

***MASTER OF BUSINESS
ADMINISTRATION
(MBA)- CMAT***

SYLLABUS



2020-21

**Faculty of Management Studies
M.L. Sukhadia University
UDAIPUR (RAJ.)**

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

COURSE STRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I

CP-101	Management Process and Organizational Behavior
CP-102	STATISTICS AND RESEARCH METHODOLOGY
CP-103	Managerial Economics
CP-104	Environment Management
CP-105	Managerial Skill Development
CP-106	Indian Ethos and Values
CP-107	Accounting For Managers
CP-108	Computers Application in Management

Semester-II

CP-201	Organisation Effectiveness and Changes
CP-202	Management Sciences
CP-203	Human Resource Management
CP-204	Financial Management
CP-205	Marketing Management
CP-206	Production and Operation Management
CP-207	E Commerce
CP-208	International Business Environment and Management

Summer Training

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with a Industrial organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Department / Faculty from time to time. Each student will be required to submit a project report to the Department / Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

PROGRAMME ADMINISTRATION (*SUGGESTED GUIDELINES*)

Evaluation

- (i) Each paper will carry 100 marks (Except Papers CP-404) of which minimum of 20% of marks should be for internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be three hours.
- (ii) The internal assessment marks shall be based on factors such as: Participation in seminars, case discussions and group work activities
- * Class tests, quizzes, individual and group oral presentations
 - * Submission of written assignments, term papers and viva-voce
 - * Class-room participation and attendance

There will be one mid term class test which will carry 10 marks. If any candidate does not appear in any of the mid term tests on medical or other valid grounds, he may appear in the defaulter test by depositing a fee of Rs. 150/- per course.

The course for the mid term test will be first three units but the defaulter test coverage will be entire course.

Home Assignment will carry 05 marks while individual and group presentation and attendance will carry 05 marks each.

- (iii) The scheme of evaluation of project studies shall be as follows:
- (a) For Paper CP-304, a project report based on the summer training will have to be submitted within three weeks from the commencement of third semester.
 - (b) Paper CP-402, final project study shall commence from third semester and the report should be submitted towards the end of fourth semester.

The written part for each of the project studies shall account for 70% of marks and the viva-voce to be conducted by a duly constituted examination board for the remaining 30% of marks.

Promotion and Span Period

- (i) The span period of the programme is four years from the date of registration in the programme.
- (ii) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.
- (iv) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:

- Securing 60% and above	:	Ist Division
- All other	:	IInd Division
- (v) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.
- (vi) The candidates will be required to pass in the external examination of 80 marks.

The Institute/Universities may evolve their own Grading System for evaluation.

Re-examination

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the semester examination when held, subject to total number of attempts for a paper not exceeding four during the span period of the programme.

Selection of Optional Papers:

Six optional papers to be opted by the candidate will have to be opted from one optional area which will be called as major elective and three optional papers to be opted by the candidate will have to be opted from another optional area which will be called as minor elective.

Out of 6 optional papers of major electives (CP-304), the candidate will opt 4 optional papers in III semester and 2 optional papers in IV semester.

From the minor elective area (CP-402) out of three optional papers two papers will be opted in III semester and one papers in IV semester.

The optional area to be introduced in a session will be notified by the Director in the beginning of the session. It is not necessary to introduce all the optional area in every session.

For every major elective group the minimum number of students must be not less than 10 and number of major elective group to be introduced in a session should be two only.

Attendance

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head/Dean of the Department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination. However, the Head/Dean may condone the required percentage of attendance by not more than 10 per cent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of attendance, may appear in the papers of the proceeding semester along with the papers of current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Department/ Faculty for the purpose.

Semester - I

CP-101 to CP-108

CP-101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

The objectives of this paper are to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Unit -I

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business ;Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making

Unit-II

Introduction to Organizational Behavior: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.. Personality & Attitudes: Meaning of personality, attitude - Development of personality - Attributes of personality- Transactional Analysis - Ego states - Johari window - Nature and dimensions of attitude - Developing the right attitude

Unit-III

Motivation: Definition, Importance, Motives - Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.

Unit-IV

Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. . Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict - Types of conflict - Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.

Unit-V

Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system - Organizational design and structure, Change management: Concept of change, change as a natural process, Importance & Causes of change - social, economic, technological, organizational. Learning - unlearning, Concept of learning organizations.

Suggested Readings

- 1 . Koontz, H and Wehrich, H. *Management*. 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip *Emotional Intelligence at Work, Response Books, Sage Publications, Delhi,2001*
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*.6th ed., New Delhi, Prentice Hall of India, 1996.

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

CP102- STATISTICS AND RESEARCH METHODOLOGY

UNIT-I

INTRODUCTION: Definition of Research, Qualities of Researcher, Components of Research, Research Process, Types of Research;- Survey Research - Case Study Research etc. Research Design; Hypothesis- Types and Formulation.

UNIT-II

DATA COLLECTION: - Sources of Data: Primary Data, Secondary Data; Procedure Questionnaire –Design and Instrument Development; Sampling Methods, Sample Size Determinations, Sampling error.

UNIT-III

STATISTICAL ANALYSIS: Introduction to Descriptive Analysis; Standard deviation - Co-efficient of variations - Index Number, Time Series Analysis, Correlation- Simple, Multiple and Partial, Regression.

UNIT-IV

STATISTICAL ANALYSIS: Introduction to Inferential Statistics; Probability- Fundamental and Rules, Probability distribution, Continuous Probability distribution, Normal Distributions, Discrete Probability distribution- Binomial Distribution & Poisson Distribution; Central Limit Theorem; Estimation- Point and Interval estimation;

UNIT-V

Hypothesis Testing- Z-Test, T-Test, F- Anova Test, Chi-Square Test; Multivariate analysis- Factor Analysis, Discriminate Analysis, Cluster Analysis, Conjoint Analysis, Introduction to SPSS.

REFERENCES:

1. Cooper & Schindler: BUSINESS RESEARCH METHOD, McGraw-Hill Irwin, 2006
2. Levin & Rubin: STATISTICS FOR MANAGEMENT, Prentice Hall, 1998
3. SC Gupta: FUNDAMENTALS OF STATISTICS, Himalaya Publishing House, 2018
4. Wilkinson & Bhandarkar: METHODOLOGY AND TECHNIQUES OF SOCIAL RESEARCH.
5. Pauline Vyoung: SCIENTIFIC SOCIAL SURVEYS AND RESEARCH.
6. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004.
7. Kothari: RESEARCH METHODOLOGY.
8. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.
9. Sellitz, et al: RESEARCH METHODS IN SOCIAL RELATIONS

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

CP-103: MANAGERIAL ECONOMICS

Objectives

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

1. Scope, Concepts and Techniques of Managerial Economics; Nature of business decision-making; Marginal analysis, optimization; Demand functions; Law of Demand - Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.
2. Elasticity of Demand- Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity; Demand forecasting; concept of consumer surplus.
3. Production Function- Concept, Isoquants, Equilibrium, Law of Variable Proportions; Law of Returns to Scale; Economies of scale; Cost Function- Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization; Revenue curves- TR,AR,MR,Long run and Short run
4. Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly; Theoretical Concept of Pricing, Pricing Polices in Practices; Non-Price Competition.
5. Macro Economics : Aggregates and Concepts, Aggregate Consumption- Aggregate Demand; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator; GNP and GDP; Balance of Payments; Monetary Policy; Fiscal Policy; Business cycle.

Suggested Readings

1. *Adhikary, M. Business Economics., New Delhi, Excel Books, 2000.*
2. *Baumol, W J. Economic Theory and Operations Analysis. 3rd ed., New Delhi, Prentice Hall Inc., 1996.*
3. *Chopra, O.P. Managerial Economics. New Delhi Tata McGraw Hill 1985.*
4. *Keat, Paul G & Philips K. Y. Young, Managerial Economics, Prentice Hail, New Jersey, 1996.*
5. *Koutsoyiannis, A. Modem Micro Economics. New York, Macmillan, 1991.*

6. *Milgrom, P and Roberts J. Economics, Organization and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.*

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

CP-104 ENVIRONMENT MANAGEMENT

1. Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth; Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance.
2. Ecosystem Concepts - Basic Concepts and their application in Business; Industrial Ecology and Recycling Industry; Environmental Management System - EMS Standards, ISO 14000,9000,20000.
3. Environmental Management & valuation - Environmental Auditing, Clearance/ Permission for establishing industry, Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding, Corporate Mergers.
4. Environmental Management Trade and Environmental Management, Debt and Environment; GATT / WTO Provisions; Environmental Laws - Acts, Patents, IPRS, Role of NGO'S, PIL.
5. Pollution & Waste Management - Air, Water, Land Pollution; Trade in Wastes; Water, Forest & Biodiversity Management - Water Resources, Dams and their role, Forest products and Trade ; Role of Biodiversity in International Trade; Approaches to Corporate Ethics, Bio-ethics, Environmental Ethics, Emerging trends in environment management.

Suggested Readings

1. Uberoi, N.K.; *Environmental Management, Excel Books, A-45, Naraina Phase-I, New Delhi, 2000*
2. Pandey,G.N.: *Environmental Management, Vikas Publishing House New Delhi,1997*
3. Gupta, N. Dass: *Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997*
4. Mohanty, S.K.: *Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi,1996*
5. Harley, Nick : *Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997*
6. Kolstad, Charles D.: *Environmental Economics, Oxford University Press, 2000*

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

CP-105: MANAGERIAL SKILL DEVELOPMENT

Objectives

The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents

- I.. Importance and nature of business communication; Effective Communication skill; Process of communication; Barriers and gateways in communication; **Intra personal communication and body language; Inter personal communication and relationship; Leadership skills; Team building and public speaking; Presentation skills; Case study and situational analysis**
- II. Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; **Written communication - 7'c of written business communication, Approaches to written communication - deductive and inductive; Writing for enquiries , Claims, invitation, reservations and orders, refusal and collection letters, sales letters, resume writing and recommendation letters; Report writing- long and short business reports and business proposal.**
- III. **Feelings- types and steps to deal with complex feelings; Assertiveness and confidence building; Body language- role of different parts of the body in communication; Non verbal behavior; Conflict- types and resolutions; Emotions- emotional empathy and emotional intelligence**
- IV. **Techniques for personality development (a) self confidence (b) mnemonics (c) goal settings (d) time management (e) effective planning (f) stress management**
- V. **Developing an understanding of social etiquettes; Dressing for interview- do's and don'ts for men and women; Dressing for office-do's and don'ts for men and women; Dining etiquettes; Telephone and email etiquettes; Ethical dilemmas- code of conduct**

Suggested Readings

1. Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From Process to Product". 1987. Dryden Press, Chicago.
2. Hatch, Richard. "Communicating in Business". 1977 Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charrles E. "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
4. Pearce, C Glenn etc. "Business Communications: Principles and Applications". 2nd ed. 1988. John Wiley, New York.

CP-106 : INDIAN ETHOS AND VALUES

- I. Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage; Ethics & values.

- II. Indian Insight into TQM; Problems Relating to Stress in Corporate. Management - Indian Perspective; Teaching Ethics; Asian spiritual philosophies of Islam, Vedanta, Taoism & Buddhism.
- III. Concept of Ethics in Indian literature with special reference to Bhagwat Geeta.
- IV. Values for Managers; Holistic Approach for Managers in Decision Making; Spiritual Values in Management.
- V. Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Suggested Readings

1. Chakraborty, S.K.: *Foundations of Managerial Work - Contributions from Indian Thought*, Himalaya Publishing House Delhi 1998
2. ----- : *Management Effectiveness and Quality of Work-life - Indian Insights*, Tata McGraw Hill Publishing Company, New Delhi. 1987
3. ----- : *Management by Values*, Oxford University Press, 1991
4. Drucker, P : *Managing in Turbulent Times*, Pan Books London 1983
5. Kumar, S and N.K. Uberoi : *Managing Secularism in the New Millennium*, Excel Books 2000
6. Griffiths, B. *The Marriage of East and West*, Coiling, London 1985
7. Gandhi, M.K.: *The Story of My Experiment with Truth*, Navjivan Publishing House, Ahmedabad, 1972 The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP- 107 : ACCOUNTING FOR MANAGERS

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Course Contents

- I. Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles,
- II. Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income ; Management Accounting - Concept, Need, Importance and Scope
- III. Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.
- IV. Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting, Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control ; Costing for Decision-Making, Marginal Costing and Breakeven analysis,
- V. Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labour and Overheads,

Suggested Readings

1. *Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.*
2. *Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 1996.*
3. *Heitger, L E and Matulich, Serge. Financial Accounting. New York, Mc-Graw Hill, 1990.*
4. *Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.*
5. *Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.*
6. *Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.*
7. *Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.*

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

CP-108: COMPUTER APPLICATIONS IN MANAGEMENT

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

- I. Introduction to Computers: Evolution of Computers, Basic Architecture and components, Computer Languages. Embedded Software - Introduction, Advantages & Disadvantages. Computers in Business. Operating System – Introduction, Functions, Examples of Operating system: Windows, Unix/Linux, Android.
- II. Data Files Types/Organizations, Master & Transaction File, Relevance of Data Base Management Systems and Integration of Applications, Basics of Data Processing- Data Hierarchy & Data File Structures. Application Portfolio Development. Management of Data Processing Systems in Business Organization. Models of Data Processing, Software Development Process.
- III. Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Data Communications and networking – Basic Concepts, Network Topologies, Network Types, Communication Protocols and The OSI Model.
- IV. Word Processing Software- Editing, Printing and Formatting of Document, Mail Merge. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Presentation Graphics, Creating a Presentation on a PC.
- V. Artificial Intelligence (AI), AI Tools -An Overview. Indian Computing Environment - Its Strength and Weaknesses. Introduction to Word Wide Web-Internet Operations. Emerging Communication Technologies- Introduction to Social Networking, Cloud Computing, E-commerce, E-Banking and e-Governance.

Suggested Readings :

1. Burch, John and Grudnitski Gary. *Information Systems: Theory and Practice*. 5th ed., New York, John Wiley, 1989.
2. David, Van Over. *Foundations of Business Systems*. Fort Worth, Dryden, 1992.
3. Eliason, A L. *On-line Business Computer Applications*. 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. *Connecting to the Internet*. Sebastopol, C A, O'Reilly, 1993.
5. John, Moss Jones. *Automating Managers: the Implications of Information Technology for Managers*. London, Pinter, 1990.
6. Long, L. *Computers*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. *Computers Concepts and Uses*. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

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

Semester - II

CP-201 to CP-208

CP-201: ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents

- I. An Overview of Concepts of Organizational Change Effectiveness and Development;
- II. Skills of Change Agent, Organizational Climate and Culture; Power and Politics;
- III. The Process of Empowerment., Organizational Learning; Creativity and Innovation;
- IV. Conflict and Negotiation;. Intergroup Behaviour and Collaboration;
- V. Business Ethics and Corporate Governance; Management of Gender Issues; Cross-Cultural Dynamics.

Suggested Readings

1. *Anderson, A H and Barker D. Effective Enterprise and Change Management. Oxford, Blackwell Publishers Ltd. 1996.*
2. *French, W E and Bell, C H. Organization Development. New Delhi, Prentice - Hall of India, 1995.*
3. *Kao, S R. etc. Effective Organization and Social Values. New Delhi, Sage, 1994.*
4. *Khandwalla, P N. Organisation Design for Excellence. New Delhi, Tata McGraw Hill, 1992.*
5. *Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.*
6. *Mendonca, M and Kanungo R N. Work Motivation. New Delhi, Sage, 1994.*
7. *Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.*

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

CP – 202: MANAGEMENT SCIENCE**Course Objectives:**

The real world problems are complex problems; they require finding of an optimum solution subject to a large number of constraints and decision variables. Handling them so as to achieve OPTIMUM SOLUTIONS is one of the biggest challenges among the players of the real world. Keeping this in mind, the whole Course is targeted to equip the students with necessary quantitative techniques (especially mathematical optimization methods) so that they become capable of solving managerial and financial decision problems in an objective and a scientific manner.

Content**Unit – I**

Linear Programming: Meaning, Assumptions and Problem Formulation/Model Construction, Graphical Solution, Concepts of Feasible Solution, Basic Feasible Solutions, Degenerate Solution, Simplex Method, Special cases in Linear Programming, Duality, Post optimal/Sensitivity Analysis and Economic Interpretation of duality or shadow prices.

Unit – II

Special Cases of Linear Programming & Other Mathematical Programming Models: Transportation Models and Assignment Models – as a special case of Linear Programming; their meaning, assumptions, and formulation of the model, their solution methodology; sensitivity analysis and their applications, Integer Programming, Zero- One Programming, Mixed Integer Programming, Goal Programming, Dynamics Programming – their applications and solution methodology.

Unit – III

Project Management: Challenges in Project Management, appreciating the issues involved in project planning and control. Application of Network techniques – PERT and CPM in Project Management, preparation of network, minimum time schedule and slack/float analysis; time-cost trade-off, project scheduling and Uncertainty, resource allocation Problem in Project.

Unit – IV

Optimization Models for Business Related Problems: Application of optimization techniques to Inventory related problems: Simple EOQ Model, Production run model, back-orders with infinite replacement model, production run model with back orders, EOQ model with price-breaks, determination of various inventory levels – reorder level, safety stock, maximum level etc. under certain, probabilistic and uncertainty situations. Inventory classification – ABC, VED, FNSD and other classification; periodic review model and continuous review methods; contemporary tools of managing inventories of a firm – like JIT, material requirements planning etc.

Sequencing Problems – n Jobs and 2/3 machines

Replacement of Fixed Assets – Individual replacement policy with and without time value and group replacement policy, preventive replacement policy.

Markov processes – Applications and Computation; Waiting line or queuing models – characteristics, theory and applications.

Unit – V

Decision Analysis; Decision making under certainty, risk and uncertainty conditions – pay – off matrix, expected monetary value criteria, expected value of perfect information. Decision tree, game theory – Nash equilibrium; two persons-zero sum game, pure and mixed strategies, game theory and linear programming, simulation – deterministic and probabilistic (Monte Carlo Simulation)

Suggested Readings

1. *Budnik, Frank S., Dennis Mcleavey, Richard Mojena Principles of Operations Research, 2nd ed., Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995*
2. *Gould, F J. etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993*
3. *Mathur, K and Solow, D. Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.*
4. *Narag A S. Linear Programming and Decision Making. New Delhi, Sultan Chand, 1995.*
5. *Sharma, J K. Operations Research: Theory and Applications. New Delhi, Macmillian India Ltd., 1997.*
6. *Taha, H A. Operations Research - An Introduction. New York, Mc-Millan, 1989.*
7. *Theirouf, R J and Klekamp, R C. Decision Making Through Operations Research. New York, John Wiley, 1989.*

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

CP-203: HUMAN RESOURCE MANAGEMENT

Objectives

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

Course Contents

- I. Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; HR Structure and strategy.
- II. Recruitment and selection; Manpower planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources, Induction and Socialization; Career Planning, Succession Planning.
- III. Manpower Training and Development- design and evaluation of T & D Programs; Performance Appraisal and Potential Evaluation; Retirement and other separation processes
- IV. FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: - Principal Compensation Issues & Management – Job Evaluation – Productivity, Employee Morale And Motivation; Stress Management and Quality of Work Life
- V. Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment; workers and managerial decision making; collective bargaining.

Suggested Readings

1. Aswathappa, K. *Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 1 997*
2. De Cenzo, D A & Robbins S P. *Human Resource Management. 5th ed., New York, John Wiley, 1994.*
3. Guy, V & Mattock J. *The New International Manager. London, Kogan Page, 1993.*
4. Holloway, J. ed. *Performance Measurement and Evaluation. New Delhi, Page, 1995.*
5. Monappa, A. & Saiyadain M. *Personnel Management. 2nd ed., New Delhi, Tata Mc-Graw-Hill, 1966.*

6. *Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management*
Richard D. Irwin, Illinois, 1984.

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

CP-204: FINANCIAL MANAGEMENT

Objectives:

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Course Contents

1. Aims and Objectives of Financial Management; Time value of Money: Instruments of Long Term Finance-Equity, ECB, ADR, and GDR. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital. Marginal cost of capital
2. Operating and Financial Leverage. Valuation and Capital Structure Decisions: Capital Structure Theories, Optimum Capital Structure, Economics Value Added.
3. Capital Budgeting, Methods of Capital Budgeting, Analysis of Risk in Capital Budgeting,
4. Internal Financing and Dividend Policy. Financial Modelling, Use of Excel for Financial Decision Making.
5. Working Capital Concept Nature and scope. Determinants of Working Capital instruments of Short-term Financing - Management of Working Capital Cash. Receivable and Inventory Management.

Suggested Readings

1. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990.
2. Bhalla, V K. *Financial Management and Policy*. 2nd ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance*. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. *Financial Management and Policy*. 1st ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. *Principles of Financial Management*. New York, Macmillan Publishing Company, 1991.

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

CP-205: MARKETING MANAGEMENT

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

1. Nature and scope of marketing, Marketing concept and Market philosophy, Corporate orientations towards the market place, The Marketing environment and Environment scanning, Marketing information system and Marketing research
2. Understanding consumer and Industrial markets. Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development,
3. Branding and packaging decisions, Pricing methods and strategies. Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling;
4. Channel management - selection, co-operation and conflict management, vertical marketing *Implementation and* systems, Organising and implementing marketing in the Organisation.
5. Evaluation and control of marketing efforts; New issues in marketing, Services marketing and 7P's of services marketing, Rural marketing, Global marketing, Green marketing.

Suggested Readings

1. *Enis, B M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991.*
2. *Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.*
3. *Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.*
4. *Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan, 1990.*
5. *Stanton, William, J. Fundamentals of Marketing. New York, McGraw Hill, 1994.*
6. *Neelamegham, S. Marketing In India: Cases and Readings. New Delhi, Vikas, 1988.*

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

CP-206: PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

1. Nature and Scope of Production and Operations Management Decisions, Types of Manufacturing Systems, Productivity, Challenges in Operations Management, Operations Strategy.
2. Production Planning and Control: An Overview Facilities Location, Location Planning, Facilities Layout.(a) Capacity Planning, Aggregate Planning (b) Master Production Scheduling (c) MRP, MRP II (d) Enterprise Resource Planning(ERP), (e) Business Process Reengineering (BPR).
3. (a) Work Study, Methods Study, Work Measurement, Performance Rating and computation of Standard Time, Maintenance Management, Industrial Safety, Supply Chain Management, Enablers of supply chain performance, Supply Chain Strategy and performance measures.
4. Material Management: An Overview; Material Handling Equipment, Assembly Line Balancing, Line Balancing Problems, Line Balancing Approaches, Operation Decision, MRP, Purchasing and Store Management, Inventory Control and Budgeting.
5. Concept of Quality and Quality Assurance, Statistical Process Control (Acceptance Samplings), ISO-9000, ISO-14000, OHSAS-18000, SA-8000, Total Quality Management (TQM), Six Sigma, DMAIC, Lean Management.

Suggested Readings

1. Adam, E E & Ebert, RJ. *Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
2. Amrine Harold T. etc. *Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.*
3. B. Mahadevan, *Operations Management Theory and Practice, PEARSON, 2010*
4. Buffa, E S. *Modem Production Management. New York, John Wiley, 1987.*
5. Chary, S N. *Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.*
6. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management. New York, McGraw Hill, 1984.*

7. *Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill, 1992.*
8. *James R. Evans, David A. Collier Operations Management Concept, Techniques and Applications, CENGAGE Learning, New Delhi, 2010.*
9. *Kanishka Bedi, Production and Operations Management, Oxford University Press, New Delhi, 2010.*
10. *Moore, FG and Hendrick, T E. Productionl Operations Management. Homewood, Illinois, Richard D. Irwin, 1992.*
11. *Janat Shah, Supply Chain Management Text and Cases PEARSON, 2009*
12. *William J Stenvenson, Operations Management, Tata McGraw Hill, New Delhi 9e, 2009.*
13. *Introduction to Work Study 3rd Edition (English, Paperback, and ILO), Publisher: Oxford & Ibh, ISBN: 9788120406025, 8120406028.*

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

CP-207 E-COMMERCE

Course contents:

UNIT I:

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

UNIT II

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value

Web page design using HTML: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form.

UNIT III

Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams

Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL

UNIT IV

Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH.

UNIT V

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

E-core values: ethical issues, legal issues, taxation issues and international issues.

CP-208: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

Course Contents

1. International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Theories and Institutions.
2. Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms
3. World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Global Strategic Management : International Marketing, Operation Management in International Firms.
4. An Overview of Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Balance of Payments Accounts and Macro economic Management
5. World Economic Growth and the Environment; *Country Evaluation and Selection; Intemational Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach (Elementary Idea Only).*

Suggested Readings

1. Alworth, Julian S. *The Finance, Investment and Taxation Decisions of Multinationals.* London, Basil Blackwell, 1988.
2. Bhalla, V K and S. Shivaramu. *International Business Environment and Business.* New Delhi, Anmol, 1995.
3. Bhalla, V K. *International Economy: Liberalisation Process.* New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H *International Business. 5th ed.,* New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. *Multinational Business Finance.* New York, Addison Wesley, 1986.
6. Johnston, R B. *The Economics of the Euromarket: History, Theory and Practice.* New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. *International Banking in Theory and Practice.* New York, Addison-Wesley, 1985.

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

CP-301 TO CP-304

CP-301: BUSINESS POLICY & STRATEGIC MANAGEMENT

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents:

Unit-I

Business and types of business, Defining strategy , Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management– Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. . Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.

Unit-II

Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.

Unit-III

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.

Unit-IV

Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and

Strategic Control - Symptoms of malfunctioning of strategy -- Balanced Scorecard.

UNIT- V

New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future.HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

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

CP-302: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the course is to develop the basic understanding of the decision support system of the Artificial Intelligence for Business Organization.

Course Contents

- I. Management Information System: Definitions - Basic Concepts, Frameworks, System Development initiative, Different Methodologies - Life Cycle and Prototype approach.
- II. Features of various CBIS, Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.
- III. Data Base Management system : Sources of data - data file environment, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique
- IV. Decision Support System - An Overview : Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS : Steps in designing DSS
- V. Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process re-engineering

Suggested Readings

1. *Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.*
2. *Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.*
3. *Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984*
4. *DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.*
5. *Andrew P. Decision Support System Engineering,Sage, John Wiley & Sons, New York, 1991.*
6. *Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, New York - 5th Edition - 1993.*
7. *Turban, Efrain Decision Support & Expert Systems - Management Perspective - Macmillan Publishing Company, New York, 1988*

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

CP-303: BUSINESS LEGISLATION

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

- I. The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
- II. The Sale of Goods Act, 1930 : Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act.
- III. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration
- IV. The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
- V. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up. Cyber Laws.

Suggested Readings

1. *Avtar Singh. Company Law. 11 th ed. Lucknow, Eastern, 1996.*
2. *Khergamwala, J S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.*
3. *Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.*
4. *Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.*
5. *Tuteja, S K. Business Law For Managers. New Delhi, Sultan Chand, 1998.*

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

CP-304: SUMMER TRAINING PROJECT

At the end of second semester, all students will have to undergo summer and training of 8-10 weeks with industrial, business or service organization by taking up a project study.

CP-402: PROJECT STUDY

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers

CP 401- BUSINESS ANALYTICS
Objective-

This course aims to develop overall analytical skills of the students and to help them to apply analytical techniques to business decision making.

Contects:

Unit I- Introduction to Business Analytics: Application, Objectives, Business Analytics and Competitive Advantage, Different types of Data, Big data, data Mining Process, Data Mining and tools (Hadoop), Introduction to programming Language (R,Python)

Unit II- Descriptive Analytics: Introduction, Visuallising and exploring data, Descriptive statistics, Sampling and Estimation, Introduction to Probability Distribution, Tools Application, Correlation and other statistical Tools.

Unit III- Predictive Analytics: Principles of Forecasting, Predictive Modelling: Logic driven and Data driven Models, Time series, Types of Forecasting, Forecasting Methods and their Characteristics, Trend, Seasonality, Cyclist, Hold winner Forecasting method.

Unit IV- Prescriptive Analytics: Business rule algorithms, nonlinear optimization, Machine learning and Artificial Intelligence, Computational Modelling.

Unit V- Ethics and Analytics: Data collection and Protection laws, Ethical Use of Analytics, Analytics and Privacy Principles.

Reading list

James, E.R (2017) Business Analytics (2 edition). Pearson Education Limited, UK

Unit-I, II ,III ,IV

Albright, S.C. & Wayne L. Winston, W.L. (2015) Business Analytics: Data Analysis and Decision Making (5 edition) , Cengage Learning Limited

Unit-I, II ,III ,IV

Collmann, J.& Matei, S.A (2016) Ethical Reasoning in Big Data: An Exploratory Analysis (Computational Social Sciences) 1st ed. International Publishing Switzerland

Unit V-

Mitchell, T.M. (2017) Machine Learning. First edition. McGraw Hill Education

FM-3102: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**Objectives**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents

Unit I- Introduction: Investment environment, various asset classes and financial instruments, investment process, return-risk analysis, impact of taxes & inflation, types and sources of risk, risk aversion, diversification and hedging, contemporary issues in investment management- Socially responsible, investing (SRI), ethical investing etc.

Unit – II

Operations of Indian stock market primary & secondary market listing of securities, NSE Emerge & BSE MSME, mechanics of investing; markets and brokers; market indices and return.

Unit III- Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity, bond portfolio management- passive bond management and active bond management including bond, immunization strategies.

Unit IV- Equity Analysis: Measurement of return and risk of equity shares approaches to equity analysis, fundamental analysis- Economy, Industry, Company Analysis; Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach).Forecasting P/E ratio. Technical Analysis – Market indicators and specific stock indicators including Bollinger bands. Efficient market hypothesis, tests of market efficiency and empirical evidence, assumption of Investor's rationality and its critique, behavioural, Finance- behavioural biases (Framing, Mental accounting, Regret avoidance and Prospect theory).

Unit V- Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk free asset; Risk tolerance and asset allocation; optimal risky portfolio- Markowitz portfolio selection model, Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing, Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc.). Extensions of CAPM (Zero beta CAPM and Merton's Inter temporal CAPM).Arbitrage Pricing theory and Multifactor Asset Pricing Models, active and passive portfolio management investment strategies- value investing, momentum and contrarian strategies etc., Portfolio performance evaluation(Sharpe index, Treynor Index, Jensen's alpha, information ratio, Fama's decomposition measure), portfolio revision.

Suggested Readings

1. *Amling, Frederic. Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.*
2. *Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001.*
3. *Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
4. *Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.*
5. *Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.*
6. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London,1987.*
7. *Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.*

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

FM-3103: PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

- I. Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection
- II. The Investment in Liquid Assets, Portfolios of Two Risky Securities; A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier
- III. The relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction.
- IV. Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios - Constructing the Optimum Portfolio, Portfolio Investment Process.
- V. Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings

1. *Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.*
2. *Bhalla, V K. Investment Management:: Security Analysis and Portfolio Management., 8th ed., Delhi, S. Chand, 2001.*
3. ----- *Portfolio Analysis and Management, Delhi, S.Chand, 2002*
4. *Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley, 1984.*
5. *Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman, 1990.*
6. *Markowitz, Harry M. Mean. Variance Analysis in Porifolio Choice and Capital Markets. London, Basic Blackwell, 1987.*

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

FM-3105: MANAGEMENT OF FINANCIAL SERVICES

Objectives

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Unit – I

Financial Services: An Overview, Indian and Global Perspective – Managing new challenges, regulatory perspectives’, Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services.

Unit – II

Credit Rating Agencies – Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks International credit rating agencies, Stock Exchange Operations.

Unit – III

Merchant Banking Services, Loan Syndication, Personal Finance, Housing & Mortgage Finance, Bill discounting, the tax environment & financial services, pricing financial services

Unit – IV

Financial Services – Mutual Funds and Pension Funds (NPS), Insurance Services, Banc assurance, Reinsurances, Venture Capital – Private Equity – Strategic secrets of private equity, Investment strategies, Hedge Funds, E banking, Securitization, Asset Reconstruction Companies (ARC), Credit Cards, Micro/ Macro Finance.

Unit – V

Leasing and Hire purchase, Factoring and Forfeiting, IFRS – Issues and Challenges, Financial Inclusion, Behavioural Finance.

Suggested Readings

1. *Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001.*
2. *Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997.*
3. *Ennew,C, Trevor Watkins & Mike Wright:Marketing of Financial Services,Heinemann Professional Pub.,1990*
4. *Gordan,E and K.Natrajan Emerging Scenario of Financial Services,Himalaya Publishing House,1997*
5. *Meidan, Arlhur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1983*
6. *Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed., Miami Florida, Kolb, 1993.*

FM-3109: FINANCIAL DERIVATIVES

Objectives

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents

- I. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging.
- II. Forward and Futures Prices; Interest Rate Futures; Swaps;
- III. Options Markets; Properties of Stock Option Prices. Trading Strategies Involving Options
- IV. Black-Scholes Option Model; Binomial Model; Options on Stock Indices; Currencies and Futures Contracts;
- V. General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

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, 1987.*
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.*

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

FM-3110: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Objectives

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

Course Contents

Unit I : History of project management, Project Preparation: Meaning and importance of Project;; Project management approaches: Traditional and Modern Approach ; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.

Unit II: identification of investment opportunities; Pre -feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.

Unit III; Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modelling for multiple projects.

Unit IV: Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.

Unit V :Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in nonprofit sector; Project management principles by project management institute USA; Project management software.

Suggested Readings

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. *Modem Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy- 2nd ed*. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and Implementation*. 3rd ed., New Delhi, Tata McGraw Hill, 1987.

5. *Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.*

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

FM-3114: FOREIGN EXCHANGE MANAGEMENT

Objectives

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents

- I. Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates.
- II. Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; an Introduction to Financial Swaps : Major types, Motivation Underlying Swaps, Application of Swaps, Valuation of Swaps
- III. Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk.Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management.
- IV. Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis, Tax Treatment of Foreign Exchange Gains and Losses
- V. Managing foreign operations-Eurocurrency markets- Eurocurrency interest rates, domestic issues v/s euro issues, International bonds market, External commercial borrowings, advantages of euro issues; FEMA.

Suggested Readings

1. *Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan,1978.*
2. *Bhalla,V.K. International Financial Management, 2nd ed., Delhi,Anmol,2001.*
3. *Luca Cornelius Trading in the Global Currency Markets,NJ, Prentice Hall, 1 995*
4. *Shapiro, A.C. International Financial Management,Boston, Allyn and Bacon,1979*
5. *Sutton, W.H. Trading in Currency Options, NY, New York Institute of Finance,1987*

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

MM-3201: CONSUMER BEHAVIOUR**OBJECTIVES:**

To understand the conceptual foundations of consumer buying behavior. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

UNIT – I

Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decisionmaking processes and purchase behaviour and marketing implications – Consumer Behaviour Models.

UNIT – II

Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

UNIT – III

The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

UNIT – IV

Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities.

UNIT – V

The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.

REFERENCES:

1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill.
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
3. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, (Kent Publishing Co.).
4. Bennet and Kassarjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)

MM-3202: ADVERTISING AND SALES PROMOTION MANAGEMENT

OBJECTIVES: To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

UNIT-I:

Advertising - An Introduction - Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief.

UNIT-II:

Copy Decisions – Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.

UNIT-III:

Media Decisions - Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, pageviews, hits, and click-stream analysis, permission marketing and privacy, ethical concerns, Social Media Advertising.

UNIT-IV:

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT-V:

Sales Promotion – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve ‘brand-standing’ – Leveraging Brand Values for business and non-business contexts.

REFERENCES

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, PrenticeHall
2. June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.
3. J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage Publications.
4. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.

8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel& Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
10. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.

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

MM-3203: STRATEGIC MARKETING**Objectives**

The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Course Contents

- I. Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies - Expanding the Total Market, Protecting Market Share, Expanding Market Share.
- II. Market Challenger Strategies - Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies;
- III. Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries.
- IV. Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.
- V. Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings

1. *Cravens, D W. Strategic Marketing. Homewood Illinois, Richard D. Irwin, 1987.*
2. *Kaynak, E and Savitt, R. Comparative Marketing Systems. New York, Praegar, 1984.*
3. *Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control New Delhi, Prentice Hall of India, 1997.*
4. *Porter, M E. Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press, 1985.*
5. *Porter, M E. Competitive Strategy: Techniques for Analysing Industries Competitors. New York, Free Press, 1980.*

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

MM-3205: SALES AND DISTRIBUTION MANAGEMENT

Objectives

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

Course Contents

- I. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel;
- II. Developing and Conducting Sales Training Programmes. Designing and Administering Compensation Plans; Supervision of Salesmen;
- III. Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- IV. An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels;
- V. Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

Suggested Readings

1. *Anderson, R. Professional Sales Management., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.*
2. *Anderson, R. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.*
3. *Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983.*
4. *Dalrymple, D J. Sales Management: Concepts and Cases. New York, John Wiley, 1989.*
5. *Johnson, E M etc. Sales Management: Concepts, Practices and Cases. New York, McGraw Hill, 1986.*
6. *Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995.*
7. *Stiil, R R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.*

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

MM-3208: MARKETING OF SERVICES

Objective: To differentiate between product and service businesses and equip for a career in marketing in the service industry.

UNIT-I:

Marketing Of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services- Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-II:

Marketing Mix In Services Marketing - THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III:

Strategic Marketing Management For Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV:

Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT-V:

Marketing Of Services With Special Reference To (a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services (f) Communication Services (g) Educational Services.

REFERENCES 1. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.

2. Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.

3. Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.

4. Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.

5. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.

6. Raghu & Vasanthi Venugopal: SERVICES MARKETING

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

MM-3211: BRAND MANAGEMENT

Objectives

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

Course Contents

- I. Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning;
- II. Brand Equity; Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty.
- III. Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio.
- IV. Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalisation.
- V. Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Suggested Readings

1. *Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.*
2. *Cowley, Don. Understanding Brands. London, Kogan Page, 1991.*
3. *Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY, 1 999*
4. *Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.*
5. *Murphy, John A. Brand Strategy. Cambridge, The Director Books, 1990.*
6. *Steward, P. Building Brands Directly. London, MacMillan, 1996.*
7. *Upshaw, Lyhh B. Building Board Identity: A Straterly for success in a hostile market place. New York, John. Wiley, 1995.*

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

MM - 3213 PLANNING AND MANAGING RETAIL BUSINESS**Objectives :**

The Course will focus manufacturers' perspective on retailers and understanding of the retail business.

Course Contents**UNIT I**

An introduction to the Retailing System. Retailing mix - Social forces - Economic forces - Technological force - Competitive forces: Retailing definition, Structure, Different formats - Marketing Concept in Retailing - Consumer purchase behaviours - Cultural and Social group influence on Consumer purchase Behaviour.

UNIT II

Retail store location - Traffic Flow and analysis - Population and its Mobility - Exteriors and layout - Customer Traffic Flows and Pattern - Creative display; Merchandise Planning - Stock turns.

UNIT III

Credit Management, Retail Pricing, Return on per Squ. Feet Space - Retail Promotions - Staying Ahead of Competition: Supply chain Management - Warehousing - Roll of IT in supply Chain Management, Franchising. Direct Marketing/Direct Selling

UNIT IV

Exclusive shops - Destination Stores - Chain Stores - Discount Stores and other current and emerging formats - Issues and options; Retail Equity, Technology in Retailing - Retailing through the internet.

UNIT V

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

References:

1. Diamond, Jay and Gerald Pintel Retailing, Prentice - Hall, N.J. 1996.
2. Drake, Mary Francis J.H. Spooone and H Greenwald Retail Fashion. Promotion, and Advertising, Macmillan, N.Y. 1992.
3. Levy, Michael & Barton A. Weitz Retailing Management 2nd ed. Irwin, London, 1995.
4. Morgenstein, Melvin and HarriatStrongin Modern Retailing, Prentice Hall, N.J. 1992.

List of cases and specific reference including research papers and books will be announced in the class

MM 3215: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective:

To introduce process and functions of physical distribution system. To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network. To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management.

UNIT - I

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – II

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT – III

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

UNIT - IV

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

UNIT-V

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

REFERENCES

N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University Press, 2010

D.K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, Macmillan India Pvt. Ltd. New Delhi, 2008

Sunil chopra, Meindl&Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009

Bowersox&Closs, LOGISTICAL MANAGEMENT, Tata McGraw Hill. New Delhi, 2008

Satish K. Kapoor&PurvaKansal, BASICS OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, Prentice-Hall India, 2003.

Richard R. Still, Edward W. Cundiff& Norman A.P. Govani, SALES MANAGEMENT, Prentice- Hall India

MM3216 -

DigitalMarketing

Objectives

The objective of this paper is to create awareness about Digital Marketing and educate the

learner about use of electronics in marketing management.

Course Contents

Unit 1 Introduction to Digital Marketing and SEO

The Significance of Digital Marketing, Digital Media, Digital v/s Traditional Marketing, Digital Marketing Trends and Platforms, Digital Marketing and Search Engine, Search Engine Optimization (SEO) concepts, Search Engine Architecture, Internal Measures for SEO, Do and Don't for Web Content, Link Building, Introduction to Digital Marketing Tools.

Unit 2 Networks of Digital Marketing

Introduction to Ad-Word, Display Networks, Advertising on Display Networks, Image Advertising, Mobile Advertising, Video Advertising, YouTube Advertising, Keyword Research Methodology, Analysis and Tools for Digital Marketing Networks, Link Building Methodology and Strategies

Unit 3 Search Engine Marketing

Benefits of SEM, Google Ad-Words V/S Microsoft Ad-Center, Types of Campaign, Ad-Group and keywords setup, Direct Campaign V/S Branding Campaign, Campaign Setup, Understanding Ad- Words Bidding, Ad-Formats and Guidelines, Campaigns, Ad-groups and keywords Dashboard

Unit 4 Email and Mobile Marketing

Importance of Email Marketing, Popular Email Marketing Software, Email Marketing Campaign, Newsletters in Email Marketing, Effective strategies for Email Marketing, Email marketing tools, Triggered Email Campaign. **Mobile Marketing:** Mobile Ad-Campaign, Mobile Ad-Formats, Mobile Website Configuration. Video Marketing using YouTube: Optimization of Videos, Tips and Tricks for promotion, YT Analytics, Monetizing YT Channel

Unit 5 Social Media Marketing

Introduction to Social Media Marketing, Benefits of SMM, Social Media Strategy, Social Media Metrics in SEO, Face-book Marketing: setup, options, elements and applications; Twitter Marketing: #hash tags and its uses, analytics and promotions; Google+ Marketing: Benefits in SEO, Groups; LinkedIn Marketing: Strategy, Connection and Recommendations

Suggested Readings

1. Damian Ryan and Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 2nd Edition, ISBN: 9780749453893.
2. Vinayak Patukale, Digital Marketing, Kindle Edition

OBH-3301: MANAGEMENT OF INDUSTRIAL RELATIONS**Objectives**

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents**UNIT-I**

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

UNIT-III

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

UNIT-V

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

Suggested Readings

1. Kochan, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K *Trade Unionism. Myth and Reality*. New Delhi, Oxford University Press, 1982.
3. Niland J R. etc. *The Future of Industrial Relations*. New Delhi, Sage, 1994.4.
4. Papola, T S & Rodgers, G. *Labour Institutions and Economic Development in India*. Geneva, ILO, 1992.

5. *Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.*
6. *Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.*

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

OBH- 3305: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

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.

Course Contents

- I. Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws –
- II. Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.
- III. Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief.
- IV. Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus; Laws Relating to Working Conditions - The Laws Relating to Factories.
- V. Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested, Readings

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

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

OBH-3306: MANAGEMENT TRAINING AND DEVELOPMENT**Objectives**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Course Contents

- I. Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers;
- II. Organization and Management of Training Function; Training Needs Assessment and Action Research
- III. Instructional Objectives and Lesson Planning; Learning Process.
- IV. Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.
- V. Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings

1. *Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.*
2. *Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.*
3. *Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.*
4. *Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.*
5. *Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.*
6. *Reid, M A. etc. Training Interventions: Managing Employee Development. 3rd ed. London, IPM, 1992.*
7. *Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.*

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

OBH-3308: ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES**Objectives**

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents

- I. Organization Change - an Overview, models of change and effectiveness of change strategies ; Approaches to Problem Diagnosis.
- II. Some Major Techniques of Planned Change; managing resistance to change; introduction of OD and steps in OD.
- III. General OD Competencies, OD Skills,
- IV. OD Interventions: Overview, Designing & evaluation of Interventions - Interpersonal, Team, Intergroup and System; factors affecting OD Interventions.
- V. Power, Politics, ethics, Future of OD and new perspectives.

Suggested Readings

1. *Abad, Ahmad. etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.*
2. *De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.*
3. *French, W H. and Bell, CH. Organisation Development. New Delhi, Prentice Hall of India, 1991.*
4. *French, W L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990.*
5. *Harvey, D F. and Brown, D R. An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.*
6. *Huse, F E. and Cummings, T G. Organization, Development and Change. 3rd ed. New York, West, 1985.*
7. *Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.*

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

OBH-3310: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents

- I. Field of HRD - Evolution; Concepts, Theoretical framework of HRD, Goals, Challenges; HRD Climate; Elements of HRD Climate and HRD Practices and trends in Indian Organization.
- II. Staffing HRD Function; HRD Models; Developing HR Strategies; Framework of strategic HRD System: Strategic HRD practices and Strategic HRD facilitators; System Approach to HRD.
- III. Design & Administration of Selected HRD Systems; HRD System Design Principles; Evaluating HRD Programs.
- IV. Potential Appraisal, Assessment Centres, Performance Management Systems, 360 Degree Feedback. Multi rater System,
- V. HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations, Impact of globalization on HRD.

Suggested Readings

1. Dayal, Ishwar. *Successful Applications of HRD*. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. *Designing HRD Systems*. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. *HRD - Global Challenges & Strategies in 2000 A. D*. New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. *Management of Change Through HRD*. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. *Managing Transitions: The HRD Response*. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T V. etc. *Alternative Approaches & Strategies of Human Resource Development*. Jaipur, Rawat, 1988.
7. Silvera, D N. *HRD: The Indian Experience*. Delhi, New India, 1991.

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

OBH-3311: HUMAN RESOURCE PLANNING AND DEVELOPMENT**Objectives**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contents

- I. Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.
- II. Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies.
- III. Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- IV. HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies;
- V. HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting; Human Resource Planning in changing context: Strategic planning & HRP.

Suggested Readings

1. Arthur, M. *Career Theory Handbook*. Englewood cliff, Prentice Hall Inc., 1991
2. Belkaoui, A R and Belkaoui, J M. *Human Resource Valuation: A Guide to Strategies and Techniques*. Greenwood, Quorum Books, 1995.
3. Dale, B. *Total Quality and Human Resources: An Executive Guide*. Oxford, Blackwell, 1992.
4. Greenhaus, J H. *Career Management*, New York, Dryden, 1987.
5. Kavanagh, M J. etc. *Human Resource Information System: Development and Applications*. Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G. *Strategic Human Resource Management*. Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. *Developing Human Resources*. Oxford, Butterworth-Heinemann, 1994.

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