economics by Prof. jaswinder Singh, Dreamtech Press
5. Managerial Economics-A problem solving approach by Luke M. Froob, Cengage Learning Publisher.
6. Managerial Economics by Paul Keat & Philip K. Young, Published by Pearson Education, 2009/latest.

## ACCOUNTING FOR MANAGERS

Course Code: MBA-103

L-4

**Objective:** The main objective of this course is to make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

### UNIT I

Financial Accounting- Definition, Advantages, limitations and Users of Accounting Information, Accounting Principles and Standards, Accounting Equation.

### UNIT II

Mechanics of Accounting: Double Entry System of Accounting, Journalizing & Posting of Transactions; Preparation of Trial Balance, Final Accounts: Profit & Loss Account, Profit & Loss Appropriation Account and Balance Sheet.

### UNIT III

Tools of Analysis of Financial Statements - Ratio Analysis- Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios, Market Capitalization Ratios ; Preparation of Funds and Cash Flow Statement and its Analysis,

### UNIT IV

Cost and Management Accounting- Definition, Features, Comparison between Management Accounting and Cost Accounting. Types of Cost, Cost Volume Profit Analysis-Break Even Analysis, P/V Ratio Analysis and their Implications.

### UNIT V

Budgeting: Concept of Budget, Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budget- Static and Flexible Budget, Cash Budget, Sales Budget and Master Budget.

Neo Concepts for Decision Making: Activity Based Costing, Target Costing & Life Cycle Costing.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. S.N. Maheshwari- Financial & Management Accounting, Sultan chand & sons publication.
2. Mukherjee-Financial Accounting for Management, Tata McGraw Hill Publishing
3. Amrishi Gupta- Financial Accounting: A Managerial Perspective, Prentice Hall Publication.
4. Sinha- Accounting & Costing for Management, Excel Books.
5. I.M. Pandey- Management Accounting, Vikas Publishing House Pvt Ltd
6. M Y Khan & P K Jain, Management Accounting, Tata McGraw Publishing
7. S.N Maheshwari & S.K. Maheshwari, A Text Book of Accounting For Management,(Vikas Publication)
8. M.N. Arora, Text Book of Cost & Management Accounting, (Vikas Publication)
9. Debarshi Bhattacharya, Management Accounting, (Pearson Publication)

# ORGANISATIONAL BEHAVIOUR

Course Code: MBA-104

L-4

**Objective:** The course aims to enable the executives to understand and manage people at workplace effectively in a complex business environment. It covers the theories which will be applied to situations faced by managers in the real world.

**UNIT I (6 Lectures)**  
Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

**UNIT II (8 Lectures)**  
Perception & Attribution: Concept, Nature, Process, Importance. Management & Behavioural Applications of Perception.; Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes & Workforce Diversity. ; Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. ; Learning: Concept and Theories of Learning.

**UNIT III (8 Lectures)**  
Motivation: Concepts and Theories of Motivation; Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories.; Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

**UNIT IV (12 Lectures)**  
Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Responsibility, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.; Knowledge Management & Emotional Intelligence in Contemporary Business; Organisation Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict, Resolution of Conflict, Meaning and Types of Grievance, Process of Grievance Handling.; Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

**UNIT V (6 Lectures)**  
Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. ; Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

*Note: Case study to be covered in each unit, if applicable.*

## Text and Reference Books

1. Organization Behaviour – 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.
2. Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.
3. Organizational Behaviour, L.M. Prasad, S.Chand Publishing, New Delhi
4. Organizational Behaviour, Margie Parikh and Rajan Gupta, Tata McGraw Hill
5. Education Private Limited, New Delhi.
6. Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication, New Delhi.
7. Organizational Behaviour: A Modern Approach by Arun Kumar and N. Meenakshi, Vikas Publishing House Pvt. Ltd.

## BUSINESS STATISTICS

Course Code: MBA-105

L-4

**Objective:** To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

### UNIT I

(8 Lectures)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation ( C.V. ), Skewness, Kurtosis.

### UNIT II

(8 Lectures)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

### UNIT III

(8 Lectures)

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression:- Meaning, Regression equations and their application, Partial and Multiple correlation & regression :- An overview.

### UNIT IV

(8 Lectures)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

### UNIT V

(8 Lectures)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Business Statistics, 3<sup>rd</sup> Edition, JP Sharma, Pearson Publishing
2. Statistics for Management - Richard Levin, Pearson Publishing
3. Statistics a fresh approach - D.H. Sanders, New Delhi: McGraw Hill
4. Principles of Business Statistics, 6<sup>th</sup> Ed. Andrew Siegel, Academic press
5. Statistics for Management - G.C. Beri, Tata McGraw-Hill Education, 2010
6. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.



# INFORMATION SYSTEMS FOR MANAGERS

Course Code: MBA-106

L-4

**Objective:** This course focuses on the critical personal and organizational issues of the management information systems (MIS) function. Exposure is provided to important technical topics related to computer hardware and software.

## UNIT I

(8 Lectures)

Basic Concepts of Computers: Definition, characteristics, advantages and limitations of a computer; Essential Components of computer: Hardware-Input, output devices, Storage Devices; Software: Types of software, Use of compiler, interpreter and assembler; Operating System: Definition, Functions, Types Classification, Elements of GUI based operating system, Overview of Windows 10, Linux, etc.

## UNIT II

(8 Lectures)

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks.  
Internet: Concept, Internet terminology (IP addresses, ISPs, URL, Domain names, Web Browsers, Search engines) ; E-commerce: Introduction, Advantages & Disadvantages, E-commerce Models; Issues in Implementing Electronic Commerce; Applications of Information Technology.

## UNIT III

(8 Lectures)

Introduction to Information System (IS): Concept of Data and Information, Components, resources, Trends in IS, Classification of IS (TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS), Parameters for selecting a suitable IS.; Applications of Artificial Intelligence(AI): Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

## UNIT IV

(8 Lectures)

Role of MIS: Strategic Advantage with MIS, Managing Knowledge; Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Cyber Crime and Privacy Issues.

## UNIT V

(8 Lectures)

Developing MIS Systems: System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance; Rapid Application Development Models.

*Note: Case study to be covered in each unit, if applicable.*

## Text and Reference Books

1. Management Information Systems: Managing the Digital Firm -
2. Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
3. Managing Information Technology, 6th edition 2008, Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins, Prentice-Hall, Incorporated.
4. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
5. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.
6. MIS Managing Information Systems in Business, Government and Society - Rahul De ,1/e, Wiley India, 2012.
7. Information Technology for Management: Transforming Organizations in the Digital Economy - Efraim Turban, & Linda Volonino. 7/e, Wiley India. 2007.
8. Management Information Systems – Nirmalya bagchi, Vikas Publishing House, 2011.

## COMMUNICATION FOR MANAGEMENT

Course Code: MBA-107

L-4

**Objective:** The objective of this course is to equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

### UNIT I (8 Lectures)

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

### UNIT II (8 lectures)

ORAL COMMUNICATION; What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage. WRITTEN COMMUNICATION: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### UNIT III (12 lectures)

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports  
CASE METHOD OF LEARNING: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

### UNIT IV (8 Lectures)

EMPLOYMENT COMMUNICATION : Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, teleconferencing, videoconferencing.

### UNIT V (8 Lectures)

PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.  
GROUP COMMUNICATION: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

*Note: Case study to be covered in each unit, if applicable.*

### Text and Reference Books

1. Business Communication Today, 9th edition, Bovee, Thill and Chaturvedi; Pearson Publication, New Delhi.
2. Basic Business Communication by Lesikar, Flatley, Rentz and Neerja Pandey; 11th edition; Tata McGraw Hill Education Private Limited, New Delhi
3. Business Communication: Concepts, Cases and Applications, by Chaturvedi; 2<sup>nd</sup> Edition; Pearson Publication, New Delhi.
4. Business Correspondence and Report Writing: A practical Approach to Business and Technical Communication by Sharma; 4th edition; Tata McGraw Hill Education Private Limited, New Delhi
5. Effective Business Communication by Murphy, Hildebrandt and Thomas; 7<sup>th</sup> edition; Tata McGraw Hill Education Private Limited, New Delhi
6. Communication for Business: A practical Approach by Taylor and Chandra; 4th edition; Pearson Publication, New Delhi.

## BUSINESS LAWS

Course Code: MBA-201

L-4

**Objective:** The legal context of business is a prerequisite for a business to exist. This course emphasizes the basic understanding of law concepts as applicable to field of management.

### UNIT I

(8 Lecture)

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

### UNIT II

(8 Lecture)

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

### UNIT III

(8 Lecture)

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 2013

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

### UNIT IV

(8 Lecture)

Consumer Protection Act, 1986

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

### UNIT V

(8 Lecture)

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

**Note:** Case study/Numerical to be covered in each unit, if applicable.

### Text and Reference Books

1. Principles of Mercantile law, Author:singh, eastern Book Company
2. Business law, ND Kapoor
3. Business Law, Gulshan, Excel
4. Ready Reckoner on Consumer Protection Act, 1986 by BL Bansal & Rajiv Raheja
5. Consumer Protection Act, 1986 (latest bene act)
6. Information Technology law & Practice by Vakur Sharma, Universal law Publishing.

## RESEARCH METHODOLOGY

Course Code: MBA-202

L-4

**Objective:** This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to field of management.

### UNIT I

(8 Lectures)

Introduction: Concept of Research and Its Application in Various Functions of Management, Research at different levels of Business Administration. Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Problem Definition, Components of Problem, Types of Problem in Research, Process of Research, Research Design: Exploratory, Descriptive and Conclusive or Experimental Research Design.

### UNIT II

(9 Lectures)

Sampling: Concept, Sample Size and Sampling Procedure, Probability and Non-Probability Sampling Techniques, Determination and Selection of Sample Member,

Data Collection: Secondary and Primary Data, Advantages & Disadvantages, Methods of Data Collection: Observation, Interview, Questionnaire & Schedule, Procedure of Questionnaire and Schedule construction, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire, Difference between Questionnaire & Schedule.

### UNIT III

(7 Lectures)

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale.

Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Likert & Thurston Scales.

### UNIT IV

(10 Lectures)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Measurement and Central Tendency, Measure of Dispersion and their Advantages. Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance (ANOVA). Overview of Factor and Cluster Analysis, Use of SPSS in Data Analysis.

### UNIT V

(6 Lectures)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography, References and Annexure in the Report, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Research Methodology by C. R. Kothari. – New Age
2. Business Research Methods by Donald C Cooper and Pamela S. Schindler, Tata Mcgraw Hill.
3. Marketing Research Rajendra Nargundkar. – TMH
4. Marketing Research by N. K. Malhotra.- Pearson
5. Research Methodology by Ranjeet Kumar. – Pearson
6. Marketing Research by Beri. – TMH

# FINANCIAL MANAGEMENT

Course Code: MBA-203

L-4

**Objective:** The basic objective of the present course is to familiarize the student with the skills related to basic principles, tools and techniques of Financial Management.

## UNIT I

Financial management – Meaning, Approach, Scope, Objectives (Profit Maximization vs. Wealth Maximization), Functions of Finance Manager in Modern Age, Time Value of Money, Concept of Risk & Return.

## UNIT II

Investment Decision: Appraisal of Project; Concept, Process & Techniques of Capital Budgeting and its Applications; Leverage Analysis – Financial, Operating and Combined leverage along with Implications; EBIT-EPS Analysis & Indifference Point.

## UNIT III

Financing Decision: Long-term Sources of Finance, Potentiality of Equity Shares, Preference Shares, Debentures and Bonds as Sources of Long-Term Finance, Concept and Approaches of Capital Structure Decision,

## UNIT IV

Cost of Capital: Cost of Equity Shares, Preference Shares, Debentures and Retained Earnings, Weighted Average Cost of Capital and Implications;

Dividend Decision: Meaning and Importance, Factors affecting Dividend Decisions, Theories of Dividend Decision : Walter's Model and Modigliani Miller Model;

## UNIT V

Working Capital – Meaning, Components, Types, Importance, Factors Affecting Working Capital Requirement, Methods of Determining Working Capital, Working Capital Management: Management of Cash, Inventory and Receivables; Introduction to Working Capital Financing.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

## Text and Reference Books

1. M Y Khan & P K Jain-Financial Management: Text, Problems and Cases, Tata McGraw-Hill Publishing Company Ltd., New Delhi
2. I M Pandey-Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi
3. R.P. Rastogi-Financial Management, Galgotia Publications.
4. Van Horne-Financial Management& Policy, Prentice Hall Publication
5. Sheeba Kapil-Fundamental of Financial Management, Pearson Publication
6. S.N. Maheshwari-Financial Management (Principles & Practices), Sultan Chand & Sons Publication.

# HUMAN RESOURCES MANAGEMENT

Course Code: MBA-204

L-4

**Objective:** This Course will cover the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

## UNIT I (8 Lecture)

**Introduction:** Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices. , Role of HR managers; Evolution of HRM environment – external and internal. Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, Implementation and evaluation.

## UNIT II (8 Lecture)

**Designing and Developing HR System:** Human Resources planning: Definition, purposes, processes and limiting factors; Job Analysis – Job Description, Job Specification, job enrichment, job enlargement; Recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation; Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

## UNIT III (8 Lecture)

**Human Resource Development:** Concepts, Different Techniques, Development function; Training and Development: Purpose, Methods and issues of training and management development programmes; Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal.

## UNIT IV (8 Lecture)

**Compensation Management:** Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Different forms of employee compensation for Executives & Non- Executives. Wage Policy in India – Minimum Wage, Fair Wage and Living Wages, Fringe Benefits.

## UNIT V (8 Lecture)

**Behavioral Dimensions of HRM:** Understanding Human Behavior, Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

# MARKETING MANAGEMENT

Course Code: MBA-205

L-4

**Objective:** This course will introduce the student to marketing theory and concepts so as to make a Business Decision accurately. It will also familiarize with current challenges and issues in marketing

**UNIT I** (10 Lecture)  
Marketing: Definition, Importance and Scope of Marketing, Basic Concepts of Marketing, 4C's, 4P's, 4M's, Consumer Markets and Industrial Markets.  
Marketing Management: Definition, Functions, Marketing – Mix, Marketing Organisations, Marketing Environment, Marketing Information System, Strategic Marketing Planning.

**UNIT II** (8 Lecture)  
Market Segmentation, Basis for Consumer/Industrial Market Segmentation.  
Market Targeting – Concept & Procedure, Positioning - Introduction, Objectives, Usefulness, Positioning Strategy, Differentiating the Product, Consumer Behaviour - Concept, Importance & Process.

**UNIT III** (8 Lecture)  
Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

**UNIT IV** (8 Lecture)  
Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

**UNIT V** (10 Lecture)  
Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.  
Brief Account of New Emerging Areas: Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, Viral marketing, Green Marketing, Guerrilla Marketing,

*Note: Case study/Numerical to be covered in each unit, if applicable.*

## Text and Reference Books

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson education, 7edition,2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH,1996, edition
5. Marketing Management /by Tapan. K. Panda, Excel publications,2 nd edition
6. Marketing Management Planning Implementation and control, Indian context, / Ramaswamy VS Namakumari, McMillan India ltd,4 th edition,2010
7. Marketing /by Zikmund , Thompson learning,3 edition ,2007/Bombay
8. Basic Marketing: A Global Marketing, /by Perreault, Tata Mc Grawhill
9. Marketing Management, the Millennium Asian perspective,/by Kotler, Keller 13<sup>th</sup> edition
10. Marketing Management, Text and Cases, Chandrasekar, Tata Mc Grawhill,
11. Marketing Management /by Arun Kumar, N Meenakshi, Vikas publications.
12. Principles of Marketing /Kotler, Agnihotri, Haque, Armstrong

## OPERATIONS RESEARCH

Course Code: MBA-206

L-4

**Objective:** The purpose of this course is to provide the participants with a sound conceptual understanding and application of various scientific methods and techniques for business decision making in an efficient and effective way.

### UNIT I

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making.

Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

### UNIT II

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.

Assignment model: Algorithm and its applications.

### UNIT III

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

### UNIT IV

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

### UNIT V

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Operations Research : Theory, Methods & Applications, SD Sharma
2. Operations Research: An Introduction, Hamdy A. Taha (Prentice Hall of India Private Ltd., New Delhi, 1998)



## PRODUCTION & OPERATIONS MANAGEMENT

Course Code: MBA-207

L-4

**Objective:** The objective of this course is to expose the students to methods and techniques for managing operations more effectively and efficiently.

### UNIT I (8 Lecture)

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning. Role of SCM in Production.

### UNIT II (8 Lecture)

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

### UNIT III (8 Lecture)

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis. Purchasing & Vendor Management: Centralized and Decentralized Purchasing, Functions of Purchase Department, Single Vendor Concept, Management of Stores.

### UNIT IV (8 Lecture)

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

### UNIT V (8 Lecture)

Supply Chain Management(SCM): Concept, Features, Various Flows(cash, value & information), Benefits of SCM, Recent issues in SCM (Outsourcing, Value Addition, Lean Manufacturing), Logistics as a part of SCM, Logistics costs and Subsystems, Inbound & Outbound logistics, Bullwhip effect, Distribution and Warehousing. Role of Information Technology in SCM.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

3. Production & Operations Management- S.N. Chary, Tata Mcgraw Hill
4. Production & Operations Management- Dr. B S Goel, Pragati Prakashan
5. Production & Operations Management- Kanishka Bedi, Oxford University Press
6. Operations and supply management, 12th ed./ By Chase, Richard B .- New Delhi; TMH, 2010.
7. Logistics management, 2nd ed. /by Sople. - New Delhi: Pearson, 2010.
8. Supply Chain Management, 5/E Sunil Chopra & Peter Meindl, Pearson
9. Supply Chain : Modeling and solutions/ By Sahay, B.S .- Delhi; Macmillan, 2007.
10. Supply chain management. By Dubey, Jayshree .- Delhi: New century publications, 2007.
11. Supply chain collaboration: How to implement CPFR and other best collaborative practices / By Ireland, Ronald K.- USA: J.Ross Publication, 2005.

## STRATEGIC MANAGEMENT

**Course Code: MBA-301**

**L C**  
**4 4**

**Objective:** This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment.

**UNIT I (8 Lectures)**  
Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

**UNIT II (8 Lectures)**  
Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

**UNIT III (6 Lectures)**  
SWOT Analysis, SWOC Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

**UNIT IV (10 Lectures)**  
Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

**UNIT V (8 Lectures)**  
Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### **Text and Reference Books**

1. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
2. Porter, M.E., Competitive Strategy, Free Press, New York.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Hitt, Ireland and Hoskisson; Strategic Management: concepts & Cases; South-Western Thomson learning
5. Peter Fitzroy & James Hulbert; Strategic Management– Creating value in turbulent times; John Wiley and Sons, Inc.
6. Strategic Management: Formulation, Implementation and Control by John A. Pearce II, Richard B. Robinson, Jr. & Amita Mital, 10th Edition (Special Indian Edition), McGraw Hill. 2008.

## BUSINESS ENVIRONMENT

Course Code: MBA-302

L C  
4 4

**Objective:** The objective of this course is helping student understand the environment of a business and its role in the growth of a business.

### UNIT I (8 Lectures)

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

### UNIT II (8 Lectures)

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

### UNIT III (8 Lectures)

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and Derivatives)

### UNIT IV (6 Lectures)

RBI-Role and functions, banking structure reforms; Narasimhan Committee Recommendations, Financial Sector reforms. E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT)

### UNIT V (10 Lectures)

Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Essential of Business Environment: Text,Cases & Exercisese, XIth edition by K Aswathappa, Himalaya Publishing House
2. Business Environment by F Cherunelum IXth edition by K Aswathappa, Himalaya Publishing House
3. The Economic & Social Environment, Xth edition by Bibek Debroy, Global Business Press
4. Case in Business Environment- by David W Conklin- Sage South Asia edition
5. Business Environment- by Seikh Saleem- Pearson
6. Indian Economy- by Rudra Datt & Sundram- S. Chand
7. Economic Survey-by Government of India

## **GROUP A: MARKETING MANAGEMENT**

### **CONSUMER BEHAVIOR & MARKETING COMMUNICATION**

**Course Code: MBA-MK1**

**LC  
4 4**

**Objective:** To introduce the students to the field of consumer behaviour and its relevant association with marketing and allied subjects. In marketing communication section the objective of the course is to enhance the competency of students to become effective Managers perfectly fit in the dynamic and competitive field of advertising, public relations and media organizations.

**UNIT I (8 Lectures)**  
Introduction: Defining Consumer Behaviour, Nature, Scope & Importance of Consumer Behaviour, Understanding Consumer and Market Segments, Consumer Research: Quantitative & Qualitative.

**UNIT II (10 Lectures)**  
Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

**UNIT III (10 Lectures)**  
Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour. Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.

**UNIT IV (8 Lectures)**  
Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship, POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

**UNIT V (8 Lectures)**  
Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies.

**Note: Case study/Numerical to be covered in each unit, if applicable.**

#### **Text and Reference Books**

1. Consumer Behaviour/ Leon Schiffman & Leslie Kanuk, PHI, 10 th edition
2. Consumer Behaviour Building Marketing Strategy/by Hawkins, Coney Best Mookerjee, TMH,11th Edition 2007
3. Consumer behaviour / by David Loudon &Albert J Della Bitta, TMH publications,4 th edition,2002
4. Consumer Behaviour in Indian Perspective/ Suja Nair/
5. Consumer behaviour /by Henry Assael, Biztantra,2005
6. Shopper, Buyer and Consumer Behaviour/by Jay D Lindquist, M Joseph Sirgy, Biztantra,2nd edition
7. Consumer Behaviour and Branding : Concepts Readings, and Cases/Kumar, Pearsons Publications
8. Advertising and Promotion: An Integrated Marketing Communications Perspective, 10th Ed. by George E. Belch, Michael A. Belch, TMH
9. Advertising Management Concepts & Cases/by Manendra Mohan, TMH
10. Advertising Management /by Batra, 5ed, Pearson

## MARKETING OF SERVICES

Course Code: MBA-MK2

L C  
4 4

**Objective:** The course focuses on the unique challenges of managing services and delivering quality service to customers. The course is applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.)

### UNIT 1 (8 lectures)

Introduction: Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, STP for services. Services Marketing Mix – People, Physical Evidence & Process.

### UNIT 2 (8 Lectures)

The Gap Model of Service Quality: The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL . Consumer Behaviour in Service Context.

Understanding Customer Requirements, Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer -Defined Service Standards

### UNIT 3 (8 Lectures)

Developing Service Products: Core and Supplementary, Services Pricing Strategies, Logistics & Distribution of Services, Physical and Electronic Channels, Role of retailing in service distribution. Promoting Services and Educating Customers, People and Internal Communication, Managing Marketing Communications.

### UNIT 4 (8 Lectures)

Physical Evidence and Servicescape: Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape, Role of Technology in Services Marketing. People in Services: Role, Importance and Training.

Designing and Managing Service Processes: Forecasting, Managing Demand and Capacity Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand., Process of Operations and Delivery of Services,

### UNIT 5 (8 Lectures)

Marketing in various services: Fast food chains, Hospitality Services, Travel and Tourism services, Financial Services, Banking Services, Insurance Services, Telecom Services, Retailing Services (Brick & mortar, Online), Transportation & Logistics Services, Consultancy Services, Educational Services, Payment Bank Services, Entertainment & Public Utility information services .

International marketing of services: challenges, recent trends, Principal Driving Force for globalization of services.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Services Marketing, Ziethmal & Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. ServicesMarketing , Jauhari & Dutta, Oxford
4. Services , Govind Apte, Oxford
5. Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
6. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
7. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
8. Halen Woodroffe, Services Marketing, McMillan, 2003.

## SALES AND DISTRIBUTION MANAGEMENT

Course Code: MBA-MK3

L C  
4 4

**Objective:** To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

### UNIT I (8 Lectures)

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

### UNIT II (8 Lectures)

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

### UNIT III (8 Lectures)

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Reverse Distribution, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

### UNIT IV (6 Lectures)

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

### UNIT V (10 Lectures)

Emerging of marketing channels-An overview in context of 21st Century: Distribution Services for online marketing, Logistics and Supply Chain Management for Online Retailing. Distribution in Freight, Courier and Postal services: Spoke and Hub Distribution paradigm, Distribution in FMCG sector, Distribution in Apparel Industry, Confectionary Distribution. Global Distribution and channel management.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan ( to be given as text book).
2. Marketing Channel Management by Pingali & Venugopal.
3. Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni.
4. Sales and Distribution Management: An Indian Perspective, [Pingali & Venugopal](#), SAGE Publications, 2008
5. Field Sales Management –Principles & Practices by S.Ramachandran, Allied Publications
6. Marketing & Sales Management by Acharya & Govekar – HPH (1985 Edition)
7. Sales Management Decisions, Strategies and Cases, 5th edition by Still, Richard R et al. Prentice-Hall, India
8. Sales and Distribution Management–Text & Cases by Havaldar and Cavale Tata McGraw-Hill, 2007.
9. Confectionery sales and distribution, United States. Business and Defense Services Administration. Food Industries Division.

## GROUP B: FINANCE

### MANAGEMENT OF WORKING CAPITAL

**Course Code: MBA-FM1**

**L C**  
**4 4**

**Objective:** Working capital is a daily necessity for businesses who require a regular amount of cash to make routine payments, cover unexpected costs and purchase basic materials used in production of goods. The subject aims to help students understand strategic management of finances in business.

**UNIT I** **(8 Lectures)**

Introduction to Working Capital: Nature, Scope and Definition of Working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability –Liquidity trade off, Working Capital Policy – Aggressive & Defensive. Overview of Working Capital Management.

**UNIT II** **(8 Lectures)**

Management of Cash and Marketable Securities: Meaning of Cash, Motives for holding cash, Objectives of Cash Management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management : basic strategies, techniques and processes, compensating balances; Marketable Securities Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities , cash Management Practices in India.

**UNIT III** **(8 Lectures)**

Management of Receivables ; Nature & Cost of maintaining receivables , objectives of receivables management, factors affecting size of receivables , policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period terms etc; collection Policies; Credit Management in India.

**UNIT IV** **(8 Lectures)**

Management of Inventory: Need for monitoring and control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management : Minimizing cost of inventory, Techniques of Inventory Management – Classification , order quantity , order point etc.

**UNIT V** **(8 Lectures)**

Working Capital Financing: Need and Objectives of financing of working capital, short term credit, mechanism of cost-benefit analysis of alternative strategies for financing working capital: accrued wages and taxes, accounts payable , trade credit, bank loans , overdrafts , bill discounting, commercial papers, certificates of deposit, factoring , secured terms loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government Policies.

**Note: Case study/Numerical to be covered in each unit, if applicable.**

**Text and Reference Books**

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya)
3. Pandey, I.M. - Financial Management (Vikas, )
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya)
6. Ravi M. Kishore - Financial Management (Taxmann)
7. Khan & Jain - Financial Management (TMH)

# SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBA-FM2

L C  
4 4

**Objective:** This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

## UNIT I

### INTRODUCTION TO INVESTMENT AND SECURITY ANALYSIS

(8 Lectures)

Meaning of investment, speculation and Gambling. Investment avenues: Types of investors, Investment objectives, The investment process, Security Analysis: Meaning of security, Types of securities, Meaning of security analysis. Risk and Return: Computation of return, Meaning and definition of risk, Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk), Minimizing risk exposure. Risk measurement, Standard deviation, Meaning of Beta, Computation and interpretation, Use of beta in estimating returns.

## UNIT II

### FUNDAMENTAL ANALYSIS & TECHNICAL ANALYSIS

(8 Lectures)

Economic analysis: Factors in Domestic and International economy, Economic forecasting and stock-investment decisions. Industry analysis: Industry classification schemes, Key characteristics in industry analysis, Industry life cycle. Company analysis: Sources of information for company analysis (Internal, External), Factors in company analysis. Technical Analysis: Meaning and Assumptions of technical analysis, Trend lines and their significance, Market indicators, The Dow theory, Market indices, Confidence level, Price indicators, Support and Resistance levels, Gap analysis, New high-low, The most active list, Moving averages of stock prices, Volume indicators: Price-volume relationship, Short selling, Breadth of market (Advance/Decline), Odd lot trading, Oscillators, Relative Strength Index (RSI), Rate of Change (ROC)

## UNIT III

### SECURITIES RETURN AND VALUATION ANALYSIS

(8 Lectures)

Fixed-Income Securities: Overview of fixed-income securities. Bond analysis: Types of bonds Bond returns, Holding period return, Concept of yield, Current yield, Yield-to-Maturity, Price-yield relationship, Convexity, Term structure of interest rates and yield curve, Duration, Valuation of preference shares.

Stock Return and Valuation, Anticipated returns, Present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

## UNIT IV

### PORTFOLIO MANAGEMENT

(8 Lectures)

Efficient Market Hypothesis (EMH), Random Walk theory, Forms of EMH, EMH and empirical findings, Market inefficiencies.

Portfolio Analysis, Selection and Evaluation, Meaning of portfolio, Reasons to hold portfolio, Diversification analysis, Markowitz's Model, Assumptions, Specific model, Risk and return optimization, Efficient frontier, Efficient portfolios, Leveraged portfolios, Corner portfolios, Sharpe's Single Index model, Portfolio evaluation measures, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.

## UNIT V

### CAPITAL MARKET THEORY, AND DERIVATIVES MARKET

Capital Market Theory, CAPM theory: Assumptions, CAPM Model, Capital Market Line (CML), Security Market Line (SML), Evaluation of securities, Present validity of CAPM, Arbitrage Pricing Theory (APT), Assumptions, APT model, AP equation, Factors affecting return, APT and CAPM.

Derivatives: Financial Derivatives, Meaning, Definition, Futures and Options, Pay-off in future and options, Stock and Index futures and options, Trading strategies, Commodity Derivatives, Structure of commodity exchanges, Commodity futures and options, Hedging using commodity futures.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.



2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
5. D. C. Patwari, Options and Futures: Indian Perspective, Jaico Publishing House.
6. Hull, Introduction to Futures and Options, Prentice Hall.
7. Preeti Singh, Investment Management, Himalaya Publishing.
8. Devin S., Portfolio Management, Prentice Hal
9. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
10. Agarwal, A Guide to Indian Capital Markets, New Delhi.

## MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code: MBA-FM3

L C  
4 4

**Objective:** The aim of the course is to help students understand and learn about different types of Financial institutions and financial services in the India and abroad and to help form a base for career in financial sector.

### UNIT I (8 Lectures)

Introduction : Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

### UNIT II (8 Lectures)

Management of Commercial Banks : Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

### UNIT III (8 Lectures)

Management of Non-Banking Financial Institutions : Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India.

### UNIT IV (8 Lectures)

DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance & Mutual Fund organisations - Their status, types, working and strategies for commercial viability.

### UNIT V (8 Lectures)

Management of Financial Services : Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

**Note:** Case study/Numerical to be covered in each unit, if applicable.

#### Text and Reference Books

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Preice hall)
- 2) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 3) Khan M Y - Financial Services (Tata Mc Graw Hill)
- 4) Machiraju H R - Indian Financial System (Vikas)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill)
- 6) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya)
- 7) Gurusamy R - Financial Services & Markets (Thomson)

## **GROUP C: HUMAN RESOURCE MANAGEMENT**

### **LEADERSHIP & PERSONALITY DEVELOPMENT**

**Course Code: MBA-HR1**

**L C  
4 4**

**Objectives:** This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

#### **UNIT I**

**(12 Lectures)**

**Personality :** Meaning & Concept, Personality Patterns, Symbols of Self, moulding the Personality Pattern, Persistence & Change. Personality Determinants, Evaluation of Personality: Sick Personalities and Healthy Personalities. Personality & Personal Effectiveness Psychometric Theories – Cattele and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

#### **UNIT II**

**(10 Lectures)**

**Training :** Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

**Management Development:** Approaches to Management Development, Types of management Development Programmes. EDP's /Seminars and Conferences, Symposia

#### **UNIT III**

**(10 Lectures)**

**Leadership:** Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills, Advanced Leadership Skills, Building Technical Competency, Team Building for Work Teams, Building High Performance Teams.

#### **UNIT IV**

**(8 Lectures)**

**Assessing Leadership & Measuring Its effects.**

**Groups:** Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

#### **Text and Reference Books**

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall & Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
6. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
7. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)

## INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Course Code: MBA-HR2

L C  
4 4

**Objective:** This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels. Its intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

### UNIT I

(10 Lectures)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

### UNIT II

(10 Lectures)

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

### UNIT III

(10 Lectures)

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

### UNIT IV

(10 Lectures)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Beaumont, P. B. (1995). The Future of Employment Relations. London: Sage.
2. Bareja, J.K. (2000). Industrial Law. Galgotia Publishing House.
3. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill.
4. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
5. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
6. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed)
7. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Mcmillan.
8. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
9. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)

## NEGOTIATION & COUNSELLING

Course Code: MBA-HR3

L C  
4 4

**Objectives:** The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

### UNIT I

06 Sessions

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

### UNIT II

06 Sessions

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

### UNIT III

08 Sessions

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415) case study (practical aspects)

### UNIT IV

10 Sessions

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle ( Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

### UNIT V

10 Sessions

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6<sup>th</sup> Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

## **GROUP D: INTERNATIONAL BUSINESS**

### **INTERNATIONAL BUSINESS MANAGEMENT**

**Course Code: MBA-IB1**

**L C  
4 4**

**Objective:** This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business

#### **UNIT I (10 Lectures)**

**Global Trading Environment and International Economic Institutions:** Liberalization of World Trade. FDI and their Impact on the Economy. IMF, World Bank, UNCTAD and WTO, NAFTA, ASEAN, SAFTA

#### **UNIT II (10 Lectures)**

**Introduction, Importance and Challenges** – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing. International market segmentation, international marketing research, screening and selection of markets, International market entry– Export, Licensing, Franchise, Joint Venture.

#### **UNIT III (10 Lectures)**

**International Product Policies** – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade

#### **UNIT IV (10 Lectures)**

**International Pricing Decisions** – international Price determination international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing

**Note: Case study/Numerical to be covered in each unit, if applicable.**

#### **Text and Reference Books**

- 1) Nargundkar- InternationalMarketing (Excel Books)
- 2) Czinkota - International Marketing (Thompson, 8th Ed.)
- 3) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 4) Siddiqui- InternationalMarketing (Wiley Dreamtech)
- 5) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 6) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 7) Jain S. – International Marketing (Thomson)

## INTERNATIONAL LOGISTICS AND DOCUMENTATION

Course Code: MBA-IB2

L C  
4 4

**Objective:** This paper deals with a broad conceptual focus on the problems – related documentation in export and import and scenario of logistics in world place.

### UNIT I

(6 Lectures)

International Distribution system and Logistics – importance and scope of logistics, 3PL and 4 PL, international physical distribution, nature of physical distribution.

### UNIT II

(12 Lectures)

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, important international sea routes, liner & tramp operations, liner freighting, ICD, Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, I.A.T.A.

### UNIT III

(12 Lectures)

Documentation - Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main Commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.

### UNIT IV

(10 Lectures)

International Trade Terms – International Trade Terms – trade contract and trade terms, credit risk management and payment terms,, LC & parties involved, types of LC, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Johnson J, Wood D- Contemporary Logistics.
2. Reji Ismail- Logistic Management (ExcelBooks)
3. Dornier- Global Operation & Logistic Management (John Wiley)
4. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

# INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MBA-IB3

L C  
4 4

**Objective:** The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

## Unit I

**Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.

## Unit II

**Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

**International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of international equity and bond investing. International capital asset pricing model (ICAPM)

## Unit III

**International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

## Unit IV

**International working capital management:**

- i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
- ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
- iii) International inventory management: Advance inventory purchases. Stockpiling.

## Unit V

**International Financing Decisions:**

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

## Text and Reference Books

1. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
2. P.G. Apte :Global financial Management
3. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
4. Zenoff David B. & Zwick Dack : International Financial Management
5. Advani V.A. :International Finance: Theory and Practice
6. Seth Jagdish & Eshghi A: Global Financial Perspectives



## GROUP E: BANKING & FINANCE

### BANKING LAW AND AUDIT

Course Code: MBA-BK1

L C  
4 4

**Objective:** To familiarize the students with understanding and practices of Ancillary services & Laws relating to banking.

#### UNIT I (8 Lectures)

**Overview of banking system:** Indian Banking System – Evolution, Reserve Bank of India as a Central Bank of the Country , State Bank of India and Its associate (Subsidiaries) Banks ,Nationalization of Banks , Regional Rural Banks ,Local Area Banks ,New Private Sector Banks , Different Types of Banks in India ,Commercial Banks ,Co-Operative Banking System ,National Bank for Agriculture and Rural Development (NABARD) ,Small Industries Development Bank of India (SIDBI) ,National Housing Bank (NHB), Export Import Bank of India (EXIM Bank), Functions of Commercial Banks

#### UNIT II (8 Lectures)

**Banking Related Laws :** Law of Limitation - Provisions of Bankers Book Evidence Act -Special Features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction Tax Service Tax, Asset Reconstruction Companies, The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, The Consumer Protection Act, 1986, Banking Ombudsman Lok Adalats, Lender's Liability Act.

#### UNIT III (8 Lectures)

Auditing Standards, Statement and Guidance Notes: Auditing and Assurance Standards (AASs), Statement and guidance note on Auditing by the ICAI, Difference between Auditing and Assurance Standards and International Standards on Auditing.

#### UNIT IV (8 Lectures)

Audit Strategy, Planning and Programming: Planning the flow of Bank audit work, audit strategy, planning programme and importance of supervision: review of audit notes and working paper; drafting of reports; principal's ultimate responsibility; extent of delegation; control over quality of audit work; reliance on the work of other auditor, internal auditor or an expert.

#### UNIT V (8 Lectures)

Risk Assessment and Internal Control- Evaluation of internal control procedures; techniques including questionnaire, flowchart; internal audit and external audit, coordination between the two. Procedure in Bank audit inspection and observation, Inquiry and confirmation, computation and analytical procedures.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

#### Text and Reference Books

1. Banking Law And Practice : Varshney
2. Banking Law And Practice : B.M.L. Nigam
3. Banking Law And Practice : Tannon
4. Banking products and services by Indian institute of banking & finance
5. Easy approach to latest in Banking : G.D. Narang & D.K. Kehra
6. Banking theory & Practice : K.C. Shekhar & Lekshmy Shekhar

## RURAL BANKING AND MICRO FINANCE

Course Code: MBA-BK2

L C  
4 4

**Objective:** This paper covers rural banking and microfinance incorporating lessons learnt in a model microfinance institutional mechanism for India for students to learn and understand.

### UNIT I

(8 Lectures)

**Rural India:** Definitions of Rural Areas – Spread of Population in India – Rural Economy – Rural Employment – Rural Poverty – Agricultural Reforms – Rural Credit Panchayat Raj System for Rural Development, Rural Infrastructure: India's Infrastructure – importance of Rural Infrastructure – Benefits of Infrastructure Development – Role of Rural Credit.

### UNIT II

(8 Lectures)

**Government Initiatives for Rural Development:** Agriculture Credit – Banking Reforms and Rural Credit- National Bank for Agriculture and Rural Development (NABARD) – The District Industries Centre (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Scheme for Rural Development – Self Employment and Entrepreneurship Development – Green Revolution.

### UNIT III

(12 Lectures)

**Overview of Microfinance:** Experience of Poverty Initiative in India, Overview of Indian Poverty Alleviation Programs of Seventies and Eighties, Microcredit and Microfinance: Agenda for Policy Planning; Models of Microfinance: Conventional Models, Direct Method, Indirect Method. Business Facilitators; Business Correspondents; Engagement of Business Facilitators/Correspondent: Concern and Safeguards.

### UNIT IV

(12 Lectures)

**Development of Microfinance Products:** Types of Products – Savings, Objectives- Micro-insurance, Regulation of Micro-insurance. Sustainable Development Issues: SHG Issues, What are the important Steps for Sustainable Development of SHGs? What are the skills needed for Managing Successful SHGs?- Promotion of Micro Enterprises, Microenterprises Opportunities and Challenges; Characteristics of Micro Enterprises; Micro Enterprise Promotion Critical Gaps, Rating of Micro Institutions; MICROS – Regulatory Framework Recommendations of Expert Groups. Micro Finance Risk Scenario- Political Risk, Economic Risk, Currency Risk, Geographical Risk, Saturation and Unhealthy Competition and Institutional Risk.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Beyond micro-credit: Putting development back into micro-finance/ by Thomas Fisher and M S Sriram, Sage-Vistaar Publications
2. Understanding Microfinance/ by Prof. Debdutta K Panda
3. Banker to the Poor/ By Prof. Mohammad Yunus
4. Creating a World Without Poverty/ by Prof. Mohammad Yunus
5. Financial Performance of Indian MFIs, A Quick Review, 2010/ Published by Sadhan

## BANKING PRODUCTS AND SERVICES

Course Code: MBA-BK3

L C  
4 4

**Objective:** The purpose of this paper is to impart to the students an understanding and practices of banking production services.

### UNIT 1 (8 Lectures)

**OVERVIEW OF DIFFERENT PRODUCT AND SERVICES:** Meaning of Banking Product and Services, Banker and Customer Relation, Know Your Customer (KYC). Role and Functions of Banks, Types of Banking: Wholesale Banking, Retail Banking, Treasury Operations. Types of Banking Services and Product: an overview.

### UNIT 2 (8 Lectures)

**Banking Products in Wholesale Banking:** Commercial Banking- working capital and term loan, bills collection, letter of credit and guarantee. Transactional Banking – Cash Management, Tax Collection, Correspondent Banking- NOSTRO Account, VOSTRO Account, IPO Undertaking. Investment Banking- Debt Capital Market, Equity Capital Market, Project finance.

### UNIT 3 (8 Lectures)

**Banking Product in Retail Banking:** Loan Product- Auto/Personal Loan, Construction/ Equipment Finance, loan against gold, agriculture loan. Deposit Product- Saving Accounts, Current Accounts, Fixed Deposit, Recurring Deposit. Other Offering Product- Mutual Funds, Insurance, NRI (Correspondent Banking), Bills of Payment.

### UNIT 4 (8 Lectures)

**Banking Product in Treasury Operation:** Meaning of Treasury Operations, Types of Treasury Products- FOREX, Debt Securities, Derivatives: Types of Derivatives, Equity. Other Functions (Internal): Assets/Liabilities Management, Statutory Reserve Management

### UNIT 5 (8 Lectures)

**Banking Services:** Credit Card, Debit Card, Smart Card, ATM, Net Banking, Mobile Banking, Phone Banking, Fund Transfer System-NEFT, RTGS, Leasing Operations, Dealership Business, third party product distribution.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Banking Law And Practice : Varshney
2. Banking in India : Usha Arora & Monika Bansal
3. Banking Law And Practice : Tannon
4. Banking products and services by Indian institute of banking & finance
5. Modern Banking
6. Theory & Practice : D. Muraleedharan

## **GROUP F: INSURANCE MANAGEMENT SPECIALIZATION SUBJECTS**

### **ELEMENTS OF INSURANCE**

**Course Code: MBA - IM1**

**L C  
4 4**

**Objective:** The subject aims to teach the different aspects of Insurance. It helps students to understand the process of designing, claiming and financial aspects of an insurance policy.

#### **UNIT I**

**(12 Lectures)**

Introduction to Insurance :Risk, Types of Risk, Management of Risk. Relevance of Probability. Theory and Law of Large numbers. History and Development of Insurance, Role of Insurance in Economic Development. The Insurance market. Legal Environment, the Intermediaries & the Customer. Reinsurance. Concept and Terminologies. Methods of Re-insuring, types of re-insurance covers.

#### **UNIT II**

**(12 Lectures)**

Principles of Insurance :Utmost good faith, Insurable Interest, Indemnity, Contribution and Subrogation, Proximate Cause. Nature of Insurance, Documents & Classification : A contract. Express & Implied Conditions, Conditions Subsequent & precedent to Liability, Non-payment of premium. Proposal Forms, the Insurance Policy, Cover Note, Certificates, Renewal Notices, Endorsement and specifications. Classification of Insurance Business, the different types of Life and General Insurance Policies.

#### **UNIT III**

**(12 Lectures)**

Financial Aspects of Insurance : Share Capital Requirement, Solvency of an Insurer, Shareholder Fund, General & Free Reserves. Premium, Theory of Rating, Premium Reserves, Cross and Net Business, Commission / Brokerage, Premium Tax / Stamp Duty. Claims, Claim Reserves, Claim Expenses, Claim Ratio, Management expenses. Insurance Funds & Investment, Taxation of Insurance Companies.

#### **UNIT IV**

**(12 Lectures)**

Introduction to Under-writing & Claims : Acceptance of New Business, Procedure, Risk analysis & assessment, Risk Inspection, Risk Management. Preliminary Procedure, Investigation & Assessment, Surveyors & Loss assessors. In-house survey. Claims Documents, Arbitration, Limitation, Settlement of claims. Loss Minimization, Recovery and salvage disposal.

**Note: Case study/Numerical to be covered in each unit, if applicable.**

#### **Text and Reference Books**

1. Insurance: Theory and Practice /by Tripathi, Nalini Prava, Pal, Prabir. - PHI, 2009.
2. Risk and Insurance Management, 2nd ed. /by Harrington, Niehaus.- TMH, 2004.
3. Fundamentals of Risk and Insurance, 9th ed. /by Emmett J. Vaughan. - Wiley, 2010.
4. Principles of Risk Management and Insurance, 9th Ed. /by George E. Rajda. - Pearson, 2010.
5. Life & Health Insurance, 13th ed. /by Kenneth Black, Jr. - Pearson, 2008.
6. Insurance in India /by Palande, Shah.- SAGE Publications, 2009.
7. Principles of Insurance Management / by Neelam C. Gulati.- Excel, 2007
8. Introduction to Risk Management and Insurance, 9th Ed. /by Dorfman. - PHI, 2009.
9. Insurance Management. /by Pal, Bodla, Garg.- Deep & Deep Publications, 2004.
10. Insurance Principles and Practice /by M. N. Mishra.- S Chand Publications, 2005.

## **REGULATORY FRAME WORK OF INSURANCE**

**Course Code: MBA - IM2**

**L C  
4 4**

**Objective:** The paper aims to familiarize students with the legal regulatory framework governing insurance sector. It covers a wide variety of laws governing different classes of life insurance and general insurance.

### **UNIT I**

**(12 Lectures)**

Legislations Governing Insurance Business : The Insurance Act, 1938; General Insurance Business (Nationalization) Act, 1972; The IRDA Act, 1999.

### **UNIT II**

**(12 Lectures)**

Statutes Requiring Compulsory Insurance : The Motor Vehicles Act, 1988/1998; The Workmen's Compensation Act, 1923; The Public Liability Act, 1991

### **UNIT III**

**(12 Lectures)**

Other Important Legislations : Essentials of General Contract The Indian (Contract Act, 1872, Sec.-10); The Marine Insurance Act, 1963; The Carriage of Goods by Sea Act, 1923; The Carriers Act, 1965; The Indian Stamp Act, 1899; Exchange Control Regulations / FEMA, 1999 (The Foreign Exchange Management); The Consumer Protection Act, 1986; The Office of Insurance Ombudsman; Other Relevant Acts.

### **UNIT IV**

**(12 Lectures)**

THE IRDA (Licensing of Insurance Agents) Regulations, 2000 & The IRDA (Insurance Brokers) Regulations, 2002. The IRDA (Third party Administrators - Health Services), Regulations, 2001 & The Insurance Surveyors & Loss Assessors (Licensing, Professional Requirements and Code of Conduct) Regulations, 2000. Investment & Accounting; The IRDA (Investment) Regulations, 2000; Accounting - Reserves for Outstanding Claims; Unexpired risk reserves; Other reserves; General Ledger; Trial balance. Revenue account. Balance sheet; Returns; Code of Conduct for Insurance

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### **Text and Reference Books**

11. Insurance: Theory and Practice /by Tripathi, Nalini Prava, Pal, Prabir. - PHI, 2009.
12. Risk and Insurance Management, 2nd ed. /by Harrington, Niehaus.- TMH, 2004.
13. Fundamentals of Risk and Insurance, 9th ed. /by Emmett J. Vaughan. - Wiley, 2010.
14. Principles of Risk Management and Insurance, 9th Ed. /by George E. Rajda. - Pearson, 2010.
15. Life & Health Insurance, 13th ed. /by Kenneth Black, Jr. - Pearson, 2008.
16. Insurance in India /by Palande, Shah.- SAGE Publications, 2009.
17. Principles of Insurance Management / by Neelam C. Gulati.- Excel, 2007
18. Introduction to Risk Management and Insurance, 9th Ed. /by Dorfman. - PHI, 2009.
19. Insurance Management. /by Pal, Bodla, Garg.- Deep & Deep Publications, 2004.
20. Insurance Principles and Practice /by M. N. Mishra.- S Chand Publications, 2005.

## GENERAL AND LIFE INSURANCE

Course Code: MBA - IM3

L C  
4 4

**Objective:** The objective of this course is to build awareness among students about the different types of General and Life Insurance.

### UNIT I

(6 Lectures)

Introduction : Purpose, need of Insurance, Different types of Insurance: General and Life insurance, Terminologies- Premium, Sum assured, insured, proposer, nominee, survivor, assignee, assignment, riders etc. Indian Life Insurance Sector.

### UNIT II

(8 Lectures)

Life Insurance Plans, Pricing and Distribution: Basic Plans of Insurance - Term & Pure Endowment, participating and non-participating. Whole Life policies. Money back Plans, Annuities. Traditional/Unit linked plans. Individual and group policies. Policies for females, children, physically handicapped . Insurance plans offered in other countries like-flexible premium plans, universal life policy, special type of whole life policies and family protection policies.

### UNIT III

(8 Lectures)

Types of General Insurance: Fire, Marine, Motor, Health, Miscellaneous and Rural Insurance. General Principles, Policy and contracts, Good and Adverse features of Different types of general insurance, Add on covers and Exclusions in different general Insurance policies, Settlement and claims and survivor's role.

### UNIT IV

(8 Lectures)

Pricing in General and Life Insurance: Computation of Premium, Valuation, Special reserves & profit. Channels of Distribution in General and Life Insurance: Intermediaries, Agents, Brokers, Employee Sales Officer, Internet based selling and direct selling. Risk Management & Underwriting, Policy Documentation in general and life insurance

### UNIT V

(12 Lectures)

Insurance Act 1938, Life Insurance corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.

Code of Conduct in Advertisement, Financial Planning & Taxation, Bank Deposit Schemes, Unit Trust & Mutual Funds, Shares, Tax Benefits under Life Insurance Policies.

Impact of globalization on insurance sector: Mergers and Alliances, Government FDI Policy in insurance sector.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Insurance: Theory and Practice /by Tripathi, Nalini Prava, Pal, Prabir. - PHI, 2009.
2. Risk and Insurance Management, 2nd ed. /by Harrington, Niehaus.- TMH, 2004.
3. Fundamentals of Risk and Insurance, 9th ed. /by Emmett J. Vaughan. - Wiley, 2010.
4. Principles of Risk Management and Insurance, 9th Ed. /by George E. Rajda. - Pearson, 2010.
5. Life & Health Insurance, 13th ed. /by Kenneth Black, Jr. - Pearson, 2008.
6. Insurance in India /by Palande, Shah.- SAGE Publications, 2009.
7. Principles of Insurance Management / by Neelam C. Gulati.- Excel, 2007
8. Introduction to Risk Management and Insurance, 9th Ed. /by Dorfman. - PHI, 2009.
9. Insurance Management. /by Pal, Bodla, Garg.- Deep & Deep Publications, 2004.
10. Insurance Principles and Practice /by M. N. Mishra.- S Chand Publications, 2005.

## GROUP G: RETAIL MANAGEMENT

### RETAIL MANAGEMENT

**Course Code: MBA-RM1**

**L C**

**4 4**

**Objective:** This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

#### **UNIT I**

**(8 Lectures)**

**An Overview of Strategic Retail Management:** Definition, Importance, Scope and Functions of Retailing; Evolution of Retail Competition,- The Wheel of Retailing, the Accordion, the Retail Life Cycle; Service characteristics of retailing; Emerging Trends in Retailing; Building and Sustaining Relationships in Retailing, Strategic Planning in Retailing.

#### **UNIT II**

**(8 Lectures)**

**Situation Analysis:** Retail Institutions by Ownership, Retail Institutions by Store-Based Strategy, Web, Nonstore-Based, and Other Forms of Nontraditional Retailing. The Retail Scenario in India, Retail Formats in India.

**Targeting Customers and Gathering Information:** Identifying and Understanding Consumers, Information Gathering and Processing in Retailing.

#### **UNIT III**

**(8 Lectures)**

**Choosing a Store Location:** Trading-Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

**Managing a Retail Business:** Retail Organization and Human Resource Management, Operations Management-Financial & Operational Dimensions, Logistics and Supply Chain Management in Traditional Retailing and Online Retailing.

#### **UNIT IV**

**(8 Lectures)**

**Merchandise Management and Pricing:** Developing Merchandise Plans, Implementing Merchandise, Financial Merchandise Management, Pricing in Retailing.

**Communicating with the Customer:** Establishing and Maintaining a Retail Image, Promotional Strategy, Customer Service, The GAPs Model, Customer Relationship Management, Know Your Customer(KYC).

#### **UNIT V**

**(8 Lectures)**

Integrating and Controlling the Retail Strategy. Governments policy for single and multi-brand retailing. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

#### **Text and Reference Books**

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
5. Retail Marketing Management by Gilbert, David, Pearson Education
6. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
7. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
8. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
9. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
10. Supply Chain Management by Ray, McGraw Hill, 2010

## RETAILING STRATEGY AND ENVIRONMENT

Course Code: MBA RM2

L C  
4 4

**Objective:** It aims to help student master skills of framing strategies in retail sector. The subject content has been framed as case-based teaching for practical application.

### UNIT I

(8 Lecture)

Retailing Environment : Introduction to Retailing, Readings – Introduction to the World of Retailing, (Levy and Weitz; Berman and Evans),

### UNIT II

(12 Lecture)

Types of Retailing, Multi-channel Retailing, Case – Land's End Readings – Retail Institutions and Multi-channel (Levy and Weitz; Berman and Evans)

### UNIT III

(12 Lecture)

Retailing Strategy, Case – Jollibee or Sear's, Readings – Strategic Planning in Retailing, (Berman and Evans), Retail Market Strategy (Levy and Weitz)

### UNIT IV

(8 Lecture)

Pricing in Retailing, Case – eBay or Bojangles, Readings – Pricing (Levy and Weitz; Berman and Evans)

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
5. Retail Marketing Management by Gilbert, David, Pearson Education
6. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
7. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
8. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
9. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
10. Supply Chain Management by Ray, McGraw Hill, 2010



## RETAIL AUDTING

Course Code: MBA RM3

LC  
44

**Objective:** The Aim of course is to help students understand complex issues related to auditing in retail and learn to apply creative solutions.

### UNIT I

(8 Lecture)

Retail Audit : Assignment of Retail Establishments, Retail Customer : Case – Streamline, Inc. Readings – Identifying and Understanding Consumers (Berman and Evans) Customer Buying Behavior (Levy and Weitz)

### UNIT II

(8 Lecture)

Retail Audit Presentation, Retail Organization and Human Resource Management, Case – Homeworld America, Readings – Retail Organization and HR Mgt (Levy and Weitz)

### UNIT III

(10 Lecture)

Retail/Site Selection, Case – Just Fresh, Readings – Retail/Site Selection (Levy and Weitz), Trade Area Analysis (Berman and Evans) Customer Relationship Management, Case – Saks First, Readings – CRM (Levy and Weitz)

### UNIT IV

(14 Lecture)

Merchandise Management, Developing and Implementing Merchandise Plans, Case – Sears and Bennetton, Readings - Developing and Implementing Merchandise, Plans (Levy and Weitz).  
Financial Management, Case – Planned Purchases and Open to Buy or Neiman Marcus and Family Dollar, Readings – Financial Merchandise Mgt (Levy and Weitz), Financial Strategy (Berman and Evans)

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
5. Retail Marketing Management by Gilbert, David, Pearson Education
6. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
7. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
8. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
9. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
10. Supply Chain Management by Ray, McGraw Hill, 2010

## **GROUP H: INFORMATION TECHNOLOGY**

### **DATABASE MANAGEMENT SYSTEM**

**Course Code: MBA IT1**

**L C**

**4 4**

**Objective:** This course will help students to understand how databases can be used to store an organization's information.

#### **UNIT I**

**(12 Lecture)**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

#### **UNIT II**

**(12 Lecture)**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

#### **UNIT III**

**(8 Lecture)**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.  
PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

#### **UNIT IV**

**(8 Lecture)**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

#### **Text and Reference Books**

1. Silberschatz, A. H. F. Korth, Sudarshan, S. (2002). Database system concepts. McGraw-Hill.
2. Koch, G. & Loney, K. (2002). Oracle 9i The complete reference. TMH.
3. R. Elmsari & S. D. Navathe (2004). Fundamentals of database systems. Addison Wesley.
4. Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
5. C. J. Date (2003). An introduction to database systems. Pearson Education

## SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

Course Code: MBA IT2

L C  
4 4

**Objective:** To acquaint the students with the software project management concepts, techniques and issues related to implementation.

### UNIT-I

(8 Lecture)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

### UNIT-II

(8 Lecture)

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

### UNIT-III

(12 Lecture)

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

### UNIT-IV

(12 Lecture)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Roger. S. Pressman (2001). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Fifth Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2005). Software Engineering. New Age International.
3. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson Education Asia, Singapore, First Edition.
4. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
5. Ivar Jacobson, Grady Booch and James Rumbaugh (2000). The Unified Software Development Process. Pearson Education Asia, Singapore.
6. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
7. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.

## DATA COMMUNICATION & NETWORK

Course Code: MBA IT3

L C  
4 4

**Objective:** The objective of studying this paper is to help student understand Communication networks and web related technologies.

### UNIT I

(10 Lecture)

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data.

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

### UNIT II

(10 Lecture)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

### UNIT III

(10 Lecture)

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. Network Operating systems: Unix; Linux; Windows.

### UNIT IV

(10 Lecture)

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves,

Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML

*Note: Case study/Numerical to be covered in each unit, if applicable.*

### Text and Reference Books

1. Business Data Communications and Networking(2010), By Jerry FitzGerald, Alan Dennis, ,John Wiley & Sons
2. Data and Computer Communications, Stallings, Pearson Education India
3. DATA COMMUNICATION AND COMPUTER NETWORKS(2013) By AJIT PAL, PHI Learning Pvt. Ltd
4. Elements of Data Communication and Networks(2009) by S.A. Amutha Jeevakumari, Laxmi Publications, Ltd

# ELECTRONIC COMMERCE

Course Code: MBA IT4

L C  
4 4

**Objective:** The objective of studying this paper is to enlighten the students with updated e business applications for buying and selling process and for managerial decision making with the recent IT applications.

## UNIT I

(10 Lecture)

Origin, need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

## UNIT II

(14 Lecture)

Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

## UNIT III

(8 Lecture)

Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

## UNIT IV

(8 Lecture)

Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

*Note: Case study/Numerical to be covered in each unit, if applicable.*

## Text and Reference Books

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce-Business, Technology, Society", Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce-Framework, Technologies and Applications", 3rd Edition. Tata McGraw, Hill.
4. Efraim Turban, Tae Lee, David King & H. Micheal Chung, "Electronic Commerce-A Managerial Perspective", Pearson Education Asia.
5. CSV Murthy, "E-commerce-Concepts, Models & Strategies", HPH.
6. J. Christopher Westland & Theodore H K Clark, "Global Electronic Commerce – Theory and Case Studies", Oxford Universities Press.
7. Martin Bichler, "The Future of e-Markets", Cambridge press

## **MBA 308: SUMMER TRAINING PROJECT REPORT**

- I. After the second semester examination, every student during the summer vacation will undergo an on-the-job practical training in a manufacturing, service or financial organization. The training will be for 6 to 8 weeks.
- II. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by it with a view to exploring feasible solutions and suggestions.
- III. During the training, the organization (where the student is undergoing training) will assign a problem/project to the student.
- IV. The student, after completion of the training will submit a report that will form part of the third semester examination.
- V. The report (based on the training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in-depth study of a micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.
- VI. The report should have a comprehensive chapter about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance, products/services and problems faced. This chapter will form part I of the report. Part II of the report will contain the study of the micro research problem. The size of the report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the Department. The report will be typed in A-4 size paper.
- VII. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
- VIII. The report will be evaluated by two external examiners. They shall award marks on the Summer Training Report independently out of maximum of 75 marks each and 50 marks shall be for presentation. There will be no internal examiner.
- IX. The student will make presentation in the presence of teachers and students. The student is expected to answer the queries and questions raised during the presentation.

## **MBA 401: TERM PAPER**

The written term paper must have the following structure and include all of the following elements:

- I. THE PAPER SHOULD BE A MINIMUM OF 5 PAGES (double-spaced; Times New Roman 12 font), excluding the title page and literature cited.
- II. First (title) page must include:
  1. Descriptive title
  2. Author
  3. Abstract (NOTE: MAXIMUM 200 WORDS)
- III. Subsequent pages must include:
  4. Introduction
  5. Hypotheses and predictions, if any (these can be incorporated into the introduction or presented below a separate sub-heading)
  6. Research Methodology
  7. Data Analysis and Interpretation
  8. Conclusion and future implications.
  9. Literature Cited
- IV. The term paper will be of 200 marks. Evaluation of the term paper will be as follows:
  1. He / She will be required to publish in a ISSN no. Journal of repute OR in National / International Conference or Seminar with ISBN Proceedings.
  2. In case if the student fails to publish paper then the committee formed by the competent authority will take the decision.
  3. Maximum of three students can participate in writing a term paper.
  4. Allotment of supervisor will take place as per the area of interest.
  5. Rules of plagiarism will be as per university norms.
- V. Supervisor will be a core faculty of the department. The finalization of the name of supervisor will be done only after the consent of the supervisor.

### **MBA 402: DISSERTATION**

- I. In the fourth semester, every student will have to submit a Dissertation on a problem/topic (from the Specialization Groups) to be assigned by the Head of the Department under the supervision of a core Faculty member of the Department.
- II. The Dissertation will carry 400 marks. It will consist of (i) Evaluation of Dissertation (300 Marks) and (ii) Viva on Dissertation (100 Marks).
- III. The Head of the Institution will constitute a Dissertation committee each year consisting of Head of Department & Senior faculty members. The proposed Supervisor of the student undertaking the dissertation work will also be present during the presentation of the work.
- IV. The Student will submit a synopsis of the proposed work. He/she will give a presentation before the Dissertation Committee. A revised synopsis would have to be presented in 7 working days before the committee again.
- V. The dissertation would have to be completed within 90 days from the date of approval of the synopsis. After which the student will present the finished work before the dissertation committee on a predefined date. Changes suggested must be incorporated by the student in the final submission. If the student fails to appear for the presentation, he/she will be given a second chance only on medical grounds.
- VI. The External examination will be conducted by two External Examiners appointed by the University. Each examiner will award marks out of 200 (150 for report and 50 for presentation). The total of both the examiners would be tabulated to give final marks out of 400.
- VII. The report will contain the objectives and scope of the study, research methodology, use and importance of the study, analysis of the data collected, conclusions and recommendations. It will contain appropriate charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report. The number of pages in the report will be 100 or more. The report should be typed in A-4 size paper.

### **MBA 403: Comprehensive Viva Voce**

- I. A comprehensive viva voce shall be conducted at the end the fourth Semester in order to judge the extent to which the student has understood various topics and is judged for application of knowledge gained. This is also to see the student's level of articulation of what is learnt by him. The idea is to ensure that the students assimilate what is being taught and see their relevance in the practical field and also the inter relationships of various parameters.
- II. The viva voce is of 150 marks and will be conducted by the external examiner appointed by the University.