

Title of Programme: Master of Business Administration (MBA)

I. Programme's Mission & Objectives

This programme aims;

- To equip learners with an in-depth understanding of the required theoretical, conceptual, intra-personal and inter-personal skills necessary for a career in management.
- To inculcate a sense of social purpose and ethics that will permeate their decision making.
- To encourage and help in development of entrepreneurial and leadership capabilities.
- To nurture standards of professional excellence based on integrity, honesty, and fairness.

II. Relevance of the program with HEI's Mission and Goals:

The programme has been sculpted to address the changes that are taking place in corporate world and society at large. The programme intends to meet the growing demand of entrepreneurs, business leaders and effective managers who can face the challenges resulting from cut-throat competition. The programme shall contribute in disseminating business knowledge and management skills through distance learning with introduction of flexible and innovative methods of education to ensure 'independent learning'. The programme intends to enhance professional and managerial competence of the aspirants, refine their managerial skills, and capabilities so that they can secure self-employment, and other employment opportunities with the motto of appropriate service to the state, nation and entire humanity. The programme shall serve as seedbed in nurturing corporate or business excellence at the workplace. The programme also intends to equip fresh graduates and post graduates with appropriate managerial skills appropriate to the sectors where they will join. Thus, the Programme has been fulfilling the University's objective to provide professional education to the distant learners of Uttarakhand.

III. Nature of prospective target group of learners:


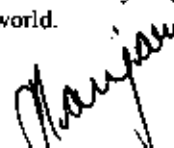


The programme shall also be useful for the professionals who want to advance and improve in their current job profile. Further, the programme is also for young aspirants who wish to enhance their professional skills with a sound management qualification.

Accordingly, the target learners of the programme are;

- Graduates
- Government Employees
- Businessmen
- Budding Entrepreneurs
- Early- and mid-career professionals working in Uttarakhand
- Professionals serving in Banking and Finance Sectors.
- Marketing Executives
- HR Personnel

IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The programme has been designed strictly in accordance with the norms and standards specified for management education. The programme provides conceptual understanding of business administration, managerial skills, research skills, and information technology, industrial and global trends, thereby equipping the learners with tools and techniques to lead and manage in today's ever-changing business environment. Adequate attention is also being paid to the application of knowledge, self awareness among learners coupled with development of problem solving, and decision making skills. The appropriateness of the MBA programme offered in the ODL mode is ensured in terms of curriculum design, eligibility criteria, admission procedures, duration, evaluation, project work etc. Because of its inherent flexibility in terms of entry, method, pace and place of learning, methods of evaluation, the MBA Programme in ODL mode is suitable for the early- and mid-career professionals working in Uttarakhand. The programme offered by the School is useful and geared to fulfill the identified gaps in the corporate and business world.

   
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The learning upshots of this qualification can be classified in the following four categories;

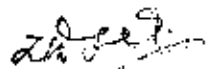
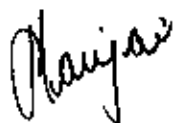
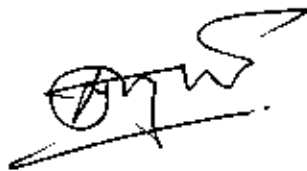
- Knowledge and understanding
- Cognitive skills
- Practical and professional skills
- Key skills

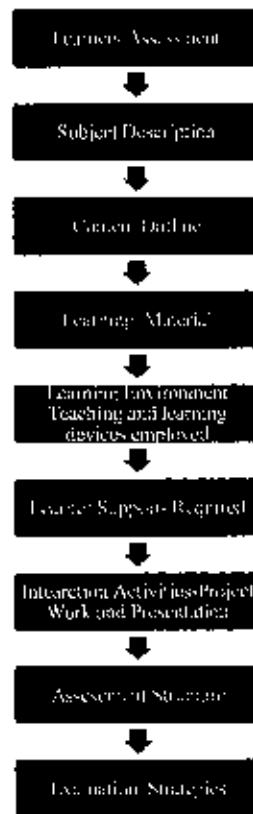
V. Instructional Design :

Instructional design is a scientific system that includes the principles of the effective design and implementation of a programme. In distance learning, instructional design has its own relevance. The successful distance learning design incorporates the unique learning requirements of adult learners. Prior to the development of the courses, curriculum assessment has been done and access devices and pedagogical tools have been applied for making curriculum. The contents of each course are divided into Blocks and Units. The entire study material is divided into small and manageable booklets to facilitate distance learners. For self assessment of learners Self Check Exercises are provided to recapitulate, consolidate and evaluate what they have learnt so far before moving on to the next stage. Further, various theories and models are referred for designing effective instructional events, some are specified as under;

- Learning objectives
- Self Check Exercises with Answers
- Reinforcing activities
- Small chunks of learning through learning modules.
- Modular Structure
- Statement of Objectives
- Indepth learning
- Hint Answers
- References
- Real World Contexts/Cases
- Project Work
- Real World Examples
- Self Appraisal Exercises
- School's Blog for enhanced learning
- Project Work for practical training and presentation skills.

The programme has been developed on the basis of the following sequential steps:


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VI. Procedure for admission, curriculum delivery and evaluation:

Admission

Admission to MBA, Diploma in Management, and Post Graduate Diploma in specialization programmes (PGDHRM and PGDMM) , are allowed on the basis of score obtained in the entrance-test being conducted for the purpose.

The written test assess Reasoning ability, Comprehension and Vocabulary, General Knowledge, Numerical Ability, Data Interpretation and Current Awareness to check preparedness of a learner to undertake a subject like Business Management.

The entrance-test has questions from the following areas-

1. Reading/Writing Comprehension- 20 %
2. Numerical Ability/Data Interpretation- 30 %
3. Logical/Mental Ability- 30 %
4. Current Awareness- 20 %

The duration of entrance test is of 2:30 hours and it contains Multiple Choice (objective type) Questions (MCQs)

Admission to MBA after completing Diploma in Management and Specialization (P.G.) Diploma Programmes from UOU

A. For the learners who have completed DIM Programme: The learners who have successfully completed DIM are allowed to enroll for admission in Management (MBA), without re-appearing in Entrance Test. In such a case, they are required to take admission as per the Admission Process.

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 2022-23
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B. For the learners who have completed P.G Specialization Programmes:

- a. Such learners are required to enroll for MBA first year if they have not completed it and they have to complete integrated papers.
- b. They are required to submit their original marksheet of P G Specialization Diploma programme

The short listing of candidates may be done according to pass marks attained in the entrance test. Further, direct admission is given to the applicants who have qualified MAT or CAT examination with valid score.

Eligibility	Duration (Yrs)		SILM	Mode of Exam (Annual/Sem)	Year/Sem	Programme	Project/Workshop	Exam	Practical	Viva-Voce	Identify Card	Learner Welfare	Degree Fee	Grand Total		
	Min	Max														
50% Marks at graduate or post-graduate level or 45% at graduate or post graduate level along with 2 years' of supervisory/managerial/professional/teaching experience after completing graduation or post-graduation (even if the degree has been obtained in ODL mode or as a private student). (5% relaxation for reserved category) Admission through entrance test conducted by the University / MAT / CAT score	2	4	Engl sh	SEM EST ER	I	8000	-	900	-	-	50	100	-	9050		
					II	7000	-	750	-	-	-	-	-	-	7750	
					III	7000	-	900	-	-	-	-	-	-	-	7900
					IV	6000	1000	450	-	500	-	-	-	300	8250	

Curriculum Delivery

MBA programme consists of 22 courses in all. Each course comprises of six credits. The total credits of the programme are 132. The programme is offered in three specializations namely; Finance, Marketing and Human Resource.

The programme, therefore, comprises of;

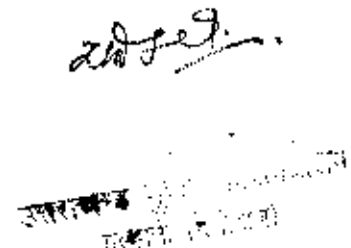
- ❖ Foundation or Core Courses
- ❖ Six Courses from any one of the specialization streams
- ❖ Compulsory Courses
- ❖ Project Work equivalent to 2 courses

MBA First Year

First Semester

- MS 101 Principles of Management and Organization Behaviour
 MS 102 Accounting for Managers





MS 103 Managerial Economics
MS 104 Quantitative Techniques in Management
MS 105 Business Environment
MS 106 IT and MIS

Second Semester

MS 107 Marketing Management
MS 108 Human Resource Management
MS 109 Financial Management
MS 110 Research Methodology
MS 111 International Business

MBA Second Year-6 Courses

Third Semester

Third Semester Compulsory Papers

MS 201 Business Policy and Strategic Management
MS 202 Entrepreneurship Development
MS 203 Business Ethics and Corporate Governance

Specialization-

Human Resource

MS 301 Human Resource Planning
MS 302 Human Resource Development
MS 303 Organizational Changes and Development

Marketing

MS 501 Marketing Research
MS 502 Advertising and Sales Promotion
MS 503 Consumer Behaviour

Finance

MS 401 Corporate Tax Planning
MS 402 Indian Financial System
MS 403 Project Finance

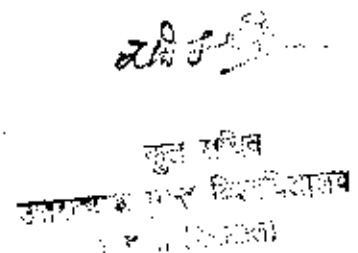
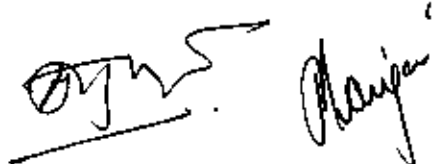
Fourth Semester

Electives

Human Resource

Select any three-

MS 304 Labour Laws for Managers
MS 305 Strategic Human Resource Management
MS 306 Industrial Relations
MS 307 Compensation Management
MS 308 International Human Resource Management
MS 309 Management of Training and Development



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Marketing

Select any three-

- MS 504 International Marketing
- MS 505 Services Marketing
- MS 506 Supply Chain Management
- MS 507 Rural Marketing
- MS 508 Sales and Distribution Management
- MS 509 Industrial Marketing
- MS 510 Brand Management

Finance

Select any three-

- MS 404 Security Analysis and Portfolio Management
- MS 405 International Finance
- MS 406 Working Capital Management
- MS 407 Management of Financial Services
- MS 408 Financial Reporting
- MS 409 Micro Finance

Fourth Semester Compulsory -2 courses

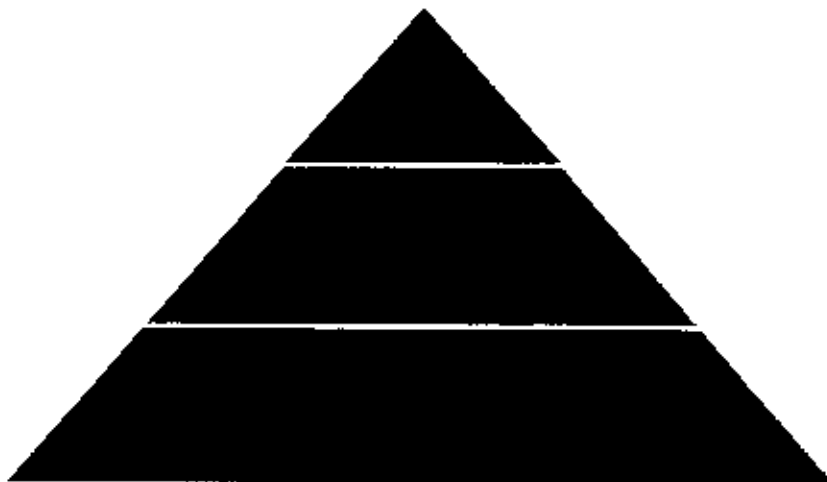
MS 204 Project and Viva voce : Two Courses-12 Credits

Professional development through a modular structured programme

Start with Diploma in Management

Continue with PG Specialization Diploma

#And finish with Master's Degree i.e MBA



Evaluation

Learners are evaluated on the basis of term end examination and one assignment per course. The assignment is submitted to the concerned learner support centre. The components of evaluation for each course include the following:

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A handwritten signature in black ink, appearing to be 'Anjali'.

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- a. Assignments 20 % weightage
- b. End-term examination 80 % weightage

The project work is assessed using the following components:

- a. Proposal
- b. Report
- c. Conduct of work
- d. Analysis
- e. The final report presentation also includes comprehensive *viva-voce*.

VII. Requirements of the laboratory support and Library Resources:

A well equipped library having sufficient number of books and resource material to supplement the learners and faculty requirements are needed. Further, for the programme it is essential that every study centres should have sufficient computers with proper internet connectivity to support learners requiring IT facilities.

VIII. Cost estimate of the programme and the provisions:

Cost Estimation		
Particulars	Details	Amount (In Rs.)
INSTRUCTIONAL SERVICES		
Development of In-house SLM	Payment to course writers	6545000
	Payment to Editors	2835000
	Total Cost	9380000

IX. Quality assurance mechanism and expected programme outcomes :

The Department reviews its programme time to time through its expert committee and Board of Studies' meetings to enhance the standard of its curriculum and instructional design. The Board of Studies and Expert Committee comprise of renowned academicians and practitioners who design, review and update the course curriculum and the study material accordingly.

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Course Code-MS 101

Course Name-Principles of Management and Organizational Behaviour

Credits-6

Course Objective- The objective of this course is to acquaint the student with the fundamentals of management concepts and its application in organizations. Further, this course enables learners to understand the intricacies of group and individual behaviour and help students to apply the concept of team building, leadership, managerial effectiveness and conflict resolutions in business organisations.

Block I Introduction to Management

Unit I Concept and Nature of Management

Unit II Development of Management Thoughts

Unit-III Management Functions and Skills

Unit IV Emerging Horizons of Management

Unit V Management Practices across the World

Block II Functions of Management

Unit VI Planning

Unit VII Forecasting and Decision Making

Unit VIII Organizing

Unit IX Staffing

Unit X Directing

Unit XI Controlling

Block III Individual Behaviour

Unit XII Introduction to Individual and Organizational Behaviour

Unit XIII Attitudes

Unit XIV Personality; Measurement and Development of Personality

Unit XV Perception, factors influencing perception

Unit XVI Learning

Block IV Motivation and Leadership

Unit XVII Motivation

Unit XVIII Leadership

Unit XIX Power and Political Behavior

Unit XX Stress

Unit XXI Group Dynamics

Block V Organizational Behaviour

Unit XXII Organizational Climate and Culture

Unit XXIII Organizational Conflict

Unit XXIV Organizational Change

Unit XXV Organizational Development

Suggested Readings-

1. Koontz O. Donald - Principles of Management, Tata McGraw Hill, New Delhi.
2. L.M. Prasad - Principles and Practices of Management, Sultan Chand & Sons, New Delhi.
3. V.S.P. Rao & V.Harikrishnan - Management-Text and Cases, Excel Books, New Delhi.

4. Koontz, H and Wehrich. H, Management, New York. McGraw.
5. Stoner, J. etc., Management. 6th ed., New Delhi. Prentice Hall of India
6. Dr. Harpreet Singh and Parampal Singh – Principles and Practices of Management, Kalyani Publishers, Delhi
7. S. P. Robbins ,Organizational Behaviour, Prentice Hall
8. Fred Luthans ,Organizational Behaviour, McGraw Hill
9. J. W. Newstrom & K. Davis, Organizational Behaviour, McGraw Hill.
10. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001.
11. Archana Tyagi, Organizational Behaviour, Excel Books.
12. Madhukar Shukla ,Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

Course Code-MS 102**Course Name-Accounting for Managers****Course Credits-6****Course Objective-** To enable student to acquire the skills necessary to use, interpret and analyse accounting data and to make them acquainted with decision making capability for effective financial control in an organisation.**Block I Introduction to Accounting****Unit I Introduction to Accounting****Unit II Accounting Principles****Unit III Forms and Types of Accounting****Unit IV Double Entry System****Block II Accounting Process****Unit V Journalizing and Posting****Unit VI Trial Balance****Unit VII Final Accounts****Block III Cost Accounting****Unit VIII Introduction to Cost Accounting****Unit IX Standard Costing and Variance Analysis****Unit X Process costing and Single and Output Costing****Unit XI Activity-Based Costing and Service Costing****Block IV Management Accounting****Unit XII Introduction to Management Accounting****Unit XIII CVP Analysis****Unit XIV Budgeting****Unit XV Responsibility and Human Resource Accounting****Block V Analysis of Financial Statements****Unit XVI Financial Analysis****Unit XVII Interpretation of Financial Statements****Unit XVIII Ratio Analysis****Unit XIX Statement of Changes in Financial Position-I****Unit XX Statement of Changes in Financial Position-II**

Unit XXI Accounting and Financial Information System**Suggested Readings-**

1. Maheshwari, S.N. "Introduction to Accounting", Sultan Chand and Sons, Delhi.
2. Maheshwari, S.N. "Advanced Accounting", Sultan Chand and Sons, Delhi.
3. Lal Jawahar, "Management Accounting", Tata McGraw Hill, New Delhi.
4. Khan and Jain, "Theory and Problems of Management and Cost Accounting", Tata Mc Graw Hill, New Delhi.
5. Chandra, Prasanna, "Financial Management: Theory and Practices", Tata Mc Graw Hill, New Delhi.
6. Bhattacharya, S.K. and Dearden, John, "Accounting for Management", Vikas Publishing House.

Course Code-MS 103**Course Name- Managerial Economics****Course Credits-6****Course Objective-** The objective is to give students grounding in the basic understanding of economic environment and tools for better analysis of economic situations and thus helping in decision making.**Block I Introduction to Managerial Economics****Unit I Basics of Managerial Economics****Unit II The Economy and its Basic Problems: Scarcity and Choices****Unit III Law of Demand and Supply****Unit IV Elasticity of Demand and Supply****Unit V Failure of the Market Economy and Role of the Government****Unit VI Cardinal Utility Theory****Unit VII Ordinal Utility Approach****Unit VIII Consumer's Surplus****Block II Supply Side Economics****Unit IX Theory of Production****Unit X Optimum Combination of Inputs****Unit XI Theory of Production Cost****Block III Market System****Unit XII Business Firms and Market Structure****Unit XIII Perfect Competition Market****Unit XIV Monopoly Market****Unit XV Monopolistic Competition Market****Unit XVI Oligopoly Market****Block IV Basics of Macro Economics****Unit XVII The Circular Flow Model of the Economy****Unit XVIII National Income: Concept and Measurement****Unit XIX Theory of National Income Determination**

Unit XX Income Determination with Government and Foreign Trade
Unit XXI Theories of Aggregate Consumption
Unit XXII Keynesian Theory of Interest
Unit XXIII Investment Theory and Acceleration Principle
Unit XXIV Money and Banking

Suggested Readings-

1. H.L.Ahuja, "Business Economics: Micro & Macro", S. Chand & Sons, New Delhi.
2. M.Adhikari "Managerial Economics", Khosla Education Publishers, New Delhi.
3. O.P. Chopra, "Managerial Economics", Tata McGraw Hill, New Delhi.
4. Trivedi "Managerial Economics", Tata McGraw-Hill, 2002
5. Dwivedi "Managerial Economics", Vikas Publishing House Pvt Ltd, 6th edition, 2001.
6. Shappiro, Macro Economics, TMH
7. Christopher R Thomas & S Charles Maurice, Managerial Economics: Concepts and Applications; Eighth Edition, TMH

Course Name: Quantitative Techniques in Management

Course Code-MS 104

Course Credits: 6

Course Objective: The objective of this course is to provide students the knowledge of quantitative tools and their application in various decision making situations.

Block I Introduction to Statistics

Unit I Introduction to Statistics

Unit II Data-Types and Classification

Unit III Frequency Distribution and Graphical Representations

Unit IV Measures of Central Tendency

Unit V Measures of Dispersion

Block II Measurement of Variation, Correlation & Regression

Unit VI Measures of Skewness, Kurtosis and Moments

Unit VII Correlation

Unit VIII Regression Analysis and Properties of Regression Coefficients

Unit IX Times Series Analysis

Block III Probability & Distribution

Unit X Probability- Definition and Classification

Unit XI Laws of Probability

Unit XII Probability Distribution

Unit XIII Binomial Distribution

Unit XIV Normal and Poisson Distribution

Block IV Operations Research

Unit XV Linear Programming

Unit XVI Transportation Problem

Unit XVII Assignment Problem

Unit XVIII Queuing Theory and Decision Theory

Unit XIX Replacement Theory and Sequencing Problems

Unit XX PERT and CPM

Suggested Readings-



- 1- N.K. Chaddha, "Statistics for Behavioral and Social Sciences", Reliance Publishing House, New Delhi.
- 2- S.P. Gupta and N.P. Gupta, "Business Statistics", Sultan Chand and Sons, New Delhi.
- 3- A.S. Narang, "Linear Programming and Decision Making", Sultan Chand and Sons, New Delhi.
- 4- K.S. Nagar, "Statistics", Meenakshi Publisher, Meerut.
- 5- C B Gupta "An Introduction to Statistical Methods", Vikas Publishing House Pvt Ltd , 1995
- 6- R.L. Levin & D.S. Rubin , Statistics for Management , Prentice Hall/ Pearson Education
- 7- John E Freund, Mathematical Statistics, Prentice Hall.

Course Name: Business Environment

Course Code-MS 105

Course Credits: 6

Course Objective: This course aims at providing the students the knowledge of basic framework and intricacies of Indian and International business environment.

BLOCK I Macro Economic Concepts and Macro Environment

- Unit I Contemporary Global and Indian Environment
 Unit II Consumerism and Business
 Unit III Macro Economic Environment and Modern Theories of Economic Growth
 Unit IV Aggregate Demand and Supply
 Unit V Inflation
 Unit VI Unemployment

Block II Economic Reforms and Industrial Policy

- Unit VII Economic Reforms in India
 Unit VIII Economic Planning in India and New Economic Policy
 Unit IX Industrial Policy and Industry Licensing

Block III Industrial Financial Institutions

- Unit X Public Sector Enterprises and Small and Medium Enterprises
 Unit XI Industrial Financial Institutions: IDBI, IFCI, ICICI, IRBI, SFC
 Unit XII Institutions for Investment and Small Industry: UTI, LIC, GIC SSIDC, SIDBI and Commercial Banks

Block IV Foreign Policies and Globalization

- Unit XIII Foreign Trade: Theories, Issues and Modern Context
 Unit XIV FDI and FII
 Unit XV Foreign Exchange Rates and Foreign Exchange Markets
 Unit XVI Globalization, Liberalization and Privatization
 Unit XVII Regional Trading Blocks
 Unit XVIII World Trade and Emerging Environment

Suggested Readings-

1. Sundaram & Black, International Business Environment – Text & Cases, PHI, N.Delhi.
2. F.Chernilum, Business Environment, Himalaya Publishing house, New Delhi
3. Shaw, Business Ethics, Thomson Learning, Bombay.
4. Biswanath Ghosh, Economic Environment & Business, Vikas Publishing House, New Delhi.
5. N.K.Sengupta, Government and Business, Vikas Publishing House, New Delhi.

6. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi
7. Govt. of India, Economic Survey (latest year).

Course Name- IT and Management Information System**Course Code-MS 106****Course Credits-6****Course Objective-** The objective of the course is to familiarize the students with the basics of computer, its operations, processing and storage and utility of information technology in managerial applications.**Block I Introduction to Computers****Unit I Computers – An introduction****Unit II Components of Computer System and Indian Computing Environment****Unit III Generation of Computer****Unit IV Number System and Computer Arithmetic****Block II Hardware and Software****Unit V Types of Computers****Unit VI Input/ Output Units****Unit VII Hardware Troubleshooting****Unit VIII Operating System Concepts****Unit IX Software –Languages and Packages****Unit X Data Files****Blocks III Software Packages****Unit XI MS Office****Unit XII MS Excel****Unit XIII MS Power Point and MS Access****Unit XIV Management of Data Processing Systems in Business Organisations****Block IV Networking****Unit XV Introduction to Networking****Unit XVI Internet and Intranet****Unit XVII Basics of Information Security****BLOCK V Management Information System****Unit XVIII Introduction to MIS****Unit XIX Structure of MIS****Unit XX MIS Master Plan – Content and Description****Unit XXI Organizational Information Requirements Analysis and Resource Allocation stage****Unit XXII Limitations of MIS****Unit XXIII Development and Implementation of MIS****Unit XXIV Decision Support System****Unit XXV Management Information System –Problem and Suggestions****Suggested Readings-**

1. Rajaraman, V., "Principles of Computer Programming", Prentice Hall of India, New Delhi.
2. Rajaraman, V., "Computer Fundamentals", Prentice Hall of India, New Delhi.
3. Murthy C.S.V., "Fundamentals of Computer Technology", Himalaya Publishers, Mumbai.
4. Saxena S., "A first course in computers", Vikas Publishing House Pvt. Ltd., 2003
5. Kakkar and Sharma, "An Introduction to Computer", Himalaya Publishers.



6. Gordon B Davis & Margrethe H Olson : Management Information Systems– Conceptual Foundations, Structure and Development , Tata Mcgraw- Hill
7. Efraim Turban & Jay E Aronson : Decision Support Systems and Intelligent Systems, Pearson Education
8. Kelkar, Management Information System, PHI
9. Arora & Bhatia, Management Information System, Excel Books
10. Stair, Principles of Information System, 6th ed, Thomson Learning

Course Name: Marketing Management

Course Code-MS 107

Course Credits: 6

Course Objective: This course aims at introducing the concept of marketing and developing analytical skills for problem solving in marketing applications.

Block I: Introduction to Marketing.

Unit I: Introduction to Marketing

Concept, Nature, Scope and Significance of Marketing.

Unit II: Evolution of Marketing.

Unit III: Introduction to Marketing Process.

Unit IV: Marketing Mix and Marketing Organisation.

Unit V: Marketing Environment.

Unit VI: Marketing Research.

Block II: STP Concept and Consumer Behaviour

Unit VII: STP Concept and Market Segmentation.

Unit VIII: Target Market.

Unit IX: Differentiation and Positioning Strategy.

Unit X: Consumer Behaviour.

Unit XI: Product and Product Life-Cycle.

Block III: Product Packaging & Pricing

Unit XII: Branding.

Unit XIII: Packaging.

Unit XIV: Pricing.

Unit XV: Distribution Channels.

Unit XVI: Decision Making for Effective Distribution Channel's.

Unit XVII: Promotion: Concept and Significance.

Block IV: Promotion Mix & Sales Promotion.

Unit XVIII: Promotion Mix.

Unit XIX: Sales Promotion.

Unit XX: Sales Forecasting.

Unit XXI: Sales Force Management.

Unit XXII: Salesmanship.

Suggested Readings-

1. Philip Kotler, Principles of Marketing, Pearson Education.
2. Mc Daniel, Lamb & Hair, Introduction to Marketing, Thomson (8th edition), Stanton, Fundamentals of Marketing, TMH.
3. Subhash C Jain, Marketing: Planning & Strategy, Thomson (7th edition)

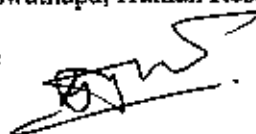
4. G.Armstrong and P. Kotler, Marketing: An Introduction, Pearson Education.
5. Philip Kotler, Marketing Management: Analysis, Planning & Control, Pearson.
6. S .S. Sherlekar, "Marketing Management", Himalaya Publishing House.
7. S. Neelamegham, "Indian Cases in Marketing", Vikas Publishing House Pvt Ltd., New Delhi
8. P.K. Mishra, P.S. Das and J.R.Das: Marketing Management, Alok Publication (2nd Edition)
9. S.C. Mehta, "Marketing Environment, Concepts and Cases", Tata McGraw Hill, New Delhi.
10. Rajana Saxena, "Marketing Management", Tata McGraw Hill, New Delhi 2004.

Course Name: Human Resource Management**Course Code-MS 108****Course Credits: 6**

Course Objective: The objective of this course is to sensitize students to the various facets of managing people, to create an understanding of the various policies and practices of human resource management, to facilitate learning and application in organizational context.

Block I Introduction to HRM**Unit I Introduction to HRM****Unit II HRM-Significance and Objectives****Unit III Human Resource Planning****Unit IV Job Analysis and Job Design****Block II- Recruitment and Selection****Unit V Recruitment and Sources of Recruitment****Unit VI Selection-Process and Methods of Selection****Unit VII Induction and Placement****Unit VIII Promotions and Transfers****Unit IX Human Resource Development****Block III- Training and Performance Management****Unit X Training –Need and Objectives****Unit XI Training Methods and Techniques****Unit XII Evaluation of Training Programmes****Unit XIII Performance Appraisal****Unit XIV Compensation Management****Block IV-Industrial and Labour Relations****Unit XV Industrial Relations****Unit XVI Trade Unions****Unit XVII Collective Bargaining****Unit XIX Management of Grievances and Industrial Disputes****Unit XVIII International Human Resource Management****Unit XIX Contemporary Issues in Human Resource Management****Suggested Readings:**

1. C.S. Venkat Ratnam & B.K.Srivastava, Personnel Management & Human Resource, TMH.
2. V.S.P. Rao, Human Resource Management, Excel Books.
3. W. F. Cascio, Managing Human Resources, TMH.
4. D. Bhattacharya, Human Resource Management, Excel Books.
5. Aswathapa, Human Resource & Personnel Management, TMH.



6. Gomez Mejia, Balkin & Cardy, Managing Human Resources, Pearson.
7. Mathis and Jackson, Human Resource Management, Thomson.
8. C.B Mamoria, Personnel Management, Himalaya.
9. P. Jyothi & D.N. Venkatesh, Human Resource Management, Oxford.

Course Name: Financial Management

Course Code-MS 109

Course Credits: 6

Course Objective:

Block I Introduction to Financial Management

Unit I Introduction to Financial Management

Unit II The Mathematics of Finance

Unit III Risk and Return

Unit IV Indian Financial System

Unit V Sources of Long Term Finance and Short Term Finance

Unit VI Valuation of Securities

Block II-Financing Decisions

Unit VII Cost of Capital

Unit VIII Capital Structure

Unit IX Theories of Capital Structure

Unit X EBIT- EPS analysis and Leverage

Block III- Long Term Investment Decisions

Unit XI Capital Budgeting Concept & Process - An Overview

Unit XII Estimating Project after Tax Incremental Operating Cash Flows

Unit XIII Capital Budgeting Techniques

Unit XIV Issues in Capital Budgeting

Block IV Current Assets Management

Unit XV An Overview of Working Capital Management

Unit XVI Cash Management

Unit XVII Inventory Management

Unit XVIII Receivables Management

Block V Dividend Decisions

Unit XIX Dividend Policy-An Introduction

Unit XX Dividends-Issues and Types

Unit XXI Dividend Theories

Unit XXII Contemporary Issues in Finance

Suggested Readings:

1. Basic Financial Management: M.Y. Khan and P.K. Jain, New Delhi, TMH 2000.
2. Financial Management: I.M. Pandey.
3. Financial Management: Theory and Practices- Prasanna Chandra.

4. Financial Management: Khan and Jain.
5. Corporate Financial Management: Arnold Alen, London, Pitman 1998.
6. Corporate financial management: Emery Douglas R, Pearson Education Asia, 1997.
7. Indian corporate financial management: Vijay Gopalan E., Bombay: Himalaya, 1997.

Course Name: Research Methodology**Course Code-MS 110****Course Credits: 6**

Course Objective: The objective of the course is to provide students the fundamentals of research in business situation and its application. Also this paper acquaints the students with latest tools and techniques of analysis and its presentation.

Block I Introduction to Research Methodology**Unit I Research and its Relevance for Management****Unit II Nature and Scope of Research Methodology****Unit III Research Process and Review of Literature****Unit IV Problem Formulation and Statement of Research Objectives****Unit V Research Designs****Unit VI Hypothesis – Formulation and Testing****Block II Methods of Data Collection****Unit VII Types and Sources of Data****Unit VIII Methods of Data Collection****Unit IX Research Designs****Unit X Attitude Measurement and Motivational Research Techniques****Unit XI Survey Research-Scaling Techniques****Unit XII Sampling and Sampling Distributions****Unit XIII Sampling Types and Errors****Block III- Analysis of Data****Unit XIV Data Analysis and Interpretation****Unit XV Statistical Tools in Data Analysis****Unit XVI Multivariate Data Analysis****Unit XVII Factor Analysis****Unit XVIII Use of Statistical Softwares****Block IV -Report Writing and Presentation****Unit XIX Intricacies of Report Writing-I****Unit XX Intricacies of Report Writing-II****Unit XXI Presentation of a Report****Suggested Readings-**

1. Donald R.Cooper and Ramcis S.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
2. C.R.Kothari Research Methodology, Wishva Prakashan, New Delhi, 2001.
3. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

Course Name: International Business

Course Code-MS 111

Course Credits: 6

Course Objective: The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Block I International Business: An Overview

Unit I International Business: Introduction, Evolution and Drivers

Unit II International Business- Modes, Entry, Approaches and Types

Unit III Role of International Institutions in IB

Unit IV Balance of Payments

Unit V Multinational Corporations

Block II- International Trade and Environment

Unit VI Theories of International Trade

Unit VII Instruments of International Trade Policy

Unit VIII Development of the World Trading System

Unit IX International Business Environment

Unit X International Financial Environment

Block III- Strategies of International Business

Unit XI Global Strategies

Unit XII Technological Strategy

Unit XIII Global Alliances, Mergers and Acquisitions

Unit XIV International Marketing Strategies

Unit XV International Human Resource Management and Strategies

Unit XVI International Investment and Financing Strategies

Unit XVII Management of Exchange Rate and Interest Rate Risk

Block IV Emerging Scenario in International Business

Unit XVIII Regional Economic Grouping


Unit XIX Assets Protection and Multilateral Settlements

Unit XX Preferential Trade Agreements

Unit XXI Contemporary Issues in International Business

Suggested Readings:

1. John. D.Daniels and Lee H.Radebaugh, 'International Business', Pearson Education Asia, New Delhi, 2000.
2. Richard M.Hodgetts and Fred Luthans, 'International Management', Tata McGraw Hill, New Delhi, 2003.
3. Charles W.L.Hills, 'International Business', Tata McGraw Hill, New Delhi, 2005.
4. Francis Cherunilam, 'International business', wheeler publication
5. V.Sharan 'International Business', Pearson Education
6. Anand K.Sundaram and I. Stewart Black, 'The International Business Environment', Prentice Hall of India, New Delhi, 2001.
7. Michael R.Czinkota, Ilkka A.Ronkainen and Michael M.Moffett, 'International Business', Thompson, Asia, Bangalore, 2003.
8. Don Ball and Wendell McCulloch, 'International Business', Irwin McGraw Hill, New York, 1999.
9. Roger Bennett, 'International Business', Pitman publishing, New Delhi, 2000.
10. Vyuptakeshgaram, 'International business', Pearson Education, New Delhi, 2006.
11. Justin Paul - International Business - Prentice Hall of India, 2007



Second Year**Course Name: Business Policy and Strategic Management****Course Code-MS 201****Course Credits: 6****Course Objective:** The objective of the course is to provide the students the conceptual understanding of strategy, its formulation and implementation as an important aspect of modern business organization.**Block I Introduction to Business Policy and Strategic Management****Unit I Introduction to Business Policy****Unit II Understanding Strategy and Strategic Management****Unit III Strategic Intent****Unit IV Strategic Planning and Strategic Management****Block II Strategy Formulation****Unit V Environment Appraisal****Unit VI Organisational Appraisal****Unit VII Industry, Competitive & Internal Analysis****Unit VIII Corporate Level Strategies-I****Unit IX Corporate Level Strategies-II****Unit X Business Level Strategies****Block III- Strategy Choice and Implementation****Unit XI Strategic Analysis:Corporate, Business and Industry****Unit XII Strategic Choice****Unit XIII Strategy Implementation****Unit XIV Structural Implementation****Unit XV Behavioral Implementation****Unit XVI Functional and Operational Implementation****Block IV Strategic Evaluation and Control****Unit XVII Strategic Evaluation****Unit XVIII Strategic Control****Unit XIX Strategy and Technology Management****Unit XX Blue Ocean Strategy****Unit XXI New Approaches in Strategic Management****Suggested Readings:**

1. Charles W.L.Hill & Gareth R.Jones – 'Strategic Management Theory, An Integrated approach' – Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 1998.
2. Thomas L. Wheelen, J.David Hunger – 'Strategic Management' Addison Wesley Longman Singapore Pvt., Ltd., 6th Edition, 2000.
3. Arnoldo C.Hax, Nicholas S. Majluf – 'The Strategy Concept and Process' – A Pragmatic Approach – Pearson Education Publishing Company, Second Edition, 2005.



4. Azhar Kazmi – 'Business Policy & Strategic Management' Tata McGraw Hill Publishing Company Ltd., New Delhi – Second Edition, 1998.
5. Harvard Business Review – 'Business Policy' – part I & II Harvard Business School.
6. Saloner, Shepard, Podolny – 'Strategic Management' – John Wiley 2001.
7. Lawrence G. Hrebiniak, 'Making strategy work', Person publishing company, 2005.
8. Gupta, Gollakota & Srinivasan – 'Business Policy and Strategic Management – Concepts and Application' Prentice Hall of India, 2005.

Course Name: Entrepreneurship Development**Course Code-MS 202****Course Credits: 6**

Course Objective: The objective of the course is to impart knowledge to the learners about entrepreneurship and its importance in socio-economic development of the nation and to create interest among them for starting their own business.

Block I An overview of Entrepreneurship

Unit I Entrepreneurship: Need, Scope and Philosophy

Unit II Entrepreneurial traits and Types

Unit III Development of Entrepreneurship

Block II Entrepreneurial Process

Unit IV Creativity, Idea Generation, Screening and Project Identification

Unit V Social Determinants of Entrepreneurial Growth

Unit VI Issues in new enterprise management: Locational, environmental and Managerial

Block III Theories and Legal Issues

Unit VII Theories of Entrepreneurship

Unit VIII Legal Issues for the Entrepreneur

Unit IX Small and Medium Enterprises

Block IV Entrepreneurship Planning

Unit X Enterprise Planning Process

Unit XI Family and Non-Family Entrepreneur: Professionalism vs Family Entrepreneurs

Unit XII Women Entrepreneurs: Challenges and Achievements

Block V Entrepreneurship Development in India

Unit XIII Entrepreneurship Development Programmes

Unit XIV Role of Various Institutions in Developing Entrepreneurship in India

Unit XV Growth and Transition through Entrepreneurship.

Suggested Readings:

1. Anil Kumar, S., Poornima, S.C., Mini, K., Abraham and Jayashree, K. 2003.
2. *Entrepreneurship Development*, New Age International Publishers, New Delhi.
3. Gupta, C.B. 2001. *Management. Theory and Practice*. Sultan Chand and Sons, New Delhi.
4. Indu Grover. 2008. *Handbook on Empowerment and Entrepreneurship*. Agrotech Public Academy, Udaipur.
5. Khanka, S.S. 1. 999. *Entrepreneurial Development*, S. Chand and Co., New Delhi.
6. Mary Coulter. 2008. *Entrepreneurship in Action*. Prentice Hall of India Pvt. Ltd., New Delhi.
7. Mohanty, S.K. 2009. *Fundamentals of Entrepreneurship*. Prentice Hall of India Pvt. Ltd., New Delhi.
8. Prasad, R. 2003. *Entrepreneurship - Concepts and Cases*. ICFAI Publications, Hyderabad.
9. Sagar Mondal and Ray, G.L. 2009.- *Text Book of Entrepreneurship and Rural Development*. Kalyani publishers, Ludhiana.

10. Singh, D.1995. *Effective Managerial Leadership*. Deep and Deep Publications, New Delhi.
11. Vasanta Desai. 1997 *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House, New Delhi.
12. Vasanta Desai. 2000. *Dynamics of Entrepreneurial Development and Management*.Himalaya Publishing House, New Delhi.

Course Name: Business Ethics & Corporate Governance**Course Code-MS 203****Course Credits: 6****Course Objective:** This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.**Block I Business Ethics****Unit I Business Ethics: Nature and Scopes****Unit II Ethics & Moral Standards****Unit III Ethics and Business System****Unit IV Personal Growth and Lessons from Ancient Indian Educational System****Unit V Indian Ethos: Need, Purpose & Relevance****Unit VI Holistic Approach for Managers in Decision Making****Block II Values for Managers****Unit VII Values Impact in Business, Indian Value System****Unit VIII Values and Teachings from Scriptures and Traditions-I****Unit IX Values and Teaching from Scriptures and Traditions-II****Unit X Values Teaching of Saints and Thinkers****Unit XI Trans-Cultural Human Values in Management Education****Unit XII Human Values****Block III- Corporate Governance****Unit XIII Corporate Governance and Code of Corporate Practices****Unit XIV Social Responsibility of Corporate****Unit XV Corporate Governance System****Unit XVI Corporate Governance and Professional Ethics****Block IV Issues in Business Ethics and Corporate Governance****Unit XVII Ethical Issues related to Advertisements, Finance, Investment and Technology****Unit XVIII Gandhian Approach in Management & Trusteeship****Unit XIX Balanced Global Environment****Unit XX Problems Relating to Stress in Corporate Management and Protection of Stakeholders****Suggested Readings:**

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
6. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
7. Human Values By : Prof. A.N. Tripathi New Age International



8. Wisdom Leadership By : Prof. S.K. Chakraborty Wheeler Publication.
9. Corporate Governance 2/e, MacMallin, OUP
10. The Management and ethics Omnibus- Chakraborty, OUP
11. Values and Ethics for Organizations, Chakraborty, OUP/OIP
12. Perspectives in Business Ethics, Hartman, Chatterjee

Specialization-

- **Human Resource Management**

Course Name: Human Resource Planning

Course Code-MS 301

Course Credits: 6

Course Objective: The main aim of the course is to give the student understanding of how planning is done for better long term requirement of human resources in the organization.

Block I Introduction to Human Resource Planning

Unit I Human Resource Planning- Concepts, Objectives and Significance

Unit II Macro and Micro Human Resource Planning

Unit III Process of Human Resource Planning

Unit IV Demand Forecasting in HRP- Methods and Techniques-

Unit V Supply Forecasting in HRP- Methods and Techniques

Unit VI Productivity, Technology and Human Resource Planning

Block II Job Evaluation and Analysis

Unit VII Job Evaluation

Unit VIII Job Analysis

Unit IX Job Assessment

Unit X Performance Appraisal and Management

Block III Human Resource Planning: Recruitment, Selection and Induction

Unit XI Recruitment Function

Unit XII Selection Function

Unit XIII Induction and Placement

Unit XIV Career Planning, Development and Succession Planning

Unit XV Manpower Training and Retraining

Unit XVI Transfer and Promotion and Job rotation

Block IV Trends and Issues in Human Resource Planning

Unit XVII Human Resource Information System

Unit XVIII Human Resource Costs

Unit XIX Human Resource Accounting and Costs

Unit XX Emerging Trends in Human Resource Planning

Suggested Readings:

1. Bhattacharya, Deepak Kumar – Human Resource Planning, Excel Books.
2. Aswathapa, Human Resource and personnel management Text & Case, TMH.
3. Strategic Human Resource Planning – Vivek Paranjpe (Allied Publisher)

4. D.T. Bell – Planning Corporate Man Power
5. HRP – Gareth Stainer – Manpower Planning.
6. Jyothi Venkatesh – Human Resource Management, Oxford

Course Name: Human Resource Development

Course Code-MS302

Course Credits: 6

Course Objective: The course aims at providing the students the in-depth knowledge of concept and application of development to human resources for organizational excellence.

Block I HUMAN RESOURCE DEVELOPMENT STRATEGIES, DESIGN AND EXPERIENCE

Unit I An introduction to Human Resource Development

Unit II HRD Systems and Structure

Unit III Human Resource Development: Strategies

Unit IV Role of Line Managers in HRD

Unit V Job Evaluation for HRD

Unit VI Human Resource Development Practices in India

Block II HRD and Motivation

Unit VII Strategic Intents of HRD

Unit VIII Motivational Aspects of HRD

Unit IX Development Cycle

Unit X Task Analysis

Unit XI Counselling and Mentoring

Block III Organizational Climate and Culture in HRD

Unit XII Organizational climate and culture in HRD

Unit XIII HRD for Workers

Unit XIV HRD/OD Approach to IR Corporate Business

Unit XV Organizing for HRD Resurgence Effectiveness

Block IV Strategic dimensions of HRD

Unit XVI Performance Management and Human Resource Development

Unit XVII Quality Management Practices in relation to HRD

Unit XVIII Strategic Human Resource Development

Unit XIX Comparative HRD Experiences in Indian and International context

Suggested Readings:

1. Pattanayak – Human Resource Management – PHI
2. Manpower Planning and Development –Excel Publisher.
3. Kandula – Strategic Human Resource Development – PHI.
4. Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
5. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and
6. Techniques Greenwood, Quorum Books, 1995
7. Dale, B Total Quality and Human Resources ; An Executive Guide, Oxford, Blackwell 1992
8. Greenhaus, J H Carrer Management, New York, Dryden, 1987
9. Thomson, R and Mabey, C, Developing Human Resources, Oxford, Buffterworth – Heinemann 1994

Course Name: Organisational Change and Development

Course Code-MS 303

Course Credits: 6

Course Objective: In the fast changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organisational changes.

Block I Organisational Change

Unit I An Overview of Organisational Change

Unit II Models of Change Management

Unit III Change and Its Impact

Unit IV Diagnosis and Resistance to Change

Unit V Implementing Change

Unit VI Strategies and Skills for Communicating Change

Unit VII Consolidating Change

Block II Organisational Development

Unit VIII Introduction to Organizational Development

Unit IX Process of Organizational Development

Unit X Diagnostic Strategies and Skills

Unit XI Power, Politics and Ethics in OD

Unit XII Evaluating change and future of Organizational Development

Unit XIII OD Change Agents

Block III Organisation Development Interventions

Unit XIV Types and Process of OD Interventions

Unit XV Team Interventions

Unit XVI Structural and Miscellaneous OD Interventions

Unit XVII IT and OD

Unit XVIII TQM and OD

Unit XIX Organisational Creativity

Unit XX OD in International Context

Block IV Perspectives of Organisation Development

Unit XXI Learning Organisation


Unit XXII Knowledge Management and OD

Unit XXIII Organisational Design and Work Culture

Unit XXIV Organisation Restructuring

Suggested Readings:

1. Gareth R.Jones, 'Organisational Theory', Design & Change, Pearson Education, 2004.
2. Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India, 2005
3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.



4. Robbins Organisation Theory; 'Structure Design & Applications', Prentice Hall of India, 2005.
5. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005.

Marketing Management

Course Name: Marketing Research

Course Code-MS501

Course Credits: 6

Course Objective: The course is designed to inculcate the analytical abilities and research skills among the students in the field of marketing.

Block I Introduction to Marketing Research

Unit I Introduction to Marketing Research

Unit II Types of Marketing Research

Unit III Marketing Research Industry in India

Unit IV Marketing Research Process

Unit V Marketing Research Problem

Block II Research Design and Formulation

Unit VI Research Design

Unit VII Exploratory Research Design

Unit VIII Descriptive Research Design

Unit IX Casual Research Design

Unit X Attitude Measurement and Scaling

Unit XI Quantitative Judgement Methods

Block III Data Collection and Sampling

Unit XII Information Needs

Unit XIII Primary Methods of Data Collection

Unit XIV Sampling: Design and Procedures

Unit XV Sampling Distribution

Unit XVI Determination of Sample Size and Testing of Hypothesis

Block IV Data Analysis, Interpretation and Presentation

Unit XVII Data Processing and Application of test

Unit XVIII Data Analysis and Interpretation

Unit XIX Analytical Techniques in Marketing Research

Unit XX Research Report Preparation & Presentation.

Unit XXI International Marketing Research

Unit XXII Ethics in Marketing Research

Suggested Readings:

1. Churchill, Marketing Research: Methodological Foundations, Cengage Learning, 2007
1. Zikmund, Essentials of Marketing Research, Cengage Learning, 2007
2. "Donald.R.Cooper and Pamela.S.Schindler", Marketing Research Concept & Cases, TMH, 2006.
3. "Aaker , Kumar and Daj", Marketing Research, 7th edition, Johnwiley, 2005.
4. "G.C.Beri", Marketing Research, TMH, 2008.
5. "S.Shajahan", Marketing Reasearch Concepts & Practices in India, Macmillan, 2004.
6. "David.J.Lick and Donald.S.Rubin", Marketing Research, 7th edition, PHI, 2007.
7. "Naresh.K.Machotra", Marketing Research-An Applied Orientation, PHI, 2007.
"Parasuraman, Dhruv Grewal and R.Krishnan", Marketing Research, Biztantra, 2007.

Course Name: Advertising and Sales Promotion

Course Code-MS502

Course Credits: 6

Course Objective: This course aims at providing the students the understanding of advertising and sales promotion techniques for their effective application.

Block I Introduction to Advertising Concepts

Unit I Introduction to Advertising

Unit II Advertising and Society

Unit III Advertising & the Marketing Process

Unit IV Various forms of Advertising

Unit V Advertising: Curse or Catalyst

Block II Advertising Planning and Strategy

Unit VI Advertising Business: Agencies and Client Relationship

Unit VII Advertising Planning and Strategy

Unit VIII Media Planning and Buying

Unit IX Creative side of Advertising

Unit X Consumer Behaviour and Advertising

Unit XI Evaluation of Advertising Effectiveness

Block III Issues in Advertising

Unit XII Advertising Budgeting

Unit XIII Outdoor, Transit, Local and Non-Commercial Advertising

Unit XIV Campaign Planning and Globalisation in Advertising

Unit XV Media Evaluation

Block IV Sales Promotion

Unit XVI Sales Promotion

Unit XVII Types and Techniques of Sales Promotion

Unit XVIII Relationship between Sales Promotion and Advertising

Unit XIX Promotional Strategies

Unit XX Sales Promotion Budget

Unit XXI Public Relations and Personal Selling in context to Advertising and Sales Promotion

Unit XXII Sales Promotion Design Issues

Suggested Readings:

1. Kenneth Clow, Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Julian Cummings, "Sales Promotion", Kogan Page, London 1998.
E.Betch and Michael, Advertising and Promotion, MC. Graw Hill

Course Name: CONSUMER BEHAVIOUR

Course Code: MS 503

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

Block I: Understanding of Consumer Behaviour.

Unit I: Consumer Behavior- An Introduction

Consumer Behavior: Definition, Concept, Scope, Application, Importance. Evolution of consumer behavior and its application in marketing decisions.

Unit II: Consumer Behavior and Marketing Strategy.

Unit III: Market Segmentation in context of Consumer Behaviour.

Unit IV: Consumer Research: Types and Process.

Unit V: Consumer Behaviour Practices in India.

Block II: Individual Determinant of Consumer Behaviour.

Unit VI: Consumer Motivation and Values.

Unit VII: Personality and Consumer Behaviour.

Unit VIII: Consumer Perception.

Unit IX: Consumer Learning.

Unit X: Consumer Attitude Formation and Change.

Unit XI: Psychological Influences on Consumer Behaviour.

Block III: External Determinant of Consumer Behaviour.

Unit XII: Social Class influence on Consumer Behaviour.

Unit XIII: Communication and Persuasion.

Unit XIV: Cultural Influence.

Unit XV: Sub-Cultural and Cross-Cultural Influence.

Unit XVI: Public Policy and Consumer Advocacy in context of Consumer Behaviour.

Unit XVII: Models of Consumer Behaviour: Industrial Buying and Individual Buying.

Block IV: CRM and Consumer Decision Making.

XVIII: Consumer Behaviour Audit.

XIX: Diffusion of Innovation and Opinion Leadership.

XX: Consumer Decision Process.

XXI: CRM and e-CRM.

XXII: Developing CRM Strategy.

XXIII: CRM Building: Infrastructure, Information Process and Technology.

Suggested Readings:

1. Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.
2. David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2002.



3. Jay D. Lindquist and M. Joseph Sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2005.
4. Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2003.
5. K.K. Srivastava, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi 2002.
6. S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi 2001.
7. Ms. Raju, Dominique Xavedel, "Consumer behaviour, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi - 2004.
8. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2005.

Finance

Course Name: Corporate Tax Planning

Course Code: MS 401

Course Credits: 6

Course Objective: This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, as also their implications for corporate management.

Block I Basics of Tax Planning and Management

Unit I Nature and Scope of Tax Planning and Management

Unit II Income from Salary

Unit III Tax Planning-Salary

Unit IV Profit and Gains from Business and Profession

Unit V Tax Planning and Profits and Gains from Business or Profession

Block II Tax Planning and Assessment of Individual and Firms

Unit VI Income from Capital Gains and Tax Planning

Unit VII Income from other Sources and Tax Planning

Unit VIII Assessment of Individuals and Firms

Unit IX Set off and Carry Forward of Losses and Clubbing of Income

Unit X Corporate Tax in India

Unit XI Computation of the amount of corporate tax liability

Unit XII Minimum Alternate Tax

Block III Tax Planning in Functional Management

Unit XIV Tax Planning and Corporate Strategies

Unit XV Tax Planning and Managerial Decisions

Unit XVI Corporate Tax Planning in India

Unit XVII Tax Planning and Financial Decisions

Unit XVIII Tax Planning for New Business

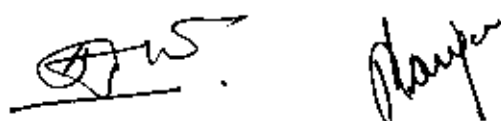
Block IV Tax Management

Unit XIX Special Tax Provisions

Unit XX Tax Planning in respect of amalgamation or de-merger of companies

Unit XXI Corporate failure and contraction

Unit XXII Tax implication of foreign collaboration agreements



Unit XXIII Tax Management**Unit XXIV Non-Resident Taxation and Tax Management****Suggested Readings:**

1. E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
2. Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
3. V.S. Sundaram, Commentaries on the Law of Income-Tax in India, Law Publishers, Allahabad.
4. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
5. Taxman, The Tax and Corporate Law Weekly.
6. Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan

Course Name: Indian Financial System

Course Code-MS402

Course Credits: 6

Course Objective: This course aims at providing the students the intricacies of Indian financial system for better financial decision making.

Block I Structure of Indian Financial System**Unit I Financial System: An Introduction****Unit II Evolution of Financial System in India****Unit III Structure of Indian Financial System****Unit IV Money Markets****Unit V Money Market Organisation****Block II Regulators of Financial System****Unit VI Regulations in Financial System****Unit VII Financial Markets****Unit VIII Primary Market****Unit IX Secondary Market****Unit X Stock Exchanges in India****Block III Financial Intermediaries****Unit XI Role of Financial Intermediaries****Unit XII Reserve Bank of India****Unit XIII Commercial Banks****Unit XIV Development Banks****Unit XV Non-Banking Financial Companies****Unit XVI Regional Rural Banks****Unit XVII Insurance Organisations****Block IV Financial Instruments/Assets****Unit XVIII Financial Instruments****Unit XIX Derivatives****Unit XX Foreign Capital****Unit XXI International Operations in the Securities Market****Unit XXII Indian Financial Sector Reforms: A Corporate Perspective****Unit XXIII Current Developments in the Indian Financial System****Suggested Readings:**

1. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.



2. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi, 2002.
3. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi, 1997.
4. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997.

Course Name: Project Finance**Course Code-MS403****Course Credits: 6****Course Objective:** This course aims at making the student learn the tools and techniques for effective planning and management of projects.**Block I Project Finance: An Introduction**

Unit I Project Management: An Introduction

Unit II The Project Finance Markets

Unit III Role of Advisors in Project Finance

Unit IV Project Development and Management

Unit V Valuing the Project and Project Cash Flow Analysis

Unit VI Project Feasibility Studies

Block II Assessing Risks in Project Finance

Unit VII Project Finance and Commercial Risks

Unit VIII Project Finance and Macroeconomic Risks

Unit IX Regulatory and Political Risks

Unit X Risk Mitigation Methodologies for Projects

Block III Financing of Projects

Unit XI Means of Financing Projects

Unit XII Working Capital Finance for Projects

Unit XIII Project Finance: Taxation and Incentives

Unit XIV Export Credit Agencies and Development Finance Institutions

Unit XV Novel Means of Financing Projects

Block-IV Legal Aspects in Project Finance

Unit XVI Legal Aspects in Project Finance

Unit XVII Project Agreements

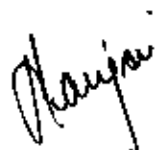
Unit XIX Sub-Contracts and Other Related Agreements

Unit XX Project Finance Loan Documentation

Unit XXI Contemporary Issues in Project Finance

Suggested Readings:

1. "Prasanna Chandra", Projects-Planning Analysis, Selection, Financing, Implementation and Review, 6th edition, 2006.
2. "Gopalakrishnan", Project Management, TMH, 2007.
3. "H.R.Machiraju", Introduction to Project Finance, Vikas Publications, 2005.
4. "Bhaves M.Patel", Project Management, Vikas Publication, 2007.
5. "Samuel J.Montel, Jack.R.Meredith and Scott.M.Shafer Margaret .M.sutton with M.R.Gopalan", Project Management, 1st edition, Wiley India, 2006.



6. "Narendra Singh", Project Management Control, 4th Revised edition, Himalaya Publishing House, 2007.
7. "Narendra Singh", Problems & solutions in Project Management and Control, 3rd edition, "Himalaya Publishing House, 2007.
8. "Prasanna Chandra", Project Management, TMH, 2007.
9. "Chowdry", Project Management, TMH, 2007.
10. "Clifford.F.Gray, Erik.W.Larson", Project Management the Managerial Process, 3rd edition

Fourth Semester

Electives

Human Resource

Select any three-

Course Name: Labour Laws for Managers

Course Code-MS304

Course Credits: 6

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

Block I Introduction to Labour Laws

Unit I Labour Laws: Concept, Origin, Philosophy and Classification

Unit II Emergence and Objectives of Labour Laws and their Socio-Economic Environment

Unit III Indian Constitution and Labour Legislations

Unit IV Labour Policy, Emerging Issues and Future Trends

Unit V International Labour Organisation

Block II LAWS FOR LABOUR WELFARE

Unit VI Minimum Wages Act, 1948

Unit VII The Payment of Wages Act, 1936

Unit VIII The Payment of Bonus Act, 1965

Unit IX The Workmen's Compensation Act, 1923

Unit X Equal Remuneration Act, 1976

Unit XI The Maternity Benefit Act, 1961

Block III Laws relating to Working Conditions and Social Security

Unit XII The Factories Act, 1948

Unit XIII Contract Labour (Regulation and Abolition Act, 1986) & Child Labour (Prohibition and Regulation Act, 1986)

Unit XIV The Employees' State Insurance Act, 1948

Unit XV Social Security Legislation: An Overview

Unit XVI The Payment of Gratuity Act, 1972

Unit XVII The Employees' Provident Funds and Miscellaneous Provisions Act, 1952



Block IV LAWS FOR INDUSTRIAL RELATIONS

Unit XVIII Trade Union Act, 1926

Unit XIX Industrial Disputes Act, 1947

Unit XX Industrial Employment (Standing Orders) Act, 1946

Unit XXI Industrial Discipline and Misconduct

Unit XXII Workers Participation in Management

Suggested Readings:

1. Kapoor N.D. 'Elements of Industrial Law', Sultan Chand, 1998.
2. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
3. Respective Acts.
4. Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.
5. Das Gupta, 'Maintaining Industrial Discipline', Response Books, 2002.

Course Name: Strategic Human Resource Management**Course Code-MS305****Course Credits: 6****Course Objective:** It is designed to acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.**Block I Understanding Strategic HRM**

Unit I Introduction to Strategic HRM

Unit II Investment perspective of human resources

Unit III Planning and Implementing Strategic HR policies

Unit IV Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM

Unit V Aligning HRM with Business Strategy

Block II Aligning HR Systems with business strategy

Unit VI Strategic Role of HRM

Unit VII Alternative HR systems

Unit VIII Linking HRM practices to organizational outcomes

Unit IX Human Resource Strategy Formulation

Unit X HR Strategy in workforce utilization

Unit XI Strategic Performance Management

Unit XII HR Strategy for Training and Development

Block III International and Comparative Strategic Human Resource Management

Unit XIII Managing Global Human Resources

Unit XIV Evaluating HR functions in International Context

Unit XV Multinational, Global, and Transnational Strategies in HRM

Unit XVI Expatriation and repatriation management in global HRM

Unit XVII High Performance Work Practices

Block IV Emerging Issues in Strategic HRM

Unit XVIII Multi Source Feedback and Competency Development
Unit XIX HR Strategy in workforce diversity
Unit XX HR Strategy for Corporations of Tomorrow
Unit XXI HR Scorecard
Unit XXII Employee Engagement Strategies

Suggested Readings:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Course Name: Industrial Relations

Course Code-MS306

Course Credits: 6

Course Objective: This course aims at providing the students the intricacies of industrial relations so that a healthy environment is developed for functioning of employees

Block I INTRODUCTION TO INDUSTRIAL RELATIONS

Unit I Background to Industrial Relations
Unit II Evolution of Industrial Relations in India
Unit III Approaches to Industrial Relations
Unit IV Legal Frame Work of Industrial Relations
Unit V Industrialization Strategy and Industrial Relations
Unit VI Human Resource Management and Industrial Relations

Block II Trade Unions

Unit VII Theoretical Foundations and Legal Framework
Unit VIII Trade Union Structures
Unit IX Management of Trade Unions in India
Unit X Negotiation and Collective settlements
Unit XI Tripartism and Social Dialogue
Unit XII New Role of Trade Unions

Block III Industrial Disputes

Unit XIII Industrial Disputes
Unit XIV Classification and Impact of Industrial Disputes
Unit XV Dispute Resolution and Industrial Harmony
Unit XVI Grievance handling procedure – Labour Management
Unit XVII Labour Administration and Social Security
Unit XVIII Workers Participation in Management

Block IV Contemporary Issues in Industrial Relations

Unit XIX Employee Participation and Labour Management



Unit XX Alignment labour policy with economic policies and Industrialization Strategies
Unit XXI Industrial relations and Technological Change
Unit XXII Management of Industrial Relations
Unit XXIII India and International Labour Standards
Unit XXIV New Paradigms of Industrial Relations

Suggested Readings:

1. Mamoria C.B. and Mamoria. Satish 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001.

Course Name: Compensation Management

Course Code-MS307

Course Credits: 6

Course Objective: This course aims at providing the student the basic understanding of performance appraisal and development of good compensation plan in organizational setting.

Block-I An Overview of Compensation Management

UNIT-I Job Evaluation

UNIT-II Introduction to Compensation

UNIT-III Strategic Perspectives in Compensation Management

UNIT-IV Performance Appraisal

UNIT-V Defining Internal Alignment

Unit VI Compensation and Organisational Strategy

Block II Wage and Salary Administration

UNIT-VII Job Analysis and Job Descriptions

UNIT-VIII Job Evaluation/Person-based Structures

UNIT-IX Determining External Competitiveness

UNIT-X Wage and Salary Administration

UNIT-XI Incentives and Fringe Benefits

UNIT-XII Employee Contributions: Pay For Performance (PFP)

Block III Managing Employee Benefits

UNIT-XIII Benefits and Administration

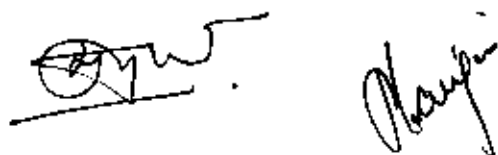
Unit XIV Employee benefits programs and Designing a benefits package

UNIT-XV Compensation of Special Groups

Unit XVI Elements of executive compensation and its management

UNIT-XVII Legal & Administrative Issues in Compensation

UNIT-XVIII Wage Boards -Pay Commissions



Block IV OTHER ASPECTS OF COMPENSATION MANAGEMENT**UNIT-XIX Global Compensation****Unit –XX Statutory Provisions Related to Compensation****Unit-XXI Pay Structure Architecture****Unit-XXII Compensation Management in Multi-National organizations****Unit-XXIII Future trends in Compensation Management****Suggested Readings:**

1. Milkovich & Newman : Compensation – TMH
2. Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House
3. P.R.N. Sinha – Wage Determination in India
4. Pramod Verma –Labour Economics and Industrial Relations
5. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
6. K.N. Subramarniam , Wages in India.
7. Sharma A.M. – Understanding Wage System – Himalaya.

Course Name: International Human Resource Management**Course Code-MS308****Course Credits: 6**

Course Objective: Due to the movement of human resource across the borders there is a need to understand the problems and find solutions to it. This paper aims at providing the student the basic understanding of such aspects to deal with.

Block I International Human Resource Management-An Overview**Unit I Introduction and Concepts in International Human Resource Management****Unit II Developments leading to International HRM Perspectives****Unit III International Human Resource Management: Role and Distinguishing Activities****Unit IV Organisational Structure and HRM****Unit V International Human Resource Planning****Block II Staffing Practices in International Human Resource Management****Unit VI Recruitment and Selection for Overseas Assignments****Unit VII Global Staffing Practices****Unit VIII International Transfers and Repatriation Strategies****Unit IX Training and Development in International Context****Unit X International Performance Management****Unit XI Global Compensation Practices****Block III Industrial Relations and Strategic HRM****Unit XII International Practices in Industrial Relations****Unit XIII Shifts in IHRM and IR****Unit XIV International Strategic Human Resource Management****Unit XV International Labour Standards****Unit XVI Global Unions, Regional Integration and Framework Agreements****Unit XVII HR/IR issues in MNCs and Corporate Social Responsibility****Block IV Emerging trends in International HRM**


- Unit XVIII Sensitivity to Cultural Diversity**
- Unit XIX Global Organisation Structures**
- Unit XX Emerging Trends in Employee Relations and Employee Involvement**
- Unit XXI Convergence or divergence in personnel management in developed and developing economies**
- Unit XXII International HRM and Strategic Research**

Suggested Readings:

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House
2. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
3. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
4. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
5. Global Business – Avadhani – Himalaya Publication

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Course Name: Management of Training and Development

Course Code-MS309

Course Credits: 6

Course Objective: The course aims at making the student understand the area of training and development to develop better employees for the organizations.

Block I AN OVERVIEW OF TRAINING AND DEVELOPMENT

Unit I Conceptual Framework of Training and Development

Unit II Role of Training in Organizations

Unit III Nature and Scope of Training and Development

Unit IV Systematic Approach to Training

Unit V Training Needs Analysis and Action Research

Block II TRAINING DESIGN

Unit VI Training Design

Unit VII Determining Training Objectives

Unit VIII Training Methods and Aids

Unit IX Training Climate and Training Techniques

Unit X Selecting Training Strategies

Unit XI Training Instruments/Tests

Block III EVALUATION OF TRAINING

Unit XII Evaluation of Training

Unit XIII Different Methods of Training

Unit XIV Follow-up in Training

Unit XV Technology in Training

Unit XVI Mentoring, Assessment and Development Centre

Block IV INTEGRATING TRAINING AND DEVELOPMENT

Unit XVII Approaches to Executive Development

Unit XVIII Organisational Behaviour and Development


Unit XIX Management Trainees and their Expectations

Unit XX Training for Team Building

Unit XXI New Concepts of Training

Suggested Readings:

1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
2. Dr. B. Rathana Reddy "Effective HR Training and Development Strategy" HPH
3. Training and Development-Concepts and Practices, S.K.Bhatia, Deep and Deep Publication



Finance

Select any three-

Course Name: Security Analysis and Portfolio Management

Course Code-MS404

Course Credits: 6

Course Objective: The objective of the course is to provide the student the understanding of financial market environment and manage the investments for maximum returns.

Block I Introduction to Investment and Securities

Unit I Introduction to Investments and Securities

Unit II Investment Alternatives

Unit III Investment Attributes

Unit IV Securities Market

Unit V Listing of securities

Unit VI Stock Exchanges and Their Mechanics

Unit VII The Securities and Exchange Board of India

Block II Security Analysis

Unit VIII Market Indexes

Unit IX Economic Analysis

Unit X Industry Analysis

Unit XI Company Analysis

Unit XII Bond Analysis and Management Strategies

Block III Portfolio Analysis

Unit XIII Mutual Funds

Unit XIV Derivatives

Unit XV Options, Rights, Warrants and Convertibles

Unit XVI Futures and Swaps

Unit XVII Technical Analysis

Unit XVIII Efficient Market Theory

Unit XIX Portfolio Analysis

Unit XX Portfolio Selection

Block IV Portfolio Management

Unit XXI Capital Asset Pricing Model

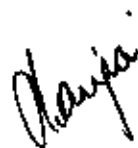
Unit XXII Portfolio Revision and Portfolio Investment Process

Unit XXIII Portfolio Evaluation and Performance Management

Unit XXIV Value at Risk and Risk Management

Unit XXV SAP-An Introduction

Suggested Readings:



1. Donald E.Fischer & Ronald J.Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. V.A.Avadhani – 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997.
3. V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000.
4. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001.

Course Name: International Finance

Course Code-MS405

Course Credits: 6

Course Objective: This course aims at providing the students the fundamentals of international finance and its intricacies.

Block-I International Financial Environment

Unit I An Introduction to International Finance

Unit II International Financial Environment

Unit III The Foreign Exchange Markets

Unit IV The Balance of Payments

Unit V Exchange Rate System

Block II International Parity Conditions and Exchange Rate Determination

Unit VI Interest Rate Parity

Unit VII Speculation and Risk in the Foreign Exchange Market

Unit VIII Purchasing Power Parity and Real Exchange Rates

Unit IX Measuring and Managing Real Exchange Risk

Unit X Exchange Rate Determination and Reporting

Block III International Securities Market

Unit XI International Debt Financing

Unit XII International Equity Financing

Unit XIII International Capital Market

Unit XIV International Bond Market

Unit XV International Banking and Money Market

Block IV International Corporate Finance

Unit XVI International Project Appraisal

Unit XVII Financing International Trade

Unit XVIII Managing Net Working Capital

Unit XIX Risk Management and Foreign Currency Hedging Decisions

Unit XX Foreign Currency Futures and Options

Unit XXI Interest Rates and Foreign Currency Swaps

Unit XXII International Financial Instruments



Unit XXIII Contemporary Issues in International Finance

Suggested Readings:

1. Foreign Exchange Management - H.P. Bhardwaj
2. International Financial Management - P. G. Apte
3. International Financial Management - V. K. Bhalla
4. Multinational Finance - K. C. Bulter
5. International Financial Management - A. K. Seth
6. International Financial Management- V. Sharan, Prentice Hall India

Course Name: Working Capital Management

Course Code-MS406

Course Credits: 6

Course Objective: To provide expert knowledge on concepts, methods and procedures involved in using Working Capital Management for managerial decision-making.

Block I Introduction to Working Capital

Unit I Working Capital: An Introduction

Unit II Working Capital Planning and Management

Unit III Working Capital Estimation

Unit IV Analysis of Solvency, Liquidity and Financial Flexibility

Block II Management of Current Assets

Unit V Management of Cash and Marketable Securities-I

Unit VI Management of Cash and Marketable Securities-II

Unit VII Receivables Management

Unit VIII Inventory Management

Block III Working Capital Financing and Policies

Unit IX Financing of Working Capital

Unit X Working Capital Control and Banking Policy in India

Unit XI Working Capital Policies

Unit XII Integrating Working Capital and Capital Investment Process

Block IV Functional Issues in Working Capital Management

Unit XXII Working Capital Management in Public Sector

Unit XXIV Working Capital Management for Small and Medium-Sized Enterprises

Unit XXV Working Capital management for Seasonal Industries, Sick Industries and Cooperatives

Unit XXVI Working Capital Management for MNCs

Suggested Readings:

1. Sharma D., Working Capital Management, Himalaya Publication House 2005
2. Periasamy P., Working Capital Management, Himalaya Publication House 2007
3. Krish Rangarajan, Anil Misra, Working Capital Management, Excel Books 2005
4. Bhattacharay, Working Capital Management Strategies & Techniques, PHI 2007



5. Bhalla, V K. Working Capital Management: Text and Cases, 4th ed., Delhi, Anmol, 2001
6. Hampton J J. and C.L. Wagner Working Capital Management. John Wiley & Sons
7. Scherr, F.C. Modern Working Capital Management. Prentice Hall
8. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management. 3rd ed., West Pub. Co.

Course Name: Management of Financial Services

Course Code-MS407

Course Credits: 6

Course Objective: This course aims at acquainting the students the understanding the nature of various financial services and managing them.

Block-I Financial System and Markets

Unit I Overview of Indian Financial System

Unit II Money Market

Unit III Capital Markets

Unit IV New Issues Market

Unit V Govt. Securities Market

Unit VI Foreign Exchange Market

Block II Nature and Scope of Financial Services

Unit VII Nature and Scope of Financial Services

Unit VIII Regulatory Framework for Financial Services,

Unit IX Management of Risk in Financial Services

Unit X Pricing of Financial Services

Unit XI Marketing of Financial Services

Block III Financial Intermediaries

Unit XII Mutual Funds

Unit XIII Merchant Banking

Unit XIV Leasing and Hire Purchase

Unit XV Debt Securitization

Unit XVI Housing Finance

Unit XVII Credit Rating

Unit XVIII Strategic Issues in the Management of Financial Intermediaries

Block IV Latest Concepts in the Management of Financial Services

Unit XIX Venture Capital

Unit XX Factoring and forfeiting

Unit XXI Asset Liability Management

Unit XXII Insurance Services, Bancassurance and Reinsurance

Unit XXIII Securitization and Asset Reconstruction Companies

Unit XXIV Indian and Global Perspective – Managing new challenges

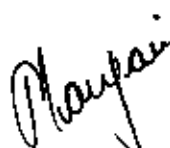


Unit XXV Non-Banking Financial Companies

Scope and meaning – importance of NBFC's in India and their growth

Suggested Readings:

1. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
2. Bhalla. V.K. – 'Management of Financial Services' – Mnmol, New Delhi, 2001.
3. Bhalla. V.K. and Dilbag, Singh, 'International Financial Centers', New Delhi, Anmol, 1997.
4. Ennew.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
5. Verma J.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
6. Kothari V., 'Lease Financing, Hire Purchase including Consumer Credit', Wadhwa and co.1991.
7. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997.

Course Name: Financial Reporting**Course Code-MS408****Course Credits: 6****Course Objective:** To develop knowledge, understanding and application of Indian and International Financial Reporting Standards and the concepts and principles which underpin them.**Block-I Accounting Standards****Unit I Accounting Standards and their Interpretations****Unit II International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS)****Unit III Applications of IFRS and US GAAP****Unit IV The role of the International Financial Reporting Interpretations Committee****Unit V Corporate Financial Reporting - Issues and Problems****Block II Financial Statements and Reporting Practices****Unit VI Elements of Financial Statements and Reporting Practices-I****Unit VI Elements of Financial Statements and Reporting Practices-II****Unit VII Accounting for Corporate Restructuring (including inter-company holdings)****Unit VIII Preparation of External Financial Reports for single entities****Unit IX Consolidated Financial Statements of Group Companies-I****Unit X Consolidated Financial Statements of Group Companies-II****Unit XI Treatment of investment in Associates and Joint ventures in consolidated financial statements****Block III Financial Reporting by Various Entities****Unit XII Accounting and Reporting of Financial Instruments****Unit XIII Hedge Accounting and Disclosures****Unit XIV Share based payments****Unit XV Financial Reporting by Mutual funds**

Unit XVI Financial Reporting by Non-banking finance companies and Merchant bankers

Unit XVII Financial Reporting by Stock and Commodity market intermediaries
Unit XVIII Valuation and Financial Reporting

Block IV Developments in Financial Reporting

Unit XIX Environmental and Social Accounting Issues

Unit XX Human Resource Accounting

Unit XXI The Influence of different cultures on Financial Reporting

Unit XXII Emerging issues in Financial Reporting

Suggested Readings:

1. Geoff Black, Applied Financial Accounting and Reporting, Oxford University Press, Edition 2010.
2. P.C. Tulsian and Bharat Tulsian, Financial Reporting, S.Chand
3. M.P. Vijay Kumar, First Lessons in Financial Reporting
4. Clare Finch, A Student's Guide to IFRS, Kalpan Publishing , Third Edition.

Course Name: Micro Finance

Course Code-MS409

Course Credits: 6

Course Objective: The course will to give an understanding on aspects of microfinance management to learners and will help them in identifying the role of micro-finance institutions in economic and social development.

Block-I Micro Finance: An Introduction

Unit I Introduction to concepts in Microfinance

Unit II Micro finance as an tool for development

Unit III Evolution and Character of Micro Finance in India

Unit IV Models of Micro Finance

Unit V Micro Finance delivery methodologies

Unit VI Micro Finance: Legal and Regulatory Framework

Block II Perspectives of Microfinance

Unit VII Informal financial markets

Unit VIII Poverty and microfinance

Unit IX Gender and microfinance

Unit X Social capital and non-financial services

Unit XI The Environment and microfinance

Unit XII Present Status of Microfinance in India

Unit XIII International Trends in Micro Finance

Block III Financial and Social Performance Indicators



- Unit XIV Financial and social performance indicators for microfinance**
- Unit XV Methodological issues in microfinance**
- Unit XVI Self Help Groups**
- Unit XVII Micro Enterprises**
- Unit XVIII Development of Microfinance Products**

- Block IV Micro Finance Institutions**
- Unit XIX Microfinance Institutions**
- Unit XX Rural Banking in India**
- Unit XXI Micro finance and Marketing**
- Unit XXII Emerging Issues in Micro Finance**

Suggested Readings:

1. I. Satya Sundaram, 'Microfinance In India, B. R. Publishing Corporation (2007)
2. N Srinivasan, 'Microfinance India: State of the Sector Report 2008', Sage Publications
3. Prabhu Ghate, Sai Gunaranjan and Vijay Mahajan, 'Microfinance in India: A State of the Sector Report, 2007' Sage Publications

Electives in Marketing

Course Name- International Marketing

Course Code- MS 504

Course Credits: 6

Course Objective: The markets have now crossed the national boundaries it is has become important specially for a developing country like India. The major objective of this course is to provide an exposure to the students to the area of Marketing in the International perspective.

BLOCK I CONCEPTS OF INTERNATIONAL MARKETING

- Unit I International Marketing: Concept and Process**
Nature, Scope, Dimension, Foreign Market Entry and Benefits of IM
- Unit II Theories of International Trade and their application in IM**
- Unit III International Marketing Environment**
- Unit IV International Market Intelligence**
- Unit V Potential Market Assessment and Entry Strategies.**

BLOCK II INTERNATIONAL MARKETING MIX

- Unit VI International Product Policy**
- Unit VII International Pricing strategy**
- Unit VIII Global Distribution**
- Unit IX International Branding Strategy**
- Unit X International Promotion Strategies and Packaging Policies.**
- Unit XI International Market Segmentation**



BLOCK III INTERNATIONAL ORGANIZATION & POLICIES

- Unit XII International Organizations: WTO, IMF, UNCTAD, ASEAN
- Unit XIII International Marketing Issues and Dispute Settlement Body
- Unit XIV International Logistics and Emerging Issues
- Unit XV Export Promotion Policies of India
- Unit XVI SEZ and their Implications
- Unit XVII Tariff and Non-tariff Barriers and Emerging Issues

BLOCK IV INTERNATIONAL MARKETING AND FOREIGN TRADE

- Unit XVIII India Foreign Trade Policy
- Unit XIX India's Foreign Trade and its Composition
- Unit XX Globalization and India - Post Liberalization, India's Competitive Advantage,
- Unit XXI Exports Procedures and Documentation
- Unit XXII International Sales Contract
- Unit XXIII International Commercial Terms & Trade in Services.
- Unit XXIV The Future of Global Marketing

Suggested Readings

1. Bhattacharya, B., "Export Marketing, Strategies for Success", Global Business Press, New Delhi.
2. India, Ministry of Commerce, "Import/Export Policy".
3. Indian Institute of Foreign Trade, "Cases in International Marketing: Indian Experience", IIFT., New Delhi.
4. Indian Institute of Foreign Trade and International Trade Centre, Geneva, "Commodity Market Surveys".
5. Johri, Lalit M., "International Marketing: Strategies for Success".
6. Varshney and Bhattacharya : International Marketing management.

Course Name- Service Marketing

Course Code- MS 505

Course Credits: 6

Course Objective: The emergence of tertiary sector calls for better understanding of services development and delivery. This paper aims at providing the students the intricacies process of services marketing.

BLOCK I SERVICE MARKETING

- Unit I Marketing of Services: An Introduction
- Unit II Managing Demand for Services
- Unit III Different Aspects of Yield Management
- Unit IV Understanding the Framework for Services Marketing Management.
- Unit V Positioning and Focusing

BLOCK II STRATEGIC ISSUES OF SERVICES MARKETING

- Unit VI Knowledge of Buyer Behaviour in Services



- Unit VII Customer Expectation and Customer Groups
- Unit VIII Customer Perception and the Service Quality
- Unit IX Customer Relationship
- Unit X Service Guarantee and Service Recovery

BLOCK III TOOLS FOR SERVICE MARKETERS

- Unit XI Creating, Delivering and Service Development Design
- Unit XII Understanding the Customer Defined Services Standards
- Unit XIII Physical Evidence and Process in Services Marketing
- Unit XIV Focus on Employees' role and Empowerment of Services
- Unit XV Customer's Role in Service Delivery

BLOCK IV MARKETING OF FINANCIAL SERVICES

- Unit XVI Marketing of financial services, Banking, Financial Institutions
- Unit XVII Communication & Information Service Marketing-Telecom, Computer, Courier
- Unit XVIII Globalization of Marketing of Services
- Unit XIX Marketing of Health Services, Hospitality Services including Travel, Hotels and Tourism
- Unit XX Strategic marketing management for services
- Unit XXI Internal Marketing of a Service - External versus Internal Orientation of Service Strategy
- Unit XXII Service Quality and Issues
- Unit XXIII Emerging Trends of Service marketing and role of internet

Suggested Readings:

1. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
2. Christopher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
3. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.
4. Nimit Chowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. Christian Gronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
6. Bhattacharjee, "Services Management, An Indian Respective" Jaico Publishing House, Chennai, 2005.

Course Name- Supply Chain Management

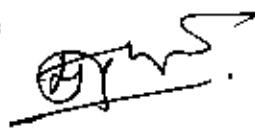
Course Code- MS 506

Course Credits: 6

Course Objective: The course aims to provide the student the in-depth knowledge of logistics and supply chain management so as to help in tackling the related business problems develop efficiency.

BLOCK I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

- Unit I Introduction, Supply Chain, Importance, Process, Objectives
- Unit II Supply Chain Performance
- Unit III Supply Chain Drivers and Metrics
- Unit IV Distribution Network in Supply Chain
- Unit V Network Design in the Supply Chain



BLOCK II DEMAND AND SUPPLY IN SUPPLY CHAIN

- Unit VI Global Supply Chain & Uncertainties in Practices.
- Unit VII Demand Forecasting in Supply Chain
- Unit VIII Aggregate Planning in Supply Chain
- Unit IX Planning Supply and Demand in a Supply Chain
- Unit X Co-ordination in Supply Chain.

BLOCK III PLANNING AND MANAGING INVENTORIES

- Unit XI Economies of Scale in a Supply Chain: Cycle Inventory
- Unit XII Safety Inventory Management
- Unit XIII Level of Product Availability
- Unit XIV Transportation in Supply Chain
- Unit XV Sourcing Decision in Supply Chain

BLOCK IV MANAGING CROSS FUNCTIONAL DRIVERS IN SCM

- Unit XVI Pricing and Revenue Management in a Supply Chain
- Unit XVII Information Technology in a Supply Chain, Coordination in a Supply Chain
- Unit XVIII Demand Management and Customer Service
- Unit XIX Internet Technologies and Electronic Commerce in SCM
- Unit XX E-business and Supply Chain
- Unit XXI Financial evaluation of Supply Chain Decisions

Suggested Readings:

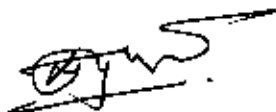
1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.
3. Atekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2002.
5. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.
6. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.
7. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.
8. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
9. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process Tata McGraw Hill, 2000.
10. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

Course Name- Rural Marketing

Course Code- MS 507

Course Credits: 6

Course Objective: The strong emergence of rural markets has made every company to focus there. This course aims at providing the students the understanding of rural markets and consumers so that they can exploit them in a better way.



BLOCK I INTRODUCTION TO RURAL MARKETING

- Unit I Rural Marketing (Concept, Scope, Significance)
- Unit II Classification of rural markets
- Unit III Rural marketing environment
- Unit IV Rural Market Profile
- Unit V Constraints in Rural Marketing and strategy
- Unit VI Rural Market Behavior

BLOCK II RURAL MARKETING MIX & SEGMENTATION

- Unit VII Demand and Supply in Rural Market
- Unit VIII Rural Market Segmentation
- Unit IX Product Classification in rural market and segmentation
- Unit X Marketing Mix for Rural Marketing
- Unit XI Branding Strategy in Rural Market
- Unit XII Product Lifecycle in Rural Market and New Product Development

BLOCK III CONSUMER BEHAVIOUR AND DISTRIBUTION

- Unit XIII Consumer Behavior in Rural Markets
- Unit XIV Consumer Behavior Theories and their Application in Rural Market
- Unit XV Channels of Distribution
- Unit XVI Channels Management in rural market
- Unit XVII Sales Management in rural market
- Unit XVIII Sales force management in rural markets

BLOCK IV COMMUNICATION IN RURAL MARKET

- Unit XIX Marketing Communication in Rural Markets
- Unit XX Advertising and Sales promotion
- Unit XXI SHG Linkage
- Unit XXII Rural Industry
- Unit XXIII Issues in Rural Markets
- Unit XXIV Role of Government and NGOs in Rural Marketing
- Unit XXV The Future of Rural Marketing

Suggested Readings:

1. Pradeep Kashyap and Siddhartha Raut, "The Rural Marketing", Biztantra, New Delhi, 2004.
2. Ram Kishen, "New Perspectives in Rural and Agricultural Marketing", Jaico Publishing House, Mumbai 2005.
3. Krishnamachariyula, "Rural Marketing text of cases", Person Education, 2002.
4. Krishnamachariyula, "Cases in Rural Marketing", Person Education, 2003.

Course Name- Sales and Distribution Management

Course Code- MS 508

Course Credits: 6

Course Objective: The objective of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and services to the students.



BLOCK I SALES MANAGEMENT

- Unit I Introduction to Sales Management
- Unit II Personal Selling
- Unit III Goals and Process of Sales Management
- Unit IV Sales Forecasting
- Unit V Sales Territories and Sales Quota
- Unit VI Sales Force Management

BLOCK II SALES ORGANIZATION

- Unit VII Sales Organization and its Types
- Unit VIII Recruitment and Selection & Training of Sales Force
- Unit IX Motivating the Sales Force and Compensation
- Unit X Sales Meetings
- Unit XI Sales Contests, Evaluation and Analysis
- Unit XII Sales control and cost analysis
- Unit XIII Marketing Intermediaries

BLOCK III DISTRIBUTION

- Unit XIV Distribution Channel
- Unit XV Kinds of Channels
- Unit XVI Selection of Channels & Distributors
- Unit XVII Wholesalers: Classifications, Distributors/Dealers/Stockiest – Trends
- Unit XVIII Channels Conflicts and Resolution
- Unit XIX Management of Marketing Channels

BLOCK IV MANAGEMENT OF CHANNELS

- Unit XX Warehousing
- Unit XXI Channel Profitability Analysis
- Unit XXII Rural Distribution
- Unit XXIII Retailing
- Unit XXIV Inventory Management in Sales and Distribution
- Unit XXV Market Logistics

Suggested Readings:

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni, Sales Management
2. Decisions, Strategies & Cases, Prentice Hall, 5th Edition, 2005.
3. Charles M. Futvell , Sales Management, Team work, Leadership and
4. Technology, Thomson learning, South Western, Sixth Edition, 2003.
5. Fundamentals of Sales Management, Ramneek Kapoor, Mac Millan India Pvt Ltd.
6. Salesmanship & Sales Management, P.K.Sahu, K.C.Raut, Vikas Publications, Third Revised Edition.
7. Sales Management: A Global Perspective, Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Routledge Publisher.
8. Market & Sales Forecasting, Gordon Bolt, Crest Publishing House.

Course Name- Industrial Marketing

Course Code- MBA 509

Course Credits: 6

Course Objective: To acquaint the students with planning, technique and organization of Industrial Marketing

BLOCK I INTRODUCTION TO INDUSTRIAL MARKETING

Unit I Introduction, Nature, Scope, Industrial Marketing vs. Consumer Marketing, Industrial Demand and Customer

Unit II Types of Industrial Products and Industrial services

Unit III Strategic Marketing planning

Unit IV Industrial Marketing Mix

Unit V Organizational Buying and Buyer Behavior

BLOCK II INDUSTRIAL MARKETING MIX

Unit VI Industrial Product Management

Unit VII Industrial Product Pricing Decisions

Unit VIII Buyer-Seller Relationships

Unit IX Industrial Marketing Research

Unit X Market Segmentation, Targeting and Positioning

Unit XI Emerging Trends in Industrial Marketing

BLOCK III INDUSTRIAL PROMOTION AND BUYER BEHAVIOUR

Unit XII Promotion Strategies for Industrial Goods / Services

Unit XIII Sales management in Industrial Marketing

Unit XIV Sales promotion technique in Industrial Marketing

Unit XV Buyer Behaviour Models in Industrial Goods and Services

Unit XVI Factors affecting Buyer Behaviour in Industrial Marketing

Unit XVII Standard Industrial Products and Services

BLOCK IV INDUSTRIAL MARKETING AND ITS INTERNATIONAL SCENARIO

Unit XVIII Industrial Business Marketing Logistics

Unit XIX Industrial Marketing Information System

Unit XX Business Networks and Technology

Unit XXI Ethics in Industrial Marketing

Unit XXII International Industrial Marketing

Unit XXIII E-Business in Industrial Marketing

Books Recommended:

1. Industrial Marketing – Hill, Alexander, Cross
2. Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder
3. Industrial Marketing – P K Ghosh
4. Industrial Marketing – Hawaldar Johri, Lalit M., "International Marketing: Strategies for Success"

Course Name- Brand Management

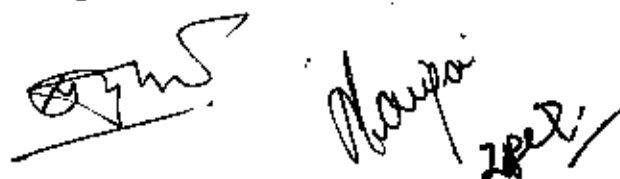
Course Code- MBA 510

Course Credits: 6

Course Objective: To acquaint the students with planning, technique and branding strategies of the organization

BLOCK I BRAND MANAGEMENT

Unit I Product Management



- Unit II Product Development
- Unit III New product development
- Unit IV Market Potential & Sales Forecasting
- Unit V Brand Management & Brand v/s Product.
- BLOCK II BRAND EVOLUTION**
- Unit VI Brand Evolution
- Unit VII Brand and Consumers
- Unit VIII Brand Equity
- Unit IX Brand Positioning & Brand Building
- Unit X Brand portfolios
- Unit XI Brand inside and Brand outside
- BLOCK III BRANDING DECISIONS**
- Unit XII Brand Extension
- Unit XIII Brand and Firms
- Unit XIV Branding Strategies
- Unit XV Brand Value chain
- Unit XVI Brand Personality and Brand Imitation
- Unit XVII Corporate Branding
- BLOCK IV GLOBAL BRANDING**
- Unit XVIII Brand Reinforcement Brand Revitalization and Brand Crisis
- Unit XIX Brand Over the time and Brand Performance
- Unit XX Brand Valuation, Brand Audits and Brand Tracking
- Unit XXI Global branding
- Unit XXII Consumer Brand Knowledge
- Unit XXIII New trends in Brand Management in India

Books Recommended:-

1. Product management – Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management – Kevin Lane Keller
3. Branding Concepts & Process – Debashish Pati
4. Marketing Management – Philip Kotler
5. Successful Branding – Pran K Choudhary
6. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
7. Strategic Brand Management -Caperer
8. Behind Powerful Brands – Jones

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