

MASTER OF BUSINESS

ADMINISTRATIION

(TWO YEAR PROGRAMME)

COURSE CURRICULUM

(w.e.f. Academic Session 2011-12)

DEPARTMENT OF MANAGEMENT

CENTRAL UNIVERSITY OF

HARYANA

Department of Management Studies

For 2011-12 and Onwards

First Semester

Sr. No.	Course Nomenclature	Course Code	Credits
<i>Core Courses</i>			
1	Management Process & Organisation Behaviour	SLM MGT 011 01 C 2103	3
2	Managerial Economics	SLM MGT 011 02 C 2103	3
3	Marketing Management	SLM MGT 01103 C 2103	3
4	Human Resource Management	SLM MGT 01104 C 2103	3
5	Financial Accounting and Analysis	SLM MGT 01105 C 2103	
<i>Elective Courses</i>			
6	Statistics for Management	SLM MGT01 1 01 E 2103	3
7	Computer Application in Business	SLM MGT01 1 02 E 2103	3

Second Semester

Sr. No.	Paper Nomenclature	Course Code	Credits
<i>Core Courses</i>			
1	Management Science	SLM MGT 01201 C 2103	3
2	Management Accounting	SLM MGT 01202 C 2103	3
3	Financial Management	SLM MGT 01203 C 2103	3
4	Operations Management	SLMMGT 01204 C 2103	3
5	Business Research Methods	SLM MGT 01205 C 2103	3
<i>Elective Courses</i>			
6	Business Legislation	SLM MGT 012 01 E 2103	3
7	Management Information System	SLM MGT 01 2 02 E 2103	3
8	Economic Environment of Business	SLM MGT 01 2 03 E 2103	3

Third Semester

Sr. No.	Course Nomenclature	Course Code	Credits
<i>Core Courses</i>			
1	Summer Training Project	SLM MGT 01 3 01 C 0033	3
2	Business Policy & Strategic Management	SLM MGT 01302 C 2103	3
<i>Elective Courses –Specialisation: Finance Area</i>			
3	Financial Decision Analysis	SLM MGT 01 3 01 E 2103	3
4	Security Analysis and Portfolio Management	SLM MGT 01 3 02 E 2103	3
5	Management of Financial Services	SLM MGT 01 3 03 E 2103	3
6	Project Management	SLM MGT 01 3 04 E 2103	3
7	Risk Management	SLM MGT 01 3 05 E 2103	3
8	Corporate Tax Planning	SLM MGT 01 3 06 E 2103	3
9	Banking & Insurance	SLM MGT 01 3 07 E 2103	3
10	Stock Market Operations	SLM MGT 01 3 08 E 2103	3
11	Indian Financial System	SLM MGT 01 3 09 E 2103	3
<i>Elective Courses – Specialisation: Marketing Area</i>			
12	Marketing Research	SLM MGT 01 310 E 2103	3
13	Consumer Behaviour	SLM MGT 01 311 E 2103	3
14	Advertising Management	SLMMGT 01 312 E 2103	3
15	Brand Management	SLM MGT 01 313 E 2103	3
16	Retail Marketing	SLM MGT 01 314 E 2103	3
17	Distribution Management	SLM MGT 01 315 E 2103	3
18	Marketing of Services	SLM MGT 01 316 E 2103	3
19	Direct & Network Marketing	SLM MGT 01 317 E 2103	3
<i>Elective Courses –Specialisation : Human Resource Area</i>			
20	Human Resource Development	SLM MGT 01 318 E 2103	3
21	Management of Industrial Relations	SLM MGT 01 319 E 2103	3
22	Human Resource Planning	SLM MGT 01 320 E 2103	3
23	Managing Human Relations	SLM MGT 01 321 E 2103	3
24	Counselling Skills for Managers	SLM MGT 01 322 E 2103	3
25	Interpersonal & Group Processes	SLM MGT 01 323 E 2103	3

Fourth Semester

Sr. No.	Paper Nomenclature	Course Code	Credits
	<i>Core Courses</i>		
1	Project Work	SLM MGT 01 4 01 C 0336	6
2	Entrepreneurship Development	SLM MGT 01 402 C 2103	3
	<i>Elective Courses – Specialisation: Finance Area</i>		
3	Financial Derivatives	SLM MGT01 401 E 2103	3
4	Foreign Exchange Management	SLM MGT01 402 E 2103	3
5	Strategic Financial Management	SLM MGT01 403 E 2103	3
6	Working Capital Management	SLM MGT 01 404 E 2103	3
7	Financial Engineering	SLM MGT01 405 E 2103	3
8	Funds Management	SLM MGT 01 4 06 E 2103	3
9	Bond Management	SLM MGT 01 4 07 E 2103	3
10	Mergers and Acquisition	SLM MGT01 4 08 E 2103	3
	<i>Elective Courses – Specialisation: Marketing Area</i>		
11	Customer Relationship Management	SLM MGT01 4 09 E 2103	3
12	Industrial Marketing	SLM MGT01 4 10 E 2103	3
13	Rural And Agricultural Marketing	SLM MGT 01 4 11 E 2103	3
14	Social Marketing	SLM MGT01 4 12 E 2103	3

Master of Business Administration (Semester – I)

Course: MANAGEMENT PROCESSES AND ORGANIZATION BEHAVIOUR

Course Code-: SLM MGT 101 C 2103

Credit: 3

Objective

The objective of this course is to acquaint the students with diverse behavioral patterns and issues involved in managing organizations operating in multiple cultures and competitive environment.

Contents

Meaning and Nature of Management; Evolution of Management – Fayol’s principles of management, Taylors’s scientific management, Elton Mayo’s human relations school, System’s approach to management; Management as science and art, Management Processes- Planning, organizing, staffing, directing and controlling; Delegation and decentralization, Organization Structure & Design Decision-Making Types and Models, contemporary trends in management,

Introduction to Organization Behaviour, Perception, Theories and principles of Learning, Personality, Attitudes and Values, Job satisfaction, Commitment, Power, politics and conflict management, Stress management, Group Dynamics, Teams vs groups, Organizational Culture and Climate, Management of Change, Leadership and Theories and Styles.

Suggested Readings:

1. Robbins, S.P. & Decenzo, D (2008), Fundamental of Management, Pearson Education
2. Koontz Harold and Weilrich Heinz (2006), Essentials of Management, Tata McGraw Hill
3. Pareek, U. (2008): Understanding Organizational Behaviour, 2nd Ed. Oxford Higher Education
4. Robbins, S. P. Judge, T.A. Sanghi, S (2009). Organizational Behaviour, 13th ed, Pearson Education

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

Course: MANGERIAL ECONOMICS

Course Code: SLM MGT 011 01 C 2103

Credits : 3

Objective

The objective of this course is to acquaint the students with the application of theory, principles, tools and techniques of economics in managerial decision making

Contents

Definition, nature and scope of Managerial Economics - Managerial Economics and Micro-economics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making

Objectives of the firm: Managerial theories of firm, Behavioural theories of firm

Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing Methods - Pricing in Public Sector Undertakings and Cooperative Societies

Cost Benefit Analysis - Private Vs. Public Goods - Government investment - Overall resource allocation - Steps in cost benefit analysis - Justification for the use of cost benefit analysis

Government and Business - Need for Government intervention in the market - Price Controls - Support Prices and Administered Prices - Prevention and control of monopoly - Protection of consumers' interest - Economic Liberalization

Suggested Readings:

Mark Hirschey: Economics for Managers, Thomson, 2007.

H.Carig Petersen, W.Cris Lewis and Jain: Managerial Economics, Pearson/PHI, 2006

Dominic Salvatore, Managerial Economics, Thomson, 2006

Keat and Young , Managerial Economics : Economic Tools for Today's Decision Makers, Pearson Education, 5th edition

James L.Pappas and Engene F.Brigham: Managerial Economics, Pearson Education, New Delhi, 2006.

Suma Damodaran: Managerial Economics, Oxford, 2007.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

Course: MARKETING MANAGEMENT

Course Code: SLM MGT 01103 C 2103

Credit: 3

Objective

The objective of this course is to equip the students with knowledge and skills required in marketing management and strategy for decision making in marketing area.

Contents

Marketing and Marketing Management: Nature, role, scope and philosophies and concepts of marketing; Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumers; Market segmentation, Targeting and positioning; Product decisions- product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; promotion decisions- promotion mix, advertising, sales promotion, publicity and personal selling; Channel management- Types and functions, Selection, Cooperation and conflict management, Marketing Logistics; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing- Globalization, Consumerism, Green marketing, Direct Marketing, Network Marketing, Event Marketing, e-marketing, Guerilla marketing

Strategic Decisions in Marketing: BCG matrix and PLC

Suggested Readings:

- Kotler P, Keller K, Koshy A and Jha M, Marketing Management, 12th edition 2009.
- Phillip Kotler & Gary Armstrong, Principles of Marketing, 12th edition, 2009.
- Etzel, Walker, Stanton, Pandit, Marketing, 14th edition, 2010.
- V.S. Ramaswamy and Namakumari S, Marketing Management: Global Perspective, Indian Context, 4th edition 2009.
- Rajan Saxena, Marketing Management, 4th edition 2009.
- Arun Kumar & N. Meenakshi, Marketing Management, 2nd Edition 2009.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

Course – HUMAN RESOURCE MANAGEMENT

Course Code- SLM MGT 01104 C 2103

Credit: 3

Objective

The objective of this course is to orient the students towards the human resource management and its application in decision related to human resources in organizations.

Course Contents

Evolution & Scope, Concept, Emerging Role & Functions, H R Planning (process & forecasting), Job analysis & design, Recruitment, Selection, Placement, Induction, Competency Mapping, HRD (concept, functions & process), Training & Development, Performance & Potential Appraisal, Mentoring & Coaching, Career & Succession Planning, HR Audit & Accounting, Unions & Unionism, Compensation (policies, structure, & composition), Rewards & Incentives, Workers' Participation in Management, Grievance Handling, Discipline, Industrial disputes settlement mechanisms, Wages, Welfare, Social security, & Benefits.

Suggested Readings

1. Flippo, E.B., (1994), Principles of Personnel Management, Tata Mc Graw Hill, Delhi.
2. Aswathappa, K., (1999), Human Resource and Personnel Management, Tata Mc Graw Hill, Delhi.
3. Saiyadain, M.S., (2003), Human Resource Management, Tata Mc Graw Hill, Delhi.
4. Pareek, U. and Rao, T.V., (2000), Designing and Managing Human Resource Systems, Oxford & IBH, Delhi.
5. Singh, B.D., (2004), Industrial Relations – Emerging Paradigms, Excel Books, Delhi.
6. Sarma, A.M., (1998), Personnel and Human Resource Management, Himalaya Publishing, Delhi.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

Course : FINANCIAL ACCOUNTING AND ANALYSIS

Course Code: SLM MGT 01105 C 2103

Credit: 3

Objective:

The objective of this course is to get the students acquainted with the principles and practice of financial accounting in order to make them understand and analyze financial statements and their interpretation.

Contents

Financial Accounting: Definition, nature, scope and role; Accounting as a language of business; types of accounting; accounting vs. book keeping

Accounting Mechanics: Systems of accounting; Basic records i.e. preparing journal, ledger and trial balance; subsidiary books; bank reconciliation statement

Accounting Principles: Generally Accepted Accounting Principles (GAAP); Accounting concepts and conventions; Indian Accounting Standards and International Accounting Standards

Financial Statements: Forms of Financial Statements; Stakeholders of financial statements; Preparation of financial statements i.e. balance sheet, Profit & loss Accounts and Flow statements

Accounting Policy for Revenue Recognition; Depreciation Accounting.

Understanding Annual Reports, Directors Report, Consolidated Financial Statements, Analysis and Interpretation of Financial Statements, Tools and techniques of analysis and interpretation of Financial Statements: Ratio Analysis.

Suggested Readings :

1. Shukla M C and T. S. Grewal Advanced Accounting
2. D'Souza Dolphy .Indian accounting Standards & GAAP (Snow White ,2004)
3. Anthony R.N. and others, Accounting Text and Cases 12th ed. (Tata McGraw Hill 2009)
4. P C Tulsiyan: Financial Accounting, TMH
5. Gosh T P and others Principle and Practice of Accounting (Galgotia & Sons)
6. Bhattacharya S K and Deardon J Accounting for Managers : Text and Cases (Vikas publishing 1984)
7. Vijayakumar, T.: Accounting for Management, Mc Graw Hill

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

Course: STATISTICS FOR MANAGMENT

Course Code: SLM MGT01 1 01 E 2103

Credit: 3

Objective

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

Course Contents:

Definition, Scope and Limitations of Statistics; Descriptive Statistics: An overview of Central tendency, Dispersion; concept of Probability: Additive and Multiplicative rules, Conditional Probability, Baye's theorem; Probability Distributions; Binomial, Poisson, Normal distribution, Their Characteristics and Applications.

Sampling and Sampling methods: Basic Sampling Concepts, Sampling and non-sampling errors; Sampling distributions of mean and Proportion; Law of Large Numbers; Central Limit Theorem; Statistical Estimation: Point and Interval estimation of population mean.

Inferential Statistics: Hypothesis Testing- Formulation of hypothesis and types of errors; Large and Small Sample tests - Z, t, F tests and ANOVA (One way); Non Parametric tests: Chi-square tests, Sign tests, Wilcoxon signed- Rank test, Kruskal-Wallis test.

Correlation and Regression analysis -Two variables case; Time series analysis-Meaning, Importance and Application, Trend analysis using Least Square Method.

Statistical Quality Control: Causes of variations, Quality control charts, purpose and logic constructing a control chart, types of control charts, Computing the control limits (X and R Charts); Control charts for attributes - Fraction defectives and Number of defects; Acceptance sampling.

Index Numbers: Meaning and Types: Weighted aggregative indices –Lasperyer's and Paasche's indices and their application, Test of Adequacy, Problems of Index Number; Basic applications of SPSS and Excel in statistics.

Suggested Readings

1. Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins, New York
2. Hein, L.W. *Quantitative Approach to Managerial Decisions*, Prentice Hall, New Jersey.
3. Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins, New York
4. Levin, Richard I and David S Rubin: *Statistics for Management*, Prentice Hall, Delhi.
5. Anderson, Sweeney and Williams: *Statistic for Business and Economics*, Thomson Learning.
6. Gupta, S.P. *Statistical Methods*, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P. *Statistics for Business and Economics* Macmillian, New Delhi
8. Srivastava, T.N. & Rego, Shailaja *Statistics for Manangement*, Tata Mc Graw Hill, New Delhi

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

MBA II SEMESTER

SYLLABUS

Master of Business Administration (Semester – II)

Second Semester

Sr. No.	Paper Nomenclature	Course Code	Credits
	<i>Core Courses</i>		
1	Management Science	SLM MGT 01201 C 2103	3
2	Management Accounting	SLM MGT 01202 C 2103	3
3	Financial Management	SLM MGT 01203 C 2103	3
4	Operations Management	SLMMGT 01204 C 2103	3
5	Business Research Methods	SLM MGT 01205 C 2103	3
	<i>Elective Courses</i>		
6	Business Legislation	SLM MGT 012 01 E 2103	3
7	Management Information System	SLM MGT 01 2 02 E 2103	3
8	Economic Environment of Business	SLM MGT 01 2 03 E 2103	3

MBA II SEMESTER- SYLLABUS

Master of Business Administration (Semester – II)

COURSE: MANAGEMENT SCIENCE

Course Code-SLM MGT 01201 C 2103

Credit:3

Objective

This course aims to impart the students the knowledge of management science/operation research tools and techniques for decision making in management.

Course Contents:

Management Science: meaning, role, application, scope and relevance in managerial decision making. Linear programming: Formulation of Linear Programme Problems, Graphical and Simplex method, Duality and sensitivity analysis;

Transportation and Assignment problems. Basic idea and applications of Goal programming, Integer programming, Degeneracy in Linear Programming and Transportation.

Inventory models; Replacement Models; Queuing theory (Poisson-exponential single server and multiple server-finite and infinite population models)

PERT/CPM and network analysis,

Theory of Games; Markov Chain Analysis; Simulation (Monte Carlo Method).

Suggested Readings:

1. Taha Handy A.: Operations Research: An Introduction, PHI, 1997.
2. Vohra,N.D.: Quantitative Techniques in Management, TMH, 1997.
3. Wanger Harvey M.: Principles of Operations Research, PHI, 1996.
4. Barry Render & Ralph: Introduction to Management Service, Allyn M. Stain, Jr., & Docun, 1992.
5. Chary S.N.: Theory and Problems in Production & Operations Management, TMH, 1995.
6. Torry Hill: The Essence of Operation Management. PHI, 1995.
7. Haddley G.: Linear Programming, Oxford & IBM, 1962.
8. Jerme D. Wiest & Ferdinand K. Levi : A Management Guide to PERT/CPM, PHI, Ferdinand K. Levy, 1977.

Note: The list of cases and specific references will be announced in the class by the faculty.

Master of Business Administration (Semester – II)

COURSE: MANAGEMENT ACCOUNTING

Course Code: SLM MGT 01202 C 2103

Credit: 3

Objective

The objective of this course is to get the students acquainted with the tools and techniques of management accounting useful for managerial decision making.

Course Contents:

Management Accounting: nature, functions, role, scope and tools of Management Accounting; Management accounting vs. Financial accounting; Financial Ratio analysis.

Planning for Liquidity: statement of sources and applications of funds, cash flow statement

Marginal costing: Break-even analysis, Decision involving alternative choices, Standard Costing and Analysis of Variance

Budgeting: Meaning, Types of budgets and their preparation, Performance budgeting and Cost-accounting: Meaning, nature, types of cost, costing; Usefulness of Costing to Managers, Zero-base budgeting, budgetary control; Responsibility accounting

Management reporting systems: Need, types of reports, principles of reporting, methods of reporting, uses of reports by management, MIS for management accountants; contemporary trends in management accounting

Suggested Readings:

1. Anthony R.N. and Reece J.S. Accounting Principles, Homewood, Illinois, Richard D. Irwin.
2. Vijay Kumar T, Accounting for Management, TMH, New Delhi
3. Pandey, IM, Management Accounting, Vikas Publishing House, New Delhi
4. Dr A K Malhotra, Management Accounting, Mayur Publication
5. Bhattacharya S.K. and Dearden J. Accounting for Management. Text and Cases, New Delhi, Vikas Publishing House, New Delhi.
6. Gupta, R.L. and Ramaswamy, M. Advanced Accountancy, Volume I&II, Sultan Chand & Sons
7. Hingorani, N.L and Ramanathan, A.R., Mana Accounting, Sultan Chand & Sons, New Delhi.
8. Jawahar Lal, Cost Accounting, Vikas Publishing House, New Delhi

9. Maheshwari, S.N., Management Accounting, Vikas Publishing House, New Delhi

Note: The list of cases and specific references will be announced in the class by the faculty.

Master of Business Administration (Semester – II)

Course-FINANCIAL MANAGEMENT

Course Code: SLM MGT 01203 C 2103

Credit: 3

Objectives:

The purpose of this course is to acquaint the students with the theoretical and practical aspects of financial management useful in managerial decision making

Course Contents

Financial management: Introduction, Objectives (profit maximization vs. wealth maximization); Time value of money; Sources of finance

Capital budgeting: Meaning, techniques (discounted and non-discounted cash flow), Importance, Risk analysis and capital budgeting

Cost of capital: Concept and importance; leverage, Computation of cost of various sources of finance; Weighted Average Cost of Capital; CAPM and APT

Capital Structure decisions: Theories of relevance and irrelevance of capital structure, Factors affecting capital structure decision. Optimum capital structure

Working capital management: Cash management, Inventory management, receivables management; sources of working capital finance

Dividend Policy Decisions; Theories and policies of dividend distribution, factors affecting dividend decisions, Financial Modeling.

Suggested Readings:

1. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y and Jain, P.K. Financial Management, McGraw Hill, latest ed..
3. Prasanna Chandra, Financial Management, McGraw Hill, latest ed.
4. Pandey, I.M. Financial Management, Vikas Publication House, 2000.
5. Van Horne. James C. Financial Management and Policy. New Delhi, Prentice Hall of India.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York. Macmillan Publishing Company, 1991.
7. Kishore, Ravi M., Financial Management, Taxmann Publishers, New Delhi.

Note: The list of cases and problems will be announced in the class by the faculty.

Master of Business Administration (Semester – II)

COURSE: OPERATIONS MANAGEMENT

Course Code: SLM MGT 01204 C 2103

Credit: 3

Objective

The objective of this course is to acquaint the students with decision making in planning, scheduling and control of operation functions in organizations for bringing efficiency and productivity in operations.

Course Contents:

Operations Management: Nature, role, types and scope of Production and Operations Management, Strategy & decision making tools

Designing the operating system: Design process, Techniques for improving design process & technology in design, Facilities Layouts; types and designs, facility location models & project management

Supply Chain Management: Supplies, e-procurement, distribution and warehousing, transportation, forecasting, capacity and aggregate planning, inventory management, JIT, ERP and scheduling

Managing Quality: Six sigma, TQM, SQC, SPC, Acceptance sampling, queuing models for service improvement, ISO 9000

Human resources in operations management: Contemporary trends, Job design, Job Analysis, work study; method study & work measurement,

Suggested Readings:

1. Russel, Roberta S & Bernard W Taylor III, Operations Management, 4th Ed. PHI, N. Delhi
2. Admn, E E & Ebert, R.J. Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
3. Buffa, E S & Sareen, Modern Production Management. New York, John Wiley, 2002.
4. Chary, S N, Production and Operations Management. New Delhi, Tata Mc Graw Hill 2nd edition.
5. Dobbler, Donald Wand Lee, Lamar, Purchasing and Materials Management. New York Mc Graw Hill, 1984.

6. Norman Gaither, Production and Operations Management, Thomson Learning, Bombay, 2002.
7. Change, Aquilano & Jacobs, Operations Management for Competitive Advantage, TMH, 9th edition.
8. Chunawalla & Patel, Production & Operations Management, HPH.
9. Nair, Production and Operations Management, TMH.

Note: The List of Cases and Specific References including recent articles will be announced by the faculty.

Master of Business Administration (Semester – II)

Course-BUSINESS RESEARCH METHODS

Course Code: SLM MGT 01205 C 2103

Credit: 3

Objectives

To get the students acquainted with the tools and techniques of applied research useful in business decision making.

Course Contents

Introduction to Business Research: Meaning, Relevance and significance of Research in business; Types of Research; Research Process.

Research Design: Types, role, relevance of research designs; pure research vs. applied research, qualitative research vs. quantitative research, exploratory research, and descriptive research.

Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling.

Data Collection: Primary data and secondary data, sources of primary and secondary data tools and techniques of collecting data.

Methods of collecting data: Questionnaire preparation; types of questionnaires, pilot testing of questionnaire and schedule of questions.

Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement.

Reliability and Validity – Meaning, types and their measurement, steps to improve the reliability and validity of data collected.

Research Methods: Intensive Interviews, Focus Group, Case Studies, Observational and Field Studies, Projective tests, Ethnographic Studies; Survey Methods.

Data Processing and Analysis: Arrangement of the data collected – tabulation, diagrams and graphs and frequency distributions; Summarization of the data using certain statistics – Measures of Central Tendency, Variation, Skewness and Peakedness; Statistical Inference: Estimation and Hypothesis testing; Parametric Tests and non-Parametric tests. Analysis of Variance – One-way and Two-way ANOVA. Correlation and the Contingency analysis. Simple and Multiple Regression Analysis, Factor Analysis, Cluster Analysis and Multiple Discriminant Analysis.

Application of computer software in Business research with focus on SPSS and EXCEL

Report Writing: Types of research reports – planning, organizing and prerequisites for research report, System of referencing – Bibliography, references Footnotes, checklist; Evaluation of report.

Suggested Readings

1. Business Research Methods: Zikmund, William; G. Thomson South-Western.
2. Business Research Methods: Cooper, Donald and Schindler, Pamela. Tata McGraw Hill.
3. Research Methods for Business Students: Saunders, M., Lewis, P. & Thornhill, A., Pearson Education.
4. Business Research Methods – Alan Bryman & Emma Bell, 2e/Oxford/2007.
5. Research Methodology: Kothari, C. R., New Age International Publishers.
6. Research methodology: Dr S L Gupta, IBH
7. Business Research Projects – Jimme Keizer, Piet Kempen, 2006
8. Research Methodology: Paneerselvam, R., PHI, New Delhi
9. Research Methodology: D. K. Bhattacharya, Excel Books.

Note: The List of Cases and Specific References including recent articles will be announced by the faculty.

Master of Business Administration (Semester – II)

Course- BUSINESS LEGISLATION

Course Code: SLM MGT 012 01 E 2103

Credit: 3

Objective

The objective of this course is to apprise the students of the corporate law affecting the business. The emphasis will be on application rather than principles of laws.

Contents

Indian Contract Act, 1872: Contract; meaning and definition. Essentials of a valid contract, remedies to aggrieved parties for breach of contract.

Sale of Goods Act, 1930: sale and agreement to sale, condition and warranty, principles of caveat emptor, rights of unpaid seller, Negotiable Instrument Act: Types of negotiable instruments; dishonor of cheques

Companies Act, 1956: Company and its Registration, types of companies, illegal association, lighting of the Corporate Veil Promotion of a company, pre-incorporation and provisional contracts. Documents: Memorandum of Association, contents, doctrine of ultra-virus, alteration of Memorandum of Association; Articles of Association: Alteration of Articles of Association, Doctrine of constructive notice and indoor management

Management of Company: Directors, their appointment, Qualification shares, position of Directors, Board Meetings, Powers and Duties, removal, Brief Reference to other managerial personnel. Meetings: Statutory meetings, extraordinary general meeting, quorum, agenda, proxy.

Winding up of a company: Meaning, types of winding up, grounds of compulsory winding up.

Suggested Readings:

1. Sale of Goods Act by R K Bangia, Allahabad Law Agency
2. Anson's Law of Contract by Beatson(ed.),OUP
3. Krishna Nair, Law of Contract, Orient
4. Principle of Law of Sale of Goods and Hire Purchase by avatar singh,Eastern
5. The Negotiable Instrument Act by Bhashyam and Adiga, Bharat LawT

6. Company Law by Avtar Singh
7. Company Law by G.K. Kapoor & Majumdar
8. Corporate Laws by Reena Chaddha
9. Mercantile Law by N D Kapoor
10. Mercantile Law by S.S. Gulshan (Excel Books)
11. “Manupatra” the legal software resource available in the university library

Note: The list of relevant cases will be announced in the class by the faculty.

Master of Business Administration (Semester – II)

Course-ECONOMIC ENVIRONMENT OF BUSINESS

Course Code: SLM MGT 01 2 03 E 2103

Credit: 3

Objective

The objective of the course is to acquaint the students with economic environment affecting business. It also focuses on the interaction of business and economic activities which influence the decision making process in an organization.

Contents

Business environment: Elements of environment: internal and external Techniques for environment analysis, Societal environment: business and society, social responsibility of business, Political and government environment, Demographic environment, Technological environment, Economic Environment: types of economies, Economic policies-Industrial policy, Fiscal policy, monetary policy, privatization and disinvestment, liberalization and globalization.

Industrial Policies: A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.

Fiscal Policy: Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget. Role of Finance Commission

Monetary and credit policy: Demand for and supply of money, Objectives of monetary and credit policy, Role of RBI in regulation of monetary and credit policy

India’s Foreign Trade Policy: Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. EPZs, EOUs, TPs and SEZs
Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

WTO: role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning. WTO and India

Indian Financial system: An overview, Money market and capital market, recent developments in money and capital market, Stock Exchanges, Investor Protection and Role of SEBI.

Legal Framework: Industrial sickness, Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986, Rights and Remedies, Role of NGOs., Competition Act-2002, Information Technology Act-2000, FEMA-2000: An Overview.

Suggested Readings

1. Keith-Davis & William Frederick: BUSINESS AND SOCIETY, (McGraw-Hill, Tokyo).
2. Rudder Dutt & Sundaram: INDIAN ECONOMY; New Delhi[Vikas]
3. Justin Paul, *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2nd Edition.
4. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai, 2007.
5. K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 10th Edition, 2008.
6. Reports of Planning commission, RBI, SEBI, WTO, Policy documents by the GOI, ASSOCHAM, FICCI, CII, NCAER, ICIER and latest business events from the periodicals, news papers and magazines etc.
7. 'MANUPATRA' the legal resource software available in the university library.
8. Mishra & Puri, Indian Economy, Himalaya Publishing House.

Note: The list of relevant cases will be announced in the class by the faculty.

Master of Business Administration (Semester – II)

COURSE: MANAGEMENT INFORMATION SYSTEM

Course Code: SLM MGT 01 2 02 E 2103

Credit: 3

Objective

This course aims at imparting knowledge of information system and its application in managerial decision making.

Contents:

Management Information Systems in Business: Meaning, role, nature and scope of IS in business, Types of Information Systems, information- management and d Components of Information Systems: System Concept, Information System Activities, Recognizing Information Systems decision making;

Building Information System: Software, hardware and tools required for MIS, System analysis and design, SDLC Approach, Prototyping, End User Development. Logical and Physical Design, Implementation, evaluation and maintenance of the MIS

Planning for information system: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems, Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

Emerging trends and Applications of MIS: Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications

Enhancing Decision Making: Decision Making and Information Systems, Systems for Decision Support (DSS), Executive Support Systems (ESS), Group Decision-Support Systems (GDSS)

Security of Information Systems: System Vulnerability and Abuse, Business Value of Security and Control, Establishing a Framework for Security and Control, Technologies and Tools for Security. Key System Applications for the Digital Age

Suggested Readings:

1. Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, 10th Edition, Pearson Education.
2. Management Information Systems, James A O'Brien, George M Marakas, 7th Edition, Tata McGraw-Hill.
3. Jawadekar, W. S., Management Information Systems. Tata McGraw Hill.
4. R. G. Murdick, J. E. Ross and J. R. Clagget ,Information Systems for Modern Management, PHI

Note: The list of cases and specific references will be announced in the class by the faculty.

Department of Management Studies

List of Courses (MBA) III Semester

Third Semester

Sr. No.	Course Nomenclature	Course Code	Credits
	<i>Core Courses</i>		
1	Summer Training Project	SLM MGT 01 3 01 C 0033	3
2	Business Policy & Strategic Management	SLM MGT 01302 C 2103	3
	<i>Elective Courses – Specialisation: Finance Area</i>		
3	Financial Decision Analysis	SLM MGT 01 3 01 E 2103	3
4	Security Analysis and Portfolio Management	SLM MGT 01 3 02 E 2103	3
5	Management of Financial Services	SLM MGT 01 3 03 E 2103	3
6	Project Management	SLM MGT 01 3 04 E 2103	3
7	Risk Management	SLM MGT 01 3 05 E 2103	3
8	Corporate Tax Planning	SLM MGT 01 3 06 E 2103	3
9	Banking & Insurance	SLM MGT 01 3 07 E 2103	3
10	Stock Market Operations	SLM MGT 01 3 08 E 2103	3
11	Indian Financial System	SLM MGT 01 3 09 E 2103	3
	<i>Elective Courses – Specialisation: Marketing Area</i>		
12	Marketing Research	SLM MGT 01 310 E 2103	3
13	Consumer Behaviour	SLM MGT 01 311 E 2103	3
14	Advertising Management	SLMMGT 01 312 E 2103	3
15	Brand Management	SLM MGT 01 313 E 2103	3
16	Retail Marketing	SLM MGT 01 314 E 2103	3
17	Distribution Management	SLM MGT 01 315 E 2103	3
18	Marketing of Services	SLM MGT 01 316 E 2103	3
19	Direct & Network Marketing	SLM MGT 01 317 E 2103	3

<i>Elective Courses –Specialisation : Human Resource Area</i>			
20	Human Resource Development	SLM MGT 01 318 E 2103	3
21	Management of Industrial Relations	SLM MGT 01 319 E 2103	3
22	Human Resource Planning	SLM MGT 01 320 E 2103	3
23	Managing Human Relations	SLM MGT 01 321 E 2103	3
24	Counselling Skills for Managers	SLM MGT 01 322 E 2103	3
25	Interpersonal & Group Processes	SLM MGT 01 323 E 2103	3

Master of Business Administration (Semester – III)

Course-BUSINESS POLICY AND STRTEGIC MANAGEMENT

Course Code- SLM MGT 01302 C 2103

Credit: 3

Objective: *The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

Contents

Business policy - Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making.

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

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

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

Suggested Readings

1. Jauch & Gluick, Business Policy and Strategic Management
2. Thampson A.A. and Stickland A.J, Strategic Management- Concept and cases

3. Michael Porter, Competitive Advantage of Nations.
4. Azhar Kazmi, Business Policy and Strategic Management
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

Master of Business Administration (Semester – III)

Specialization: Finance Area

Course-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code- SLM MGT 01 3 02 E 2103

Credit: 3

Objective: *The objective of this course is to impart theoretical and practical knowledge to students about risk and return of individual security and portfolio.*

Course Contents

Meaning and objectives of security analysis; investment alternatives; Security and non-security forms of investment, Valuation theories of fixed and variable income securities.

Return and risk: Concept and measurement. Fundamental and technical approach, efficient market theory

Introduction to Portfolio Management: Meaning, risk & return determination of a portfolio, Portfolio Selection, Optimal Portfolio Mix Theories of Portfolio Management:

Markowitz portfolio theory, Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction and investors utility; Efficient frontier (i) risk-free and (ii) risky lending and borrowing. leveraged, portfolio; market portfolio; Sharpe single index model and APT

CAPM: security market line; capital market line; characteristic line; Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan.

Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

Suggested Readings

1. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
2. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
3. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill.
4. Machiraju, H. R. Indian Financial System. Vikas Publishing House, N. Delhi.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.

6. Raman, Investment: Principles and Techniques, Vikas Publishing House, New Delhi.
7. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.

Note: The list of cases and problems will be announced in the class by the faculty.

Master of Business Administration (Semester – III)

Course- MANAGEMENT OF FINANCIAL SERVICES

Course Code- SLM MGT 01 3 03 E 2103

Credit: 3

Objective: *The objective of this course is to make the students understand various financial services and their role in the financial system.*

Course Contents

Financial Services: Meaning, Nature and Types; Leasing: Concept. Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing.

Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting

Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting.

Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions.

Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario.

Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

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

Suggested Readings

1. Khan, M. Y., Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan, Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung, Global Corporate Finance. Text and Cases. 2nd ed.,

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

Master of Business Administration (Semester – III)

Specialization : Marketing Area

Course- MARKETING RESEARCH

Course Code- SLM MGT 01 310 E 2103

Credit: 3

Objective: *The purpose of this course is to enable students learn the process, tools and techniques of marketing research.*

Course Contents:

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research: Marketing research process, Problem Identification and Research Design.

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.

Attitude measurement and scaling techniques - elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination

Data Analysis: Hypothesis testing, tests of significance (Parametric & non-parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Market Research Applications: Product research; Advertising research; Sales and market research.

Suggested Readings:

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

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

Master of Business Administration (Semester – III)

Course: MARKETING OF SERVICES

Course Code- SLM MGT 01 316 E 2103

Credit: 3

Objective: *The objective of this course is to impart knowledge in emerging issues, trends and challenges in service economy in India and marketing of services.*

Course Contents:

The Emergence of Service Economy; Nature of Services; Differences in Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Mix framework for Service Organizations; Service Classification; Service Product Development; Service Management Trinity; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-Supply Management; Advertising; Branding and Packaging of Services; Service Failure and Service Recovery; Relationship Marketing; Employee Empowerment.

Suggested Readings:

1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.

2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
3. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
4. Shankar, Ravi, Service Marketing, Excel, 2002.
5. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
6. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – III)

Specialization: Human Resource Area

Course- HUMAN RESOURCE DEVELOPMENT

Course Code- SLM MGT 01 318 E 2103

Credit: 3

Objective: *The purpose of this course is to make the students understand the concepts, methods and strategies for HRD in changing global context.*

Course Contents

Introduction to HRD: Goals and Challenges; concepts and systems; process; competency mapping; performance management system; Development system

HRD climate and practices in India: Some Contemporary issues, Design & administration of select HRD Dimensions; HRD for workers; HRD intervention; HRD approaches for coping with Organisational changes; Staffing HRD function

HRD System and Profession: Reward system; Self Renewal System; HRD for workers; professionalism of HRD, Developing HRD strategies

Comparative HRD: HRD in Govt. and public system; HRD in Health, Defence, Police, Panchayati Raj Institutions; International Experiences

HRD and Technology, HRD audit, Diversity Management, HRD in global context and globalization

Suggested Readings

1. Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.

2. Dayal, Ishwar, Designing HRD Systems, Concept, New Delhi, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. Tata McGraw Hill. New Delhi, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response. Tata McGraw Hill, New Delhi. 1992.
6. Rao, TV. etc. Alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur, 1988.
7. Silvera, D N. HRD: The Indian Experience. India, New Delhi, 1991.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – III)

Course:-MANAGING HUMAN RELATIONS

Course Code- SLM MGT 01 321 E 2103

Credit : 3

Objective: *This course aims at providing the knowledge related to managerial aspects of human relations in an organization.*

Course Contents

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

Suggested Readings

1. Hodgetts, Richard M. & Heger Kathryun W.; Modern Human Relations at work; 9th ed.; Thomson Press; New Delhi;2007
2. Davis Keith, Human Behavior at work; 10th ed.; Tata McGraw Hill; New Delhi, 1998;
3. Robins, S.P; Organizational Behavior, 9th ed.; Pearson Education (Singapore) Pvt Ltd., Indian Branch, Delhi 2002.
4. Newstrom John W., Organizational Behavior, 12th ed, Tata McGraw Hill, New Delhi, 2007

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

LIST OF COURSES IN MBA IV SEMESTER

Fourth Semester

Sr. No.	Paper Nomenclature	Course Code	Credits
<i>Core Courses</i>			
1	Project Work	SLM MGT 01 4 01 C 0336	6
2	Entrepreneurship Development	SLM MGT 01 402 C 2103	3
<i>Elective Courses – Specialisation: Finance Area</i>			
3	Financial Derivatives	SLM MGT01 401 E 2103	3
4	Foreign Exchange Management	SLM MGT01 402 E 2103	3
5	Strategic Financial Management	SLM MGT01 403 E 2103	3
6	Working Capital Management	SLM MGT 01 404 E 2103	3
7	Financial Engineering	SLM MGT01 405 E 2103	3
8	Funds Management	SLM MGT 01 4 06 E 2103	3
9	Bond Management	SLM MGT 01 4 07 E 2103	3
10	Mergers and Acquisition	SLM MGT01 4 08 E 2103	3
<i>Elective Courses – Specialisation: Marketing Area</i>			
11	Customer Relationship Management	SLM MGT01 4 09 E 2103	3
12	Industrial Marketing	SLM MGT01 4 10 E 2103	3
13	Rural And Agricultural Marketing	SLM MGT 01 4 11 E 2103	3
14	Social Marketing	SLM MGT01 4 12 E 2103	3
<i>Elective Courses- Specialization: HRM</i>			
15	Strategic Human Resource Management	SLM MGT01 4 13 E 2103	3
16	Leadership and Interpersonal Dynamics	SLM MGT01 414 E 2103	3
17	Compensation Management	SLM MGT01 4 15 E 2103	3
18	Labour Legislation	SLM MGT 01 4 16 E 2103	3
19	Training and Development	SLM MGT01 4 17 E 2103	3
20	Global Human Resource Management	SLM MGT01 4 18 E 2103	3

SYLLABUS

MBA IV SEMESTER

Master of Business Administration (Semester – IV)

Course- ENTREPRENEURSHIP DEVELOPMENT

Course Code- SLM MGT 01 402 C 2103

Credit: 3

Objective: *The objective of this course is to get the students acquainted with the entrepreneurship and its development.*

Course Contents:

Entrepreneurship: Concept of Entrepreneur, entrepreneurship and entrepreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development; Economic, social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur.

Entrepreneur in economic development of a country; Methods and procedures to start and expand one's own enterprise; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business.

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

Govt. support to new enterprise; Role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes and financing of new ventures; Role of various institutions in developing entrepreneurship in India.

Suggested Readings

1. Clifton, Davis S and Fyfe, David E. "Project Feasibility Analysis". 1977 John Wiley, New York.
2. Desai, A N. "Entrepreneur & Environment". 1990. Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". 1985. Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". 1984. S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry". 1990, Discovery, New Delhi.

6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". 1969. Free Press, New York.
7. Pareek, Udai and Venkateswara Rao, T. "Developing Entrepreneurship -A Handbook on Learning Systems". 1978, Learning Systems, Delhi.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Course- FINANCIAL DERIVATIVES

Course Code- SLM MGT 04 401 E 2103

Credit: 3

Objective: *The objective of this course is to impart knowledge of financial derivatives and risk mitigating techniques.*

Course Contents

Financial Derivatives: Meaning, types, role and derivatives as risk management instruments
Future Contracts and forward contracts; types, nature and role; Forward and Futures Pricing
Other Derivative Securities; Types of Traders: speculation, hedging and arbitrage
Futures Markets and the use of Futures for Hedging:
Swaps
Options Markets; Properties and types of Options: stock options, future options, index options
Pricing of options: Black-Scholes option pricing models; Binomial option pricing model
Option Trading Strategies: Strangle, straddle etc.
Currencies Futures Contracts: General Approach to Pricing Derivatives Securities; Derivatives
Market in India: An overview.
Introduction to Commodity Derivates in India: Role and functions of NCDEX, MCX in price discovery.

Suggested Readings

1. Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001. .
2. Financial Derivatives. Delhi, S. Chand, 2001.
3. Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1993.
4. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Huang. Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, 1981.
6. Hull. John C. Options, Futures and Other Derivative Securities, 2nd ed., New Delhi. Prentice Hall of India. 1996.
7. Sharpe. William F. etc. Investment. New Delhi, Prentice Hall of India, 1997
NSE web site for module on derivatives and update.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Specialization: Marketing Area

Master of Business Administration (Semester – IV)

Course- CUSTOMER RELATIONSHIP MANAGEMENT

Course Code- SLM MGT01 4 09 E 2103

Credit: 3

Objectives: *The aim of this course is to acquaint the students with concepts and techniques for developing effective Customer Relationship programme.*

Course Contents:

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

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

Suggested Readings:

1. Brown, A. Stanly – *Customer Relationship Management*, Johwilly and Sons, Canada 2001.
2. Dyche Jill – *The CRM Handbook A Business Guide to CRM*, Pearson Education Asia, New Delhi – 2002
3. Foss Bryan & Stone Merlin, *Successful Customer Relationship Marketing*, IBM, Koganpage, USA, 2001
4. Gosney, John W. and Thomas P. Boehm: *Customer Relationship Management Essentials*, Prentice Hall , New Delhi.
5. Roberts, M.L and P.D Berger: *Direct Marketing Management*, Prentice Hall, New Jersey.
6. Seth, Jagdish N. et. al.: *Customer Relationship Management*, Tata McGraw Hill Publishing Co., New Delhi.
7. Stone, Merlin and Neil Woodrock: *Relationship Marketing*, Kogan Page, London.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – IV)

Course- Rural and Agricultural Marketing

Course Code- SLM MGT 01 4 11 E 2103

Credit: 3

Objectives: *The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.*

Course Contents:

Nature, Characteristics and potential of rural markets in India. Socio-cultural, economic and other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers. Marketing of durable and non-durable goods and services in the rural markets with special reference to the product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India.

Marketing of agricultural inputs with special reference to fertilizers, seeds, farm inputs and pesticides. Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability. Marketing structure and performance, processing facilities for different agricultural products. Role of warehousing. Role of central and state government prices and marketing margins, role of agricultural price commission, role of central and state governments institutions and organizations in agricultural marketing. Unique features of commodity markets in India, problems of agricultural marketing. Nature, scope and role of co-operative marketing in India.

Suggested Readings:

1. Arora, R.C. Integrated Rural Development, 1979, S Chand, New Delhi
2. Desao, Vasal, Rural Development, 1988, Himalya, Bombay
3. Mishar. S.N. Politics and Society in Rural India, 1980, Inter India, Delhi
4. Porter, Michael, E. Competitive Strategy, 1980, Free Press, New York
5. Rudra, Ashok, Indian Agricultural Economics, Myths and Realities, 1982, Allied, New Delhi
6. Stalk, George, Competing Against Time, 1990, Free Press, New Delhi

7. Gopaldaswamy T.P. Rural Marketing, Wheeler Pub, New Delhi

8. Rabindranath V.Badi, Rural Marketing, 2011, Himalaya Pub, New Delhi

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – IV)

Course- INDUSTRIAL MARKETING

Course Code- SLM MGT01 4 10 E 2103

Credit: 3

Objective: *The objective of this course is to apprise the students about various dimensions of the industrial marketing.*

Course Contents:

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Organizational Customers; Classifying Industrial Products; Nature of Demand in Industrial Markets; Industrial Buyer Motives; Industrial Purchasing system; Assessing Marketing Opportunities, Segmentation of Industrial Markets, Product Positioning; Product Decisions and Strategies; Industrial Services; Industrial Pricing: Price Determinants, Pricing Policies, Formulating Channel Strategy; Logistics Management; Industrial Marketing Communication, Role of Advertising and Personal selling in industrial marketing.

Suggested Readings:

1. Reeder, Robert R. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder, Krishna K.; Industrial Marketing, TMH, New Delhi.
4. Corey, E Ra~11ond. Industrial Marketing: cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
5. Gross, A C. Business Marketing Boston, Houghton Mifflin, 1993.
6. Hill, Richard, etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin, 1975.
7. Webster, F E. Industrial Marketing Strategy. 2nd ed. New York, John Wiley, 1979.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – IV)

Course- SOCIAL MARKETING

Course Code- SLM MGT 01 4 12 E 2103

Credit: 3

Objective: *The objective of the course is to acquaint the students about the concept and application of social marketing in Indian context.*

Course Contents:

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

Suggested Readings:

1. Kotler, Philip, Roberto, Ned, Lee Nancy. Social Marketing- Improving the quality of life. 2002, Sage Publication.
2. Kotler, Philip, Roberto, E.L. Social Marketing- Strategies for changing Public Behaviour. 1989, Free Press, New Delhi.
3. Mukherji G.B. Introduction to Social Marketing. 2003, Pual & Co Pub Consortium.
4. Lazer, W., Kelley, E.J. Social Marketing: Perspectives and Viewpoints. 1973, Irwin Press.
5. Mckee, N. Social Mobilization and Social Marketing in Developing Communities. Southbound Publication.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Master of Business Administration (Semester – IV)

Course- SALES MANAGEMENT

Course Code-

Credit: 3

Objective: *The objective of this paper is to acquaint the students with the conceptual and practical dimensions of sale management for effective sales programmes.*

Course Contents:

Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling and Salesmanship; Determination of size of sales force; Sales organization; Conducting sales training programmes; Designing and Administering Compensation plan; Motivating and Supervising sales personnel; Sales Meetings and Contests, Designing Territories and allocating sales efforts; Sales Quota; Sales evaluation Programme; Sales Budgeting and Control.

Suggested Readings:

1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
2. Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
3. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
4. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin; Sales Management; Tata McGraw Hill, New Delhi.
7. Futrell, Charles, Sales Management, Thomson Learning,Mumbai.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

Specialization: HR Area

Master of Business Administration (Semester – IV)

Course- LEADERSHIP AND INTERPERSONAL DYNAMICS

Course Code- SLM MGT01 414 E 2103

Credit: 3

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

Course Contents:

Nature and significance of leadership; Determinants of effective leadership; Trait theory of leadership. Behavioral styles in leadership role; Likert's management system; Managerial grid; Followers as determinants of effective leadership, life cycle theory. Situation as determinants of leadership, Fielder's contingency theory; Vroom and Yetten model, Path-goal theory; Attribution theory; Charisma and transformational leadership.

Interpersonal dynamics, emotional expression in interpersonal relationship, personal change through interpersonal styles and communication, Johari window and Transactional analysis; t-groups theory and laboratory methods; Basic and advanced leadership skills

Suggesting Readings:

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

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

Master of Business Administration (Semester – IV)

Course:-COMPENSATION MANAGEMENT

Course Code: SLM MGT01 4 15 E 2103

Credit: 3

Objectives: *The course is designed to develop an understanding of issues related to the compensation their design, analysis and restructuring reward management systems, policies and strategies.*

Course Contents

Understanding the theory related to reward management: Competitive imperatives: productivity), quantity service, speed, learning Planning for improved competitiveness: Determination of inter and intra-industry compensation differentials: Internal and external equity in compensation systems: Understanding and compensation packages; compensation of chief executives, senior managers, R & D Staff, etc.; Understanding different components of compensation packages; compensation practices of multinational corporations and strategic compensation systems; Statutory provisions governing different components of reward systems; Working of different institutions related to reward system like wage boards, pay commissions,

Suggested Readings

1. Armstrong, Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration. London, Kegan Paul, 1988.
2. Bergess, Lenard R. Wage and Salary Administration. London, Charles E-Merril, 1984.
3. Capeman, George, Employees Share Ownership. New York, Kogan Page. 1991.
4. Hall, Robert A. Economics of Non-Wage Labour Costs. London, George Aller and Unwin, 1984.
5. Hendorson, Richard 1. Compensation Management: Rewording Performance. 6th ed. Englewood Cliffs. Prentice Hall Inc., 1994.
6. Micton, Rock. Handbook of Wage and Salary Administration. 1984.

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

Master of Business Administration (Semester – IV)

Course- LABOUR LEGISLATION

Course Code- SLM MGT 01 4 16 E 2103

Credit: 3

Objectives: *This course aims at providing an understanding of the industrial relations and labour laws in India.*

Course Contents

Labour Legislations: Emergence and objectives of labour laws and their socio-economic environment; industrial disputes act, trade unions;

Social security laws- workmen's compensation act, Employees' state insurance act; Wages and bonus laws - the law of minimum wages act, payment of wages act, laws relating to working conditions –Factory Act,1948 and the amendments.

Suggested Readings

1. Ghaiye, B R. Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
2. Malhotra, O P. The Law of Industrial Disputes, Vol. 1 and 2. N M Tripathi, Bombay, 1985.
3. Malik, P L. Handbook of Industrial Law, Eastern Book, Lucknow, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. Oxford, University Press, New Delhi, 1995.
5. Saini, Debi S. Redressal of Labour Grievances. Claims and Disputes. Oxford & IBH, New Delhi, 1994.
6. Seth, D. Industrial Dispute Act, 1947. Vol. I & II. N M. Tripathi, Bombay, 1995.
7. Srivastava S C. Industrial Relations and Labour Law, Vikas, New Delhi, 1994.
8. Kapoor, N.D. Mercantile Law, Sultan Chand and Sons, New Delhi, 2001

Master of Business Administration (Semester – IV)

Course- TRAINING AND DEVELOPMENT

Course Code- SLM MGT01 4 17 E 2103

Credit: 3

Objectives: *The purpose of this paper is to make them understand the role of Training and development in organizations*

Course Contents

Training process - an overview; Role, responsibilities and challenges of training manager;

Trainer's skills and styles;

Training needs assessment and Action Research; Training design;

Instructional objectives and lesson planning; Learning process; Training aids

Training methods and techniques;; Management development; Training evaluation; Key areas of organizational training and development in changing business scenario.

Suggested Readings

1. Blanchard, P. Nick, *Effective Training: Systems, Strategies and Practices*, New Delhi, Pearson.
2. Buckley, R. and Caple, Jim, *The Theory & Practice of Training*, London, Kogan Page.
3. Janakiram, B., *Training & Development*, New Delhi, Biztantra.
4. Pareek, Udai, *Training for Development*, New Delhi, Vistaar.
5. Pepper, Allan D., *Managing the Training and Development Function*, Alderson, Gower.
6. Reid, M.A., *Training Interventions: Managing Employee Development*, London: IPM.

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

Master of Business Administration (Semester – IV)

Course- GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code- SLM MGT01 4 18 E 2103

Credit: 3

Objectives *The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of global organizations.*

Course Contents

Human and cultural variables in global organisations; Cross cultural differences and managerial implications; Cultures in organisations and Hofstede's study; Structural evolution of global organisations; Cross cultural leadership, motivation and decision making; Cross cultural communication and negotiation; Human resource management in global organizations; selection, source criteria for international assignment; Compensation and appraisal system.

Suggested Readings

1. Adler, N.J. International Dimensions of Organizational Behaviour. Kent Pub. Boston., 1991.
2. Bartiett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P.J. etc., International Dimensions of Human Resource Management. 2nd ed., Wadsworth, California, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. 2nd edition Sage, London, 2001.
5. Marcis, D and Puffer, S.M. Management International: Cases, Exercises and Readings. West Publishing, St. Paul, 1994.
6. Mead, R. International Management: Cross Cultural Dimensions. Blackwell, Cambridge, 1994.
7. Ronen, S. Comparative and Multinational Management. John Wiley, New York, 1986.

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