

Gauhati University Syllabus

MASTERS OF BUSINESS ADMINISTRATION (INDUSTRY INTEGRATED)

1ST Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

MANAGERIAL ECONOMICS
Paper Code: N1A

OBJECTIVE: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

UNIT-I

Nature of managerial economics; its significance in managerial decision making, role and responsibility of managerial economist in a business enterprise; objectives of a firm; basic concepts – short and long run, firm and industry, classification of goods and markets, opportunity cost, risk and uncertainty and profit; nature of marginal analysis

UNIT-II

Nature and types of demand; Law of demand; demand elasticity; elasticity of substitution; consumer's equilibrium – utility and indifference curve approaches; techniques of demand estimation.

UNIT-III

Short-run and long-run production functions; optimal input combination; short-run and long-run cost curves and their interrelationship; engineering cost curves; economies of scale; equilibrium of firm and industry under perfect competition, monopoly, monopolistic competition and oligopoly; price discrimination.

UNIT-IV

Baumol's theory of sales revenue maximization basic techniques of average cost pricing; beak load pricing; limit pricing; multi-product pricing; pricing strategies and tactics; transfer pricing.

SUGGESTED READINGS;

1. D. Salvatore, Managerial Economics In A Global Economy. McGraw Hill, N.Y.
2. Dwivedi, D.N, Managerial Economics, Vikas Publishing House, New Delhi.
3. E.F. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, Illinois.
4. J. Hirshleifer, Price Theory And Applications, Prentice Hall Of India, New Delhi.
5. J.Dean, Managerial Economics, Prentice Hall Of India, New Delhi
6. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N.Delhi.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

BUSINESS RESEARCH METHODS - I
Paper Code: N1B

OBJECTIVE: This course is meant for exposing the students to the basic mathematical and statistical tools so as to enable them to take quantifiable decisions in the discipline of management.

UNIT-I

INTRODUCTION; Meaning and Nature of Research; Significance of Research In Business Decision -making, Identification and formulation of Research Problem, Setting objectives and Formulation of Hypotheses. Research Designs - Exploratory, Descriptive, Diagnostic and Experimental DATA COLLECTION; Universe, Survey Population, Sampling and Sampling Designs. DATA COLLECTION TOOLS - Schedule, Questionnaire, Interview and observation.

UNIT-II

SCALING TECHNIQUES; Need for scaling, problems of scaling, Reliability and validity of scales, scale construction Techniques – Arbitrary approach, Consensus scale approach (Thurston), Item analysis approach (Likert) and cumulative scales (Gut man's Scalogram)

UNIT-III

Introduction: An overview of Quantitative Decision Making; Construction of frequency distribution and their analysis in the form of Measures of Central Tendency and Variations. Forecasting Methods: Business Forecasting; Correlation and Regression Analysis; Time Series Analysis; Measures of Trend and Seasonal Indices.

UNIT-IV

Probability and Probability Distributions: Basic concepts of Probability; Addition, Multiplication and Bayes' Theorems; Probability Distribution (Binomial, Poisson and Normal).

SUGGESTED READINGS;

1. C.A.Moser & G.Kalton, Survey Methods in Social Investigation, Heinemann Educational Books Ltd.,
2. C.R.Kothari, Research Methodology-Methods and Techniques, Wiley International Ltd.
3. Cooper, Business Research Methods, TMH, N.Delhi.
4. McBurny, Research Methods, Thomson Learning, Bombay.
5. P.L.Bhandar Kar & T.S.Wilkinson, Methodology and Techniques of Social Research, Himalaya Published House, Delhi
6. S.R. Bajpai, Methods of Social Survey and Research, Kitab Ghar, Kanpur.
7. Sharma, Shenoy and Srivastava, Quantitative Analysis for Managerial Decision Making, TMH.
8. William J.Goode & Paul K.Hatt, Methods in Social Research McGraw Hill, N. Delhi
9. S P Gupta, Statistical methods, Sultan Chand & Co., New Delhi
10. M H Gupta, An Introduction to Research Procedue in Social Sciences, Asian Publishing House , Bombay
11. S C Gupta & M P Gupta, Statistics

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

ORGANIZATIONAL BEHAVIOR AND MANAGEMENT
Paper code: N1C

OBJECTIVES: This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioral dynamics governing an organization.

UNIT I

Introduction to Organizational Behavior, Foundation and background of Organization Behavior; Contemporary challenges: Work force Diversity, Cross Cultural Dynamics, Foundations of Individual Behavior, Individual Difference, Values and Attitudes, Perception, Personality, Learning, Motivation: Concepts & Applications
Organization: Components of Organization, Nature and variety of organizations: In terms of objectives, and Structure

UNIT II

Understanding and Managing Group Processes: Interpersonal Trust, Interpersonal Communication, Feedback Counseling, Transactional Analysis, Self-Fulfilling prophecy, Group Cohesiveness, Group Decision making, Emotional Intelligence: Concept and Applications, Leadership and Influence Process, Empowerment, Conflict and Negotiation
Organizational Structure: Elements of Structure, Functions of structure, Determinants of structures, Organizational Culture, Organizational Politics, Issues of Power and Authority

UNIT III

Concept and Nature of Management, Features of Management, Management as Science, Art & Profession, Evolution of Management thought approaches to Management: Classical, Behavioral, Quantitative and Contingency; Planning and Decision Making; Process and types of Planning, Management by OBJECTIVES

UNIT IV

Organizing: Nature & Principles, Departmentation, Span of Management, Authority and Responsibility, Delegation and Decentralization, Forms of Organizational Structure, Line, Staff and Authority relationships
Directing: Nature & Scope, Motivation and Morale, Communication, Leadership, Coordination, controlling, Nature and Process of controlling; Techniques of control

SUGGESTED READINGS:

1. Daft, Management, Thomson Learning, Bombay.
2. Davis, Keith and Newstrom, J.W., Human Behaviour at Work, McGraw Hill.1985
3. Drucker, Peter F. , Management-Tasks, Responsibilities, Practices, Allied Publishers (P) Ltd. New Delhi
4. Griffin, R.W. and Moorhead, G., Organizational Behaviour, Houghton Mifflin Co.1999.
5. Hellreigel, Management, Thomson Learning, Bombay.
6. Hersey, Blanchard & Johnson, Management of Organisation Behaviour, N.Delhi.
7. Koontz & 'O' Donnel, Principles of Management.
8. Koontz, H and Wechrich, H; Management, Tata McGraw Hill Inc, N.Y.
9. Lesibaa, Basic Business Communication, Tata McGraw Hill Inc, N.Delhi.
10. Luthans, Fred, Organizational Behaviour, McGraw Hill.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

MANAGERIAL ACCOUNTING AND CONTROL
Paper code: N1D

OBJECTIVE: This course is meant for developing a thorough understanding among the students of the accounting concepts and training them in preparation of financial statements and learning the basics of cost accounting.

UNIT I

Financial Accounting: Concept, Importance and Scope, Basic Accounting concepts and Conventions underlying Preparation of Financial Statements: Balance sheet highlighting accounting equation, Profit & Loss Statement; Accounting Process: Basic Accounts, Trial Balance and Financial Statements Issues such as Provisions for Bad Debts, Tax, Dividends, Losses such as Bad Debts, Missing Information, Classification Effect, Cost of Assets, Rentals; Depreciation Accounting: Straight Line and Diminishing balance methodology ; Preparation of Final Accounts with adjustments

UNIT II

Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Intangible Asset accounting; Understanding Published Annual Accounts of Company including Funds Flow Statement: Understanding and Analysis of various indicators, Strengths and weaknesses, Relative Analysis of competitors in same segment; Future Directions to the company

UNIT III

Management Accounting: Concept, need and Importance and scope, Basic Cost Concepts: Cost Classification, Allocation, Apportionment and Absorption; Cost Centers, Techniques and Classifications of costs; Income Measurement: Revenue: Recognition and Matching Costs and Revenues, Inventory Valuation; Intangible Assets accounting, Cost Analysis for Managerial Decisions: Direct Costing, Break even analysis, relevant costs, pricing, pricing-joint costs, make or buy, relevant fixed costs and sunk costs; Systems of cost determination: Process costing, job costing, direct vs. full costing

UNIT IV

Cost Analysis for Control: Standard costing, Variances: Material, Labor, overhead, Sales & Profit; Standard Cost Accounting: Budgeting & Control: Elements of budgeting, Meaning, Need and OBJECTIVES of budgeting, Essentials of budgeting; Different types of budgets, control of manufacturing and manufacturing expenses, Performance Appraisal, Evaluation of cost control systems

SUGGESTED READINGS:

1. Anthony & Ruce, Management Accounting Principles
2. Anthony R.N. and Reece J.S., Management Accounting Principles, Homewood, Illinois, Richard D.Irwin.
3. Anthony Robert and Hawkins David, Accounting: Text & Cases, McGraw Hill, 1999
4. Grewal T. S. Double Entry System
5. Gupta, R.L. Advanced Accountancy
6. Gupta, R.L., and Radha Swamy, M, Advanced Accounting, Sultan chand & Sons, N.Delhi.
7. Hansen & Mowen, Management Accounting, Thomson Learning, Bombay.
8. Horngren & Sundem, Introduction to Management Accounting, Prentice Hall of India, N.Delhi.
9. Jain & Narang, Advanced Cost Accounting
10. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.

External Marks: 50
Practical Marks: 50
Time : 3 hrs.

COMPUTER APPLICATIONS IN MANAGEMENT
Paper code: N1E

OBJECTIVE: This course is meant for making the students understand the use of internet technology tools and its applications to the field of management.

UNIT I

Introduction to computer Technology: Overview of Computer Technology and its relevance in Management; Introduction to Computer Systems Hardware and Software, End user Computing and Spreadsheets, Programming: Structured development of Programs, Programming concepts

UNIT II

Network Fundamentals: Analog and Digital Signals, bandwidth, Network Topology, Packet Transmission, Long Distance Communication, Network Applications

UNIT III

Introduction to database: Concepts, Objective, Advantages and Limitations, Entities, Attributes, Schema and Subschema

UNIT IV

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW pages & Browsing, Security, Internet Applications, E Commerce Fundamentals; Framework and Applications

Lab: Operating System Commands, Internet Surfing, MS Office, MS word, MS Excel, MS PowerPoint

RECOMMENDED READINGS

1. A.S.Tannenbaum , Computer Networks, PHI, N.Delhi.
2. B.Ram, Computer Fundamentals, New Age Int.
3. Douglas E Comer, Computer Networks & Internet, Pearson Education
4. Forouzan , Data Communications & Networking , TMH, N.Delhi.
5. Leon & Leon, Introduction to Computers, Vikas Publishing House, New Delhi.
6. Leon and Leon, Computers for Everyone, Vikas Publishing House, New Delhi.
7. Miller, Understanding Data Communication & Networks, Vikas Publishing House, New Delhi.
8. Rajaraman, Fundamentals of Computers, Prentice Hall of India, N.Delhi.
9. Shay, Understanding Communication and Networks, Vikas Publishing House, New Delhi.
10. Shelly, Business Data Communication, Thomson Learning, Bombay.
11. White, Data Communications & Computer Network, Thomson Learning, Bombay.
12. Computer Networks & Internet Corner, PHI
13. Data Communications & Networking, 2e Frouzan, TMH

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

HUMAN RESOURCE MANAGEMENT
Paper Code: N1F

OBJECTIVE: It would aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

UNIT-I

Concepts and Perspectives of HRM; HRM in changing environment; HRM functions; Role of HR practitioner; Managing the HR function; contribution of HR function to Organizational success; Evaluating HR functions.

UNIT-II

HR policies; Job, role and competence analysis; Human resource planning; Recruitment and selection; Induction; Redundancy, outplacement and dismissal; Man power training and development; Career and succession planning; Managing organizational renewal.

UNIT-III

Compensation – Aims and components, Factors determining pay rates; establishing pay rates; job evaluation and performance appraisal; pay for performance; employee benefits and services; 360 degree feedback; Potential Appraisal

UNIT-IV

Industrial Relation; Industrial disputes and dispute resolution; Trade Unions; Employee grievances and discipline; Participation and employee empowerment

SUGGESTED READINGS:

1. Armstrong, Michael, A Handbook of Human Resource Management, Practice, Korgan Page.1999
2. Aswathappa, K., Human Resource and Personal Management, Tata McGraw Hill, New Delhi.
3. Casio, W.F., Managing Human Resources, Tata McGraw Hill.
4. Dessler, Gary, Human Resource Management, Pearson Education Asia, New Delhi
5. Ivancevich, John, M., Fisher, Schoenfeldt & Shaw, Human Resource Management, Houghton Mifflin.
6. Monappa, Arun, Managing Human Resources, Macmillan India Ltd. New Delhi.
7. Rao, V.S.P. Managing People, Excel Books, New Delhi.
8. Worther, William and Davis, Keith, Human Resource and Personal Management, McGraw Hill, NY.
9. Irwin, Human Resource Management, McGraw Hill

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS ENVIRONMENT - I
Paper Code: N1G

OBJECTIVE: The purpose of this course is to acquaint students with various laws and regulatory measures governing business operations in India.

UNIT-I

Nature, components and determinants of business environment; basic structure of Indian economy and growth trends; basic nature of Indian economic system; relation size and growth of public and private corporate sector; social responsibility of business; broad features of India's now economic policy.

UNIT-II

Trend and pattern of industrial growth; review of industrial policy developments; industrial licensing policy; liberalization of the private sector; trends and issues in corporate management; growth and problems of the small scale sector; public sector reforms and privatization.

UNIT-III

Development banking finance for corporate Sector – trends pattern and policy; regulation of stock exchanges and the role of SEBI; SEBI guidelines relating to fresh issues of companies; banking sector reforms; challenges facing public sector banks; growth and changing structure of non bank financial institutions; problem of non performing assets in India's financial sector.

UNIT-IV

Trend and pattern of India's foreign trade and balance of payments; latest EXIM policy – main features; policy towards foreign direct investment; globalization trends in Indian economy; role of MNCs; India's policy commitments to multilateral institutions – IMF, World Bank and WTO.

SUGGESTED READINGS:

1. Biswanath Ghosh, Economic Environment & Business, Vikas Publishing House, New Delhi.
2. F.Chernilum, Business Environment, Himalaya Publishing house, New Delhi
3. Govt. of India, Economic Survey (latest year).
4. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi.
5. N.K. Sengupta, Government and Business, Vikas, New Delhi.
6. N.K.Sengupta, Government and Business, Vikas Publishing House, New Delhi.
7. Shaw, Business Ethics, Thomson Learning, Bombay.
8. Sundaram & Black, International Business Environment – Text & Cases, PHI, N.Delhi.
9. Suresh Bedi, Business Environment, Excel Books

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

MARKETING MANAGEMENT
Paper Code: N1H

OBJECTIVE: The course aims at making students understand concepts, philosophies, process and techniques of managing marketing operations of a firm.

UNIT I:

Introduction: Nature & Scope of Marketing, Corporate orientation towards Market Place, Building and Delivering customer value and Satisfaction, Retaining Customers, Marketing Environment and System; Marketing research and Information system,

UNIT II:

Analyzing Consumer Markets and Buyer Behavior, Analyzing Business Markets & Business buying Behavior, Market Segmentation, Positioning and Targeting, Tools of Product Differentiation, Marketing strategies in different stages of Product Life Cycle

UNIT III

Product Policy: New Product development process, Product mix and Product line decisions, Branding and Packaging decisions, Pricing Strategies and Programmes, Distribution Management: Managing Marketing Channels, Wholesaling and Retailing

UNIT IV

Communication strategy, Advertising and Sales promotion, Public relations, Personal Selling, Evaluation and control of marketing, Web Marketing, Green Marketing, Reasons for and benefits of going international, Entry strategies in the International marketing

SUGGESTED READINGS:

1. Czinkota & Kotabe, Marketing Management, Vikas Publishing House, N.Delhi
2. Kotler Philip and Armstrong, Gary: Marketing : An Introduction; Pearson Education; New Delhi; 2001.
3. Kotler Philip, Marketing Management: The Millennium Edition; 10th ed, Prentice Hall of India Pvt. Ltd; New Delhi.;2000
4. Kotler, Philip, A Framework for Marketing Management,; Pearson Education, N. Delhi.
5. Neelamegham S., Marketing in India, Vikas Publishing House, N.Delhi
6. Perreault, William & McCarthy, E.Jerome, Basic Marketing : A global Managerial Approach, TMH, N.Delhi.
7. Ramaswamy, V.S. & Namakumari. S., Marketing Management-Planning, Implementation & Control in the Indian Context, McMillan India Ltd. N. Delhi.
8. Saxena, Rajan, Marketing Management; Tata McGraw Hill Publishing Co. Ltd. New Delhi.
9. Srinivas, Case Studies in Marketing, Prentice Hall of India, N.Delhi.
10. Stanton, William et al. Fundamentals of Marketing; McGraw Hill International Editions.
11. Varshney R.L. & Gupta S.L; Marketing Management: An Indian Perspective; 2nd Ed., Sultan Chand & Sons; New Delhi, 2000.
12. Wilson, Richard and Gilligan Colin, Strategic Marketing Management-Planning, Implementation and Control; Viva Books Pvt. Ltd. New Delhi.
13. Zikmund, Marketing, Thomson Learning, Bombay.

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

2nd Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

FINANCIAL MANAGEMENT
Paper Code: N2A

OBJECTIVE: This course is intended to develop an understanding among the students about the vital tools of management accounting and the short and long term financial decisions of a firm.

UNIT I

Finance Function: Concept, Scope and its relationship with other functional areas; Tools of Financial Analysis: Funds and Cash Flow Analysis, Ratio Analysis, Risk Return Trade off; Financial Forecasting: Performance income statement and Balance sheet, Cash Flow Forecasting under uncertainty, Financial Planning

UNIT II

Working Capital Management: Operating Cycle concept, Inventory, Accounts receivables, Cash and Accounts payables, Working capital requirement under seasonal, cyclical & growth conditions, Money Market Structure, Functions and recent developments, assessment of working capital funds, Patterns of funds movements; Working capital financing: RBI credit authorization scheme, cash credit system, lending norms, credit appraisal, review and enhancement, bill market schemes

UNIT III

Long term financial decisions: Wealth maximization and Time value of Money, Risk Return trade off; Investment Analysis: Cash Flow determination, Cost of capital, capital budgeting methods, processes and system, capital rationing, analysis under risk and inflationary conditions

UNIT IV

Capital Structure Planning: Operating and Financial Leverage, Capital Structure and value of the firm; Indian Financial System: Money and Capital Markets, Securities market regulations, Investment environment; Financing Decisions: Non convertible and convertible debentures, right issues, management of earnings- dividend policy and retention of profits, bonus shares; Valuation: Decision making for various types of Valuation, Leasing, Mergers

SUGGESTED READINGS:

Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay
Chandra, Prasanna, Financial Management, TMH, New Delhi
Hone, Van Financial Management and Policy, Prentice Hall of India
Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
Kishore, R., Financial Management, Taxman's Publishing House, New Delhi
Panday, I.M., Financial Management, Vikas Publishing House, New Delhi

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

OPERATIONS MANAGEMENT
Paper code: N2B

OBJECTIVE: Objective of this course is to make the students understand the multi-facet activities and areas pertaining to the operations management in general and its those specific areas which relate to machines and materials

UNIT I

Meaning, Nature & Scope; Introduction to production process and systems; Productivity of operations: Work Analysis, productivity and measurement; Facilities Management: Location of Facilities, Capacity Planning, Layout of Facilities, equipment replacement planning, maintenance of planning.

UNIT II

Operations Planning and Control: Product & Process planning & selection; Capacity planning; aggregate planning and master production scheduling; Materials requirement planning, Aggregate planning, Multiple product batch, production cycles, short term scheduling of job shops, activity scheduling in projects

UNIT III

Planning and Control in mass production, shop floor and batch production; Line of Balance, Work Study: Objective, pre requisites & procedure, Method. Study and Work Sampling.

UNIT IV

Materials Management: Introduction to materials Management, Systems and procedures for inventory management planning, procurement of materials
Quality Management: Quality concept and Planning, Standardization, Quality circles, Introduction to acceptance Sampling and statistical quality control concepts, principles of metrology, management of the quality task.

SUGGESTED READINGS:

1. Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts, Models and Behaviour; Prentice Hall of India Private Ltd., New Delhi.
2. Chase Richard B., Aquilano, Nicholas J, et al; Production & Operations Management- Manufacturing & Services; 8th edition; Tata McGraw Hill., New Delhi.
3. Gaither, Norman, Production and Operation Management, Dryden Press, Thomson Learning, Bombay.
4. Krajewski Lee J. & Ritman, Larry P.; Operations Management: Strategy & Analysis; Pearson Education; New Delhi.
5. Paneerselvam, Production and Operations Management, Prentice Hall of India, N.Delhi.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

OPERATIONS RESEARCH
Paper code: N2C

OBJECTIVE: This course aims to further enhance the quantitative skills of professional managers while taking managerial decisions

UNIT I:

Basic concept and its role in decision making; Linear Programming, Formulation of Problem and its solution by Graphical and Simplex Method, Special cases in Simplex methods, Infeasibility, Degeneracy, Unboundedness and multiple optimal solutions, Duality, Integer Programming Branch & Bound Algorithm, Goal Programming, Concept and Problem Formulation

UNIT II

Transportation Problems including transshipment problems, Special cases in Transportation problems, Unbalanced problems, Degeneracy, Maximization Objective & Multiple optimal Solutions, Assignment Problems including Traveling Salesman's Problem

UNIT III

PERT/CPM: Difference between PERT & CPM, Network construction, calculating EST, EFT, LST, LFT & Floats, Probability considerations in PERT, Time cost Trade off, Decision Theory, Decision Making under uncertainty & Risk, Baye's Theorem; Bayesian Analysis ;Decision trees

UNIT IV

Game Theory, Pure & Mixed Strategy games, Principle of dominance, two person zero sum game; Queuing theory, concept of queue and queuing theory, analysis of queue system, single channel, Poisson distributed arrivals and exponentially distributed service time model, Simulation: meaning, Process, Advantages, Limitations and Applications

SUGGESTED READINGS:

1. Anderson, Quantitative Methods for Business, Thomson Learning, Bombay.
2. India Ltd New Delhi.
3. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. N. G Nair, Resource Management, Vikas Publishing House, New Delhi.
6. Panneer Selvam. R., Operation Research, Prentice Hall of India Pvt. Ltd., New Delhi.
7. Sharma, J.K., Operations Research: Theory and Applications, Macmillan
8. Taha, Operations Research : An Introduction, Prentice Hall of India, N.Delhi.
9. Vohra, N.D.; Quantitative Techniques in Management Tata McGraw Hill Publishing Company Ltd., New Delhi.
10. Gupta, P K and Manmohan; Problems in Operation Research , Sultan Chand & Sons, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS ENVIRONMENT - II
Paper Code: N2D

OBJECTIVE: The course aims at acquiring students with the modes of entering into international business, environment of international business and management of international business operations.

UNIT-I

Major global trends in international trade and investment: Streams of international business, components and determinants of IBE, factors producing changes in IBE, international economic growth and BE, latest world trade trends.

UNIT-II

Political, legal and cultural Environment: Impact of economic systems and economic reforms, Country risk-political risk and insurance – role of OPIC and MIGA, trade theories, international economic Institutions, cultural factors in international market environment.

UNIT-III

International Trading Environment: Tariff and non-tariff barriers to trade, forex market mechanism, exchange rate determination, euro currency market, role of NBFC's and stock exchange, trading blocks and intra-regional trade.

UNIT-IV

Global Competitiveness and competition, social responsibility of the Organization and Govt. in international trade, factors and trends of world economic growth and physical environment, central bank functions, Implications of trade policy.

Suggested Readings:

1. ANANT K SUNDARAM and J.S. BLACK, The International Business Environment, PHI, New Delhi
2. G.M. MEIER, The International Environment of Business, Oxford University Press, NY
3. A. BUCKLEY, Multinational Finance, PHI, New Delhi
4. GOPALSWAMY, GATT, WTO: TRIPS, TRIMS and Trade in Services, Wheeler Publishing, New Delhi
5. Bedi Suresh, Business Environment, Excel Books, New Delhi
6. World Bank, World Development Report (Latest Issue)
7. Bhattacharya, B. Going International: Response strategies of the Indian Sector, Wheeler Publishing, New Delhi
8. Daniels, John D. and Radebaugh, Lee H. International Business: Environment and Operations, 8th Edition, Addison Wesley

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

MANAGEMENT INFORMATION SYSTEMS
Paper code: N2E

OBJECTIVE: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

UNIT - I

Meaning and Role of Information System, Types of Information Systems: Operations support systems, Management Support Systems, Expert Systems, Knowledge Management Systems; Information System for Strategic Management: Competitive strategy concepts and objectives. Strategic role of Information System. Integrating informational systems with business strategy.

UNIT - II

Planning for Information Systems: Identification of applications-Structured and unstructured approach; Business Planning System and Critical Success Factors; Method of identifying application. Evaluation of applications and value chain analysis. Risks in information systems.

UNIT - III

Resource Requirements for Information Systems: Hardware and capacity planning, software needs, procurement options – make or buy decision, outsourcing as an option in information system; System Development Life Cycle

UNIT - IV

Emerging concepts and issues in information system: Intranet, Extranet and Enterprise Collaboration System, ERPs, Client Server Architecture, and other emerging concepts in information system design and application.

SUGGESTED READINGS:

1. Basandra, S.K. Computers for Managers, Professional Managers' Library, Global Business Press, N.Delhi.
2. Brady, Cases in MIS, Thomson Learning, Bombay.
3. Brien, James, Management Information System, Tata McGraw Hill, N.Delhi.
4. JankiRaman, Decision Support System, Prentice Hall of India, N.Delhi.
5. Kanter, J., Management Information System, PHI, N.Delhi.
6. Kumar Muneesh, Business Information Systems, Vikas Publishing House, New Delhi
7. Laudon Kenneth and Laudon Jane, MIS-A Contemporary Perspective, Prentice Hall, New York
8. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay.
9. Mudrick & Ross, Management Information System, PHI, N.Delhi.
10. Parker, Charles, Management Information System, Tata McGraw Hill, N.Delhi.
11. Stair, Principles of Management System, Thomson Learning, Bombay.

External Marks: 50
Practical Marks: 50
Time : 3 hrs.

NETWORK APPLICATIONS & MANAGEMENT
Paper code: N2F

OBJECTIVE: The course aims to combine the fundamental concepts of data communications and networking and what different alternatives are available with emphasis on practical applications.

UNIT - I

Data communication concepts and application: Introduction to Data communications, components of data communications, Trends in computer communications and networking. Network applications. Fundamentals of Data Communications and Networking Messages, characters, bit streams, symbols and waveforms, digital/analog, serial & parallel, simplex, half-duplex, full duplex

UNIT - II

Physical layer : Transmission media, wireless transmission, the telephone system, cellular radio, communication satellites. Data link layer : Media access control, error control in networks, data link protocols.

UNIT - III

Network layer : Network topology, network routing, network standards, network protocols, system network architecture; Local Area Network (LAN) : LAN components, Ethernet (IEEE 802.3), Token ring (IEEE 802.5), selection of LAN, Improving LAN performance.

UNIT - IV

Network Applications and Management: Design of business networks, installation guidelines, maintenance and security. Case studies on network design and establishment.

Lab: **Web Designing in HTML, Internet Surfing.**

SUGGESTED READING:

1. Black. U., 'Computer Networks: Protocols', Standards and Interfaces.
2. David A Stamper, 'Business Data Communications', Pearson Education; New Delhi.
3. Jerry Fitzgerald, Alan Dennis, 'Business Data Communications & Networking', John Wiley & Sons Inc.
4. Tanenbaum, A.S. 'Computer Networks', Eastern Economy ed., PHI.
5. W. Stallings, 'Data and Computer Communications', Prentice Hall of India Pvt. Ltd., New Delhi.

External Marks: 60
Internal marks: 40
Time: 3 Hrs.

ETHICS AND VALUES
Paper code: N2G

UNIT -I

Model of management in the Indian socio- political environment; work ethos; Indian heritage in production and consumption; Indian insight into TQM.

UNIT -II

Problems relating to stress in corporate management- Indian perspective; teaching ethics; trans-cultural human values in management education.

UNIT -III

Relevance of values in management; need for values in global change-Indian; perspective; values for managers; holistic approach for managers in decision making secular versus spiritual values in management.

UNIT - IV

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.
2. Chakraborty, S.K., Management Effectiveness and Quality of Work-life- Indian Insights, Tata MacGraw Hill Publishing Company, New Delhi.
3. Chakraborty, S.K., Management by Values, Oxford University Press.
4. Drucker, P., Managing in Turbulent Times, Pan Books London.
5. Gandhi, M.K., The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad.
6. Griffiths, B., The Marriage of East and West, Colling, London.
7. Kumar, S and N.K. Uberoi, Managing Secularism in the New Millennium, Excel Books.
8. Sundaram & Black , International Business Environment –Text & Cases, PHI, New Delhi

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

3rd Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS POLICY AND STRATEGIC MANAGEMENT
Paper Code: N3A

UNIT-I

INTRODUCTION; Meaning, Nature and OBJECTIVE of Business Policy, Origin, Development and Strategic Planning and Strategic Management, Strategic Management process – Vision, Mission, Establishment of Organizational Direction, Corporate strategy, Strategic Activation, Evaluation and Control, Importance of the Policy Perspectives.

UNIT-II

TOP MANAGEMENT; Constituents of top Management-Board of Directors, Sub-Committee, Chief Executive Officer, The Task, Responsibilities and skills of the Top Management, Role and Skills of Chief Executive Officer.

UNIT-III

FORMATION OF STRATEGY; Meaning and Nature of the Statement of Strategy, Kinds of Strategies, the Nature of the Company's Environment and its Analysis, Analysis of Internal Environment-Identification of Strengths and Weaknesses, Assessment of External Environment-Identification of Opportunities and Risks, Evaluating Multinational Environment, Identifying Corporate competence and Resources, Principles and rules of corporate strategy, Strategic Excellence positions.

UNIT-IV

STRATEGIC ANALYSIS AND CHOICE; BCG Growth/Share Matrix; Stop Light Strategic Model, Directional Policy Matrix Model, Grand Strategy Selection at the Business level – Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, Behavioural consideration affecting strategic choice, contingency approach to Strategic choice.

SUGGESTED READINGS:

1. C. Roland Christerson, Etl. Business policy Text and cases, , IRWIN Homewook illions.
2. Cuno Pumpin, 'The Essence of Corporate Strategy', Gower Publishing Company, Ltd., England.
3. John A Pearce II and Richard B Robinson Jr., Strategic Management, Strategic Formulation and Implementation., AITBS Publishers and distributors (Regd.) Delhi.
4. P.K. Ghosh, Business Policy, Strategic Planning and Management, Sultan Chand and Sons, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs

ENVIRONMENTAL MANAGEMENT
Paper code: N3B

UNIT –1

Environmental Management: Fundamentals-sustainable development, implications of human population growth, limits to growth, environment and business school.

UNIT –2

Energy Management: Fundamentals-fossil fuels use, energy production and trade, energy balance; ecosystem concept: basic concepts and their application in business, industrial ecology and recycling industry: environmental management systems: EMS standards, ISO 14000: environmental auditing, clearance/permissions for establishing industry.

UNIT-3

Environmental Management & valuation: Environmental Accounting, Economics – Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environmental Management Trade and Environmental Management, Debt and Environment GATT/WTO provisions; environmental laws: acts, patents, IPRS, role of NGO'S PII.

UNIT-4

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; bioethics.

SUGGESTED READINGS:

1. Biswaqrup Mukherjee, Environment Management, Vikas Publishing House, New Delhi.
2. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, New Delhi.
3. Harley, Nick: environmental Economics, Macmillan India Ltd., New Delhi.
4. Kilstad, Charles D. Environmental Economics, Oxford University Press.
5. Mohanty, S.K: Environment& pollution Law Manual, Universal Law Publishing, New Delhi.
6. Pandey, G.N., Environmental Management, Vikas Publishing House, New Delhi.
7. Uberio N.K., Enviornmental Management, Excel Books, New Delhi.

LIST OF OPTIONAL PAPERS

1. SALES AND MARKETING (SM)

External Marks: 60
Internal Marks: 40
Time: 3hrs.

CONSUMER BEHAVIOUR **Paper Code: MSA**

UNIT – I

Issues and Concepts: Nature, Scope and Application of Consumer Behaviour Studies; Psychographics and Life – Style Marketing; Consumer Needs and Motives.

UNIT-II

Individual and Group Influences: Perceptions, Consumer Motivation and Involvement, Attitudes and Attitude Change; Learning and Memory; Personality and Self Concept, Preference Group Influence and Group-Dynamics; Family Buying, influences, Family Life Cycle; Cultural and Sub-Cultural Influences.

UNIT-III

Buying Process: Problem Recognition and Information Search Behaviour; Information Processing; Alternative Evaluation; Purchase Process.

UNIT-IV

Models: Models of Consumer Decision Making Process; Models of Consumer Behaviour; Howard Shet Models; Recent Developments in Modelling Buyer Behaviour.

SUGGESTED READINGS:

Schiffman, Leon G. and Kanuk, Leslie Lazer – Consumer Behaviour; Prentice Hall of India Pvt. Ltd. New Delhi.

1. Soloman, Michael R. – Consumer Behaviour; Prentice Hall Inc. New Delhi.
2. Louden. David, J & Delia Bitta, Albert J ; Consumer Behaviour; 4th Ed; TMH Publishing Co Ltd.
3. Sheth, consumer Behaviour, Thomas Learning Bombay
4. Roger Blackwell, Consumer Behaviou, Vikas Publishing House, New Delhi
5. Gupta S L and Sumitra Pal, Consumer Behaviour ; an Indian Perspective; Sultan Chand & Sons ; New Delhi, 1st Id.; 2001
6. Nair, Suja R ; Consumer Behaviour in Indian Perspective, 1st Edh.; HPH
7. Assael, Henry , Consumer Behaviour, Asian Book Pvt. Ltd. New Delhi

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

MARKETING RESEARCH
Paper code: MSD

OBJECTIVE: The objective of the course is to make the students learn the research process, tools and techniques for collecting information required for international marketing decisions.

UNIT – I

Marketing Research – Need, nature and scope; complexities of international marketing research; marketing information system (MIS); Organization of international marketing research.

UNIT - II

Marketing Research Process: Problem identification; Selection of research design: major issues; etc. vs. emic dilemma.

UNIT - III

Secondary and Primary Data: Secondary data sources and uses; Online data sources and research; Primary data collection: methods and instruments, Attitude measurement; Sampling plan.

UNIT - IV

Multivariate Country Data Analysis: Issues and process; Univariate and multivariate data analysis techniques. Research Report Preparation and Presentation; Product research; Advertising research; Ethical issues involved in international marketing research.

SUGGESTED READINGS:

1. Boyd, Harpes W. Jr., Westfall, Ralph and Stasch, Stanley, *Marketing Research: Text and Cases*, Richard D. Irwin Inc, Homewood, Illinois
2. Douglas, Susan P. and Craig, Samuel, *International Market Research*, Prentice-Hall, Englewood Cliffs.
3. Green, P. E. and Tull, D. S., *Research for Marketing Decisions*, Prentice-Hall of India, New Delhi.
4. Luck D. J., Wales, H. G., Taylor, D. A. and Rubin, R. S., *Marketing Research*, Prentice-Hall of India, New Delhi.
5. Tull, D. S. and Hawkins, D. I., *Marketing Research: Measurement and Method*, Prentice-Hall of India, New Delhi

External Marks:60
InternalMarks:40
Time:3 hrs

ADVERTISING MANAGEMENT
Paper Code: MSJ

OBJECTIVE:

UNIT-I

Role and objective of marketing communication in the marketing programme; Stimulation of primary and selective demand role of advertising in the marketing mix; process of marketing communication.

UNIT-II

Determination of target audience; cultural demographic, social class, consumer attitudes; definition of advertising goals; building of advertising programmes; message, theme, headline, layout, copy logo, appeals.

UNIT-III

Promotional scene in India – The media, media use-users; media planning; managing and evaluating promotion strategy; managing sales promotion – advertising expenditure, advertising effectiveness, rationale testing, opinion and attitude test, recognition, recall and controlled experience in the field.

UNIT-IV

Advertising planning and execution; managing client-agency relations, message designing and development; media selection, planning and scheduling; appraisal of commission systems; legal ethical and social aspects of advertising.

SUGGESTED READINGS:

1. D.A. AAKER, R. BATRA and J.G. MYERS, Advertising Management, Prentice Hall of India, New Delhi.
2. G.E. BELCH and M.A. BELCH, Introduction to Advertising and Promotion, Irwin, Chicago.
3. H.F. HOLTZE, Theory and Problems of Advertising, McGraw-Hill, NY.
4. W. WELLS, J. BURNETT and S. MORIARTY, Advertising: Principles and Practice, Prentice Hall, London

2. FINANCIAL SERVICES AND BANKING (FSB)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code: FBB

OBJECTIVE:

UNIT-I

Investment: Meaning, nature and process; Risk and Return, Concept and Component of Total Risk; Measuring Historical and Expected Return; Systematic and Unsystematic Risk.

UNIT-II

Investment Analysis and Security Valuation: Understanding Macro-economic concepts and policies; tools and techniques of economic analysis, industry analysis for identifying investment opportunities, company analysis – financial and non-financial factors; principles and practices in evaluating equity and fixed income securities.

UNIT-III

Portfolio Management: Principles of portfolio Management, Problem and peculiarities, Diversification, Portfolio risk and return, Markowitz risk and return optimisation, single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-IV

Portfolio Revision: Meaning, need, strategies, formula plans-constant dollar value plan, constant ratio plan, variable ratio plan; performance evaluation of management portfolio; Methods of computing portfolio return; components of investment performance.

SUGGESTED READINGS:

1. Fischer D.E. and Jordan R.J. Security Analysis and Portfolio Management, Prentice Hall of India.
2. IGNOU Reading Material of Management Course on Security Analysis and Portfolio Management (MS-44)
3. Reilly, Frank K, Investment Analysis Portfolio Management, The Dryden Press.
4. Sharpe, Alexander and Bailey, Investment, Prentice Hall of India.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INVESTMENT BANKING AND FINANCIAL SERVICES
Paper code: FBE

OBJECTIVE:

UNIT – I

Projects: Investment Bankers & projects, Project report Preparation, Project Appraisal, Project Financing in India, Financing Strategies: Defining the borrowing parameters – Choosing the funding Options – Resource Diversification – Co- -financing – Designing an optimal Mix.

UNIT – II

Venture Capital: Concept of Risk Finance – Stages of venture Finance – Investment OBJECTIVE – Investment Process – Exiting the investment – Economics of Venture Capital – Private Equity investment, Load Syndication: Origin and Trends – Players in the market – The basic loan Structure – Mechanics of syndication – Terms & Conditions – Regulation of ECB's.

UNIT – III

Designing & Pricing of Instruments: Understanding Clients Requirement, Recent Innovations, Pricing of Instruments – Implication of overpricing and under pricing – Pricing Practices in the market. Issues of Equity – Evolution of Equity Markets – American Depository Receipts (ADRs) – Three Levels of ADRs – global Depository Receipt (GDRs) Documentation Procedures – Regulation & Continuing Disclosure

UNIT – IV

Managing of Public Issues & IPOs: Implication of Going Public, Eligibility Norms for an IPO Appointment of intermediaries - Due Diligence Exercise – Offer Document – Timing of the Issues – Reservation in the issue – Distributional & Promotion Strategies -Underwriting of the issue – Book building offer - Process of Allocation – Listing of Securities

SUGGESTED READINGS:

The concerned teacher will announce the list of books, cases and other specific references, including recent articles in the class.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

FOREIGN EXCHANGE MANAGEMENT
Paper Code: GBB

OBJECTIVE:

UNIT-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

UNIT-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

UNIT-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

UNIT-IV

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw Hill, NY.
3. PAUL EINZIP, A Textbook on Foreign Exchange.
4. PAUL ROTH, Mastering Foreign Exchange and Money Markets, Pitman, London.

3. Retail Management (RM)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

INTRODUCTION TO RETAILING

Paper Code: RMA

Unit I

Retailing – definition – scope – Role of Retailer in the Channel of Distribution – Benefits of Retailing – Functions of Retailers – Evolution of Retailing – global Retail Scenario – Indian Retail Scenario – Emerging Trends and Opportunities in India Retailing Industry.

Unit II

Retailing Environment – Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.

Unit III

Classification of Retailers – Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives – Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers – Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores.

Unit IV

Non Traditional Retail Classifications – Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats.

Suggested Readings

Retail Management – Functional Principles and Practices – Gibson Vedamani – Jaico Books, second Edition, 2004

Retail Management – A Strategic Approach – Barry Berman and Joel R. Evans – Person Education, 2006

Retail Management – Michael Levy and Barton A. Weitz – Tata McGraw Hill, Fifth Edition 2004.

Retailing Management – William R. Davidson, Daniel J. Sweeney and Ronald W. Stamfi – Wiley Publishers, Sixth Edition, 1998.

Retailing Management, Text & Cases – Swapna Pradhan, Tata McGraw Hill India, 2004.

External Marks: 60
Internal Marks: 40
Time: 3 hrs

RETAIL ORGANISATION AND HUMAN RESOURCE MANAGEMENT
Paper Code: RMB

Unit I

Designing the organizational structure for a Retail firms – Defining Organizational Objectives and Identifying Organizational Tasks – Organization Design Considerations – Specialization, Responsibility and Authority, Reporting Relationship – Matching Organisation Structure to Retail Strategy - Forms of Retail Organization.

Unit II

Retail Organisation Structures – Organisation of a Single Store Retailer, Organization of a Department Store – organization of a Department Store Chain – Retail organization Design Issues – Centralization and Decentralisation – Coordinating Merchandise and Store Management.

Unit III

Human Resource Management in Retail – Special HR Conditions in Retailing- The HR Process – Recruitment of Retail personnel, Selection of Retail Personnel, Training of Retail Personnel, Compensation of Retail Personnel, Supervision of Retail Personnel, Motivation of Retail Personnel, Performance Management of Retail Personnel, Motivation of Retail Personnel, Performance Management of Retail Personnel, Building Employee Commitment- Employee Retention.

Unit IV

Trends in Human Resource Management in Retail – Managing Diversity, Legal and Regulatory Issues in Human Resource Management, Use of Technology.

Suggested Readings

- Retail Management – Functional Principles and Practices – Gibson Vedamani – Jaico Books, Second Edition, 2004.
- Retail Management – A strategic Approach – Barry Berman and Joel R. Evans Pearson Education, Tenth Edition, 2006.
- Retail Management – Michael Levy and Barton A. Weitz – Tata McGraw Hill, Fifth Edition, 2004.
- Retail Management – ICAI Centre for Management Research Publication

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

RETAIL BUYING AND MERCHANDISE MANAGEMENT
Paper Code: RMC

Unit I

Planning Merchandise Assortments – Organizing the buying process by categories- Category Management – The Buying Organisation – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Trade offs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.

Unit II

Buying Systems for Staple Merchandise – Buying Systems for Fashion Merchandise – Merchandise Budget Plan – Components – Evaluation – Open – to Buy Systems – Allocating Merchandise to Stores – Analyzing the Merchandise performance. Buying Merchandise – Branding Strategies – Global Sourcing Decisions – Costs and Managerial issues associated with Global Sourcing – Merchandising Buying and Handling Process – Ethical and Legal issues in Merchandise Buying.

Unit III

Merchandise Pricing – Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination.

Unit IV

Retail Communication Mix – Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs

Suggested Readings

Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, fifth Edition, 2004.
Retail Management – ICFAI Centre for Management Research Publication
Merchandise Buying and Management – John Donnellan, Fairchild Publications.
Retail Merchandising: Principles and Applications – Ralph D. Shipp, Houghton Mifflin College Division, Second Edition, 1985.

4.) International Business (IB)

External Marks: 60

Internal Marks: 40

Time : 3 hrs.

FOREIGN EXCHANGE MANAGEMENT

Paper code: GBB

UNIT-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

UNIT-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

UNIT-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

UNIT-IV

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

1. BUCKLEY.A, Multinational Finance, Prentice Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw Hill, NY.
3. PAUL EINZIP, A Textbook on Foreign Exchange.
4. PAUL ROTH, Mastering Foreign Exchange and Money Markets, Pitman, London.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES
Paper code: GBC

OBJECTIVE: The purpose of the course is to familiarize students with the basics of global competitiveness and learn strategies to gain competitiveness in world markets. The course also aims at exposing the students to the forms and success ingredients of strategic alliances, which are fast emerging as basic tools for business successes.

UNIT – I

Global Competitiveness: An Overview – Concept of Competitiveness; Sources of Competitiveness, Competitive Behavior, Strategies and Models, Challenges of Competition.

UNIT – II

Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies, Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management;

UNIT – III

Technology Management, R & D, Production and Operations Management, Management, and Location Decision; Entry Mode and competitiveness; Tax Policy and Competitiveness; Industrial Relations and Competitiveness; Retailing and Marketing Competitiveness, Culture and Competitiveness; Role of Information in Building Competitiveness.

UNIT – IV

Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Strategic Alliances – Meaning and Nature, Types of Strategic Alliances, International Alliances as Strategy for Gaining Competitiveness; Management of Strategic Alliances; Strategic Alliances in Indian Context.

SUGGESTED REAGINGS:

1. Hughes, Kirsty S., ed., European Competitiveness, Cambridge University Press.
2. IIFT and BICP, Global Competitiveness of Indian Industries, New Delhi.
3. IMD, World Competitiveness Year Book, Latest issue.
4. Ohmac, Kenichi, The Borderless World, Harper Collins, Glasgow.
5. Porter, Michael E, Competitive Advantage of Nations, MacMillan, London.
6. Porter, Michael E, Competitive Advantage: Creating and Sustaining Superior Performance, The Free Press, New York.
7. Spence, A. Michael and Hazard Heather A., ed., International Competitiveness, Ballinger Publishing Company, Cambridge.
8. Starr, Martin K., ed., Global Competitiveness: Getting The U.S. Back on Track, W. W. Norton & Co., New York.
9. World Bank, World Development Indicators, 1999.
10. World Bank, World Development Report, Latest issue.
11. World Economic Forum, Global Competitiveness Report, Latest report.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

EXPORT-IMPORT PROCEDURES AND DOCUMENTATION
Paper code: GBE

OBJECTIVE: The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

UNIT – I

Framework of Export Documents – Types of Documents, characteristics and relevance; Getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order. Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

UNIT – II

Cargo, Credit and Foreign Exchange Risks : Nature of risks, Cargo insurance : contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks, Procedure for filing claims, Quality control and Pre-shipment Inspection : Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation;

UNIT – III

Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation; Custom clearance of imports – regulations, procedures and documentation, Managing risks involved in importing: transit risk, credit risk and exchange risk.

UNIT – IV

Duty Exemption Schemes: Objective, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/second hand capital goods. Export / trading/ star trading/ superstar trading houses : Objective criteria and benefits; procedures and documentation; Policy for EOU / FTZ / EPZ units : Objective, criteria and benefits; procedures and documentation.

Suggested Readings:

1. Customs and Excise Law Times, various issues.
2. Excise Law Times, various issues.
3. Export – Import Policy (latest).
4. Handbook of Procedures (Vol I & II).
5. IMPEX Times, various issues.
6. ITC (HS) Classification of Export and Import Items (latest).
7. Paras Ram, Export : What,Where and How?, Anupam Publications, New Delhi

5. INFORMATION TECHNOLOGY (IT)

External Marks: 50
Time: 3 hrs.

DATA BASE MANAGEMENT SYSTEMS (Theory) **Paper Code: STA**

UNIT-I

Concept of data base; OBJECTIVE of data base, Advantages and Limitations of Data Base; Entities and Attributes, Schema and Subschema File Organization. Function, Features

UNIT-II

Data models: Hierarchical and Network, Functions of Data Base Management System, Object Oriented DBMS

UNIT-III

Data Independence: Logical and physical, Data base administration, Relational data model, Normalization, SQL, Concurrency, Deadlock.

UNIT-IV

Satellite Based Information Network, Awareness with the Equipment and Methodology, Use of various equipment.

SUGGESTED READINGS:

1. Abraham, Korth. Data Base System concepts McGraw
2. Date, Introduction to Database System , Addison Wesley
3. Navathe Fundamental of database system , Addison Wesley

Practical Marks: 50

DATA BASE MANAGEMENT SYSTEMS (Lab) **Paper Code: ST2**

Lab: Practical on above defined syllabus.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

SYSTEMS ANALYSIS AND DESIGN
Paper Code: STE

UNIT – I

Business Information System: Features, Changing role of business information system, changing business scenario for system analysis and design.

UNIT – II

System Development Methodologies; Requirements analysis and determination. Requirements engineering structured approaches to business systems analysis. User driven business analysis. Role of the consultant. A manager's perspective of system analysis and design.

UNIT – III

Requirements specification, Application prototyping, CASE methodologies and techniques; systems design; Data-driven approaches (E-R Modeling). Process-driven approaches (Gane and Sarson and Yourdon Techniques). Traditional Work Flow Methods. Implementation strategies and manager's involvement.

UNIT – IV

Object – oriented analysis and design, Verification and validation of business system design. Limits to analysis and design trade offs. Business systems applications.

SUGGESTED READINGS:

1. Dewitz, Sandra D., (1996), System Analysis and Design and the Transition to Objects, McGrawHill, New York.
2. Daniel & Yeates (1988), Basic System Analysis, Pitman.
3. Gibson, Michael L., System Analysis and Design: Comprehensive Methodology with CASE, Dauvers Mass; Boyd & Fraser.
4. Robertson James & Suzanne, Complete System Analysis, Volume I & II, Dorset House Publishing, New York.
5. Whitten, Jeffrey L., and Lonnie D. Bentley, System and Design Methods, Irwin – McGraw Hill.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNET PROGRAMMING
Paper Code: STD

OBJECTIVE: To design Website and implement client server applications in Internet Environment

UNIT-I

Java Programming:

Data Types, Control Structures, Classes (Inheritances, Packages, Exception Handling), Multithreaded Programming , Applets , String Handling, Networking, Event Handling.

UNIT-II

Introduction to Internet:

Internet and World Wide Web- Historical Perspective

UNIT-III

Internet Explorer:

Using Browser for search , electronic mail, outlook express, newsgroups, New Meeting and chat

UNIT-IV

HTML:

Markup languages, HTML: use of commenting, headers, text styling, images, for matting text with , special characters, horizontal rules, line breaks, tables, forms, image maps, <META> tags, <FRAMESET>tag , file formats including image formats

SUGGESTED READINGS:

1. H. Schildt, The Complete Reference Java
2. Internet and World Wide Web – How to Program by H M Deitel, P J Dietel, T R Nieto, Addison Wesley, 2000.

6. HUMAN RESOURCE (HR)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

LABOUR LAWS **Paper Code: RMG**

UNIT-I

Concept of Labour Legislations, Principles of Labour Legislations, Constitutional Framework of Labour Legislations in India, Role of ILO in Developing Legislation.

1. Employment Exchange (Compulsory Notification of vacancies) Act 1959.
2. Contract Labour (Registration and Abolition) Act 1970
3. Child Labour (Regulation and Abolition) Act
4. Apprentices Act 1961.

UNIT-II

1. The Factories Act 1948.
2. The Mines Act 1952.
3. The Plantation Act 1951.
4. The Shops and Commercial Establishment Act.
5. The Labour Welfare Funds Act.

UNIT-III

Payment of Wages Act 1936.
The Minimum Wages Act 1948.
Payment of Bonus Act 1965.
The Workmen's Compensation Act 1923.
The Equal Remuneration Act.

UNIT-IV

The Maternity Benefit Act 1961.
The Employees State Insurance Act 1948.
The Provident Fund and Miscellaneous Provisions Act 1952.
The Payment of Gratuity Act 1975.

UNIT-V

1. The Trade Union 1926.
2. The Industrial Employment (Standing Order) Act 1946.
3. The Industrial Disputes Act 1947.
4. Case Laws on Industry, workers, Industrial Disputes, ESI Benefits etc (to be selected each year by the course teacher)

SUGGESTED READINGS:

1. Kapoor N.D. Merchantile Law, Sultan Chand & Sons, 2007
1. Saravanan & Sumaithi, Legal Environment of Law, HPH, 2006
2. Srivastava S.C Industrial Relations and Labour Legislations, Oxford and IBH Publishing Company, New Delhi, 1986
3. Datar B.N. Constitution, Labour Legislation and International Conventions, Tata Institute of Social Sciences, Series 44, TISS Bombay.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

ADVANCED INDUSTRIAL RELATIONS
Paper Code: RMK

UNIT – I

Concept and Characteristic of Industrial Relations- Industrial Relations Environment Changing Profile of industrial workers- Labour Policy- Role of the State- Constitution.

UNIT – II

Role and Functions of ILO conventions and recommendations- ILO Labour Legislations- Social security measures- Labour Welfare Practices in India.

UNIT – III

Trade Unionism- Trade Union movement in India- Employers, association- Collective Bargaining- Methods, issues and problem.

UNIT – IV

Industrial Democracy- Workers participation methods- Quality Circles- Quality of work life.

UNIT – V

Industrial peace, harmony- Industrial conflicts types- Mechineary- Grievance- Discipline- Indian Case Studies- Recent trends.

SUGGESTED READINGS:

1. Arun Monappa- Industrial Relations, Tata McGraw Hill,2005
2. Srivastava "Industrial Relations and Labour Laws", (2ed) Vikas Publishing House Pvt. Ltd.
3. Vijaya Ashdir "Management of Industrial Relations"(2ed) Kalyani Publishers,2003.
4. Kesar Singh Bhangoo, "Dynamics of Industrial Relations" Deep Publications,2004.
5. Mamoria C.B. Mamoria S. "Dynamics of Industrial Relations", Himalaya Publishers, 2005.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

WAGE AND SALARY ADMINISTRATION
Paper Code: RML

UNIT-I

Theories of wages- Issues in Wage Determination- components of wage payment. Relevant Legislations regarding wages- wage determination at the enterprise level. Linking wage with productivity, National Wage Policy.

UNIT-II

Choosing a Job Evaluation system- Problems in implementing Job Evaluation program at company level- conditions for a proposed plant.

Removing wage disparities- reorganizing the wage structure in a company- implementing a job evaluation- scheme job evaluation for plant personnel- job evaluation for engineering technical and professional personnel.

Job evaluation for office personnel- job evaluation and pay plans for sales personnel- wage fixation through adjudication, wage boards and collective bargaining.

UNIT-III

Administration and Control- preparation of payroll and wage calculations- use of computers.

UNIT-IV

Fundamental and rationale for wage incentives- incentive plans- individual and group.

Group incentives: Case Studies:

2. Bank wiring, Observation Room
3. British Coal Mine- Productivity Bargaining, Indian Situation.

Incentives for supervisory and Managerial Personnel- Profit sharing and stock ownership- Fringe Benefits.

UNIT-V

Managerial Remuneration: Bhoothalingam and sacher committees

Managerial Remuneration: the future. Setting up of wage boards, Pay Commissions, Bonus/ Bonus Act.

SUGGESTED READINGS:

1. Elizzheth Lanhen, Administration of Wages and Salaries.
2. David W. Belcher, Wages and Salary Administration.
3. Pramop Verma, Wage Determination Concepts and Cases.
4. Morris, Principles an Practice of Job Evaluation.
5. Tripathy- Personal Management and Industrial Relations.
6. Richer: I. Henderson, Compensation Management: rewarding, performance in the Modern Organization.
7. G.K. Suri, Wage Incentives: Theory and Practice.

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

4th Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

STRATEGY IMPLIMENTATION
Paper Code: N4A

UNIT-I

INTRODUCTION; Meaning and Nature of Strategy Implementation, Contrast and Interdependence of Strategy Formulation and implementation, Operationalizing the Strategy – Annual Objective Developing Business and Functional Strategies, Developing and Communicating Concise Policies.

UNIT-II

INSTITUTIONLIZING THE SYSTEM; Structural Considerations- Simple and Functional Organizational Structures, Divisional Organizational Structure, Strategic Business Units Matrix Organization. The role of Structure-linking Structure to Strategy, Organizational Leadership-Role of the Chief Executive Officer, Organizational culture-the Strategy-culture connections and its managing, Establishing Strategic Controls, Operational Control systems, Monitoring performance and Evaluating Deviations, Reward Systems, Motivating Execution and Control.

UNIT-III

FUNCTIONAL STRATEGIES; Developing Key Functional Strategies in marketing in relation to product (or Service), Price, place and Promotion, Key Functional Strategies in Finance in relation to capital acquisition, capital allocation, Dividend and working capital management, Mergers and acquisitional policy, Issues involved in Research and Design and Production/operations decision areas, functional strategies in personnel employee recruitment, selection and orientation career development and counseling, performance evaluation and training and development, compensation, labour/union relations, Discipline, control and evaluation.

UNIT-IV

REVIEW AND EVALUATION; Process and Criteria of Evaluation of the Strategy, the case method of study- Meaning and kinds of cases, preparation and role of the Instructor in case discussion, the strategic management audit, Financial Analysis for strategic management.

SUGGESTED READINGS:

1. Fred R.David, Strategic management, McMillan Publishing Company New York.
2. John A. Pearce II, Richard B.Robinson Jr., 'Strategic Management, Strategy Formulation and Implementation' AITBS publishers and distributors Regd. Delhi.
3. Luis Ma.R.Calingo, 'Strategic Management in the Asian context, A case book in business policy and Strategy John Willey & Sons, New York
4. S.B. Budhiraja and M.B. Athreya, Cases in Strategic Management, Tata Mac Graw Hills Publishing Company, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS LEGISLATIONS
Paper code: N4B

UNIT – I

The Indian Contract Act, 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

UNIT- II

The Sale of Goods Act, 1930; rights of an unpaid seller; the negotiable instruments act 1881: nature and types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument; arbitration.

UNIT – III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares.

UNIT – IV

Membership; Borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and cyber laws.

SUGGESTED READINGS:

1. Avtar Sing, Company Law, Eastern, Lucknow
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M.Tripathi, Bombay
3. Ramaiyam, A. Guide to the Companies Act, Wadhwa, Nagpur
4. Shah, S.M., Lectures on Company Law, N.M.Tripathi, Bombay
5. Tulisian P.C. Business Law, TMH, N.Delhi.
6. Tuteja, S.K., Business Law for Managers, Sultan Chand, New Delhi

1.) Sales &Marketing (SM)

External Marks: 60

Internal Marks: 40

Time : 3 hrs.

SALES AND DISTRIBUTION MANAGEMENT

Paper Code: MSC

UNIT – I

Sales and Distribution Strategy; Sales Management; Personal Selling ; Theories of selling; Sales and Recruitment and selection of sales person, compensation and motivation of sales force.

UNIT –II

Monitoring and performance evaluation; sales displays; sales meetings, sales contests; quotas; sales territories; sales budgeting and control.

UNIT – III

Participants in distribution system; role and function of intermediaries; designing the distribution channel; conflict and power in the channel.

UNIT – IV

Selection and motivation of the intermediaries; distribution analysis, control and management; distribution logistics; distribution costs, control and customer service.

SUGGESTED READING:

1. Anderson, Rolph E, Professional sales Management, TMH Publishing Co. Ltd.
2. Futsell, Sales Management, Thomson Learning, Bombay.
3. Gupta, S. L, Sales and Distribution Management, Excel Books, New Delhi.
4. Rosenbollen, Bert, Marketing Channels: A Management View, The Dryden Press, Thomson Learning, Bombay.
5. Stern, Louis W, El-Ansary Adel J and Coughlan Anne, Marketing Channels, PHI, New Delhi.
6. Still Richard, Cundiff Edward and Govon Norman, Sales Management; Decisions, Strategies and Cases, PHI Pvt. Ltd. New Delhi.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

INTERNATIONAL MARKETING
Paper Code: GBG

UNIT-I

Nature of International Marketing process; domestic versus international marketing; global marketing; benefits, tasks & challenges of IM; controllable versus uncontrollable factors in international marketing; International marketing environment; WTO framework and the international marketer; barriers facing international marketer; international marketing mix.

UNIT-II

Understanding foreign consumers; international marketing research and information system; foreign market entry strategies; international product development; international market segmentation and product positioning; packaging and branding decisions; international PLC model.

UNIT-III

Alternative channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising; aspects of international sales management; web marketing.

UNIT-IV

Price quotations and terms of sale; basic export procedures and documentation; cargo Insurance; Methods of financing and means of payment.

SUGGESTED READINGS:

1. OAK ONKVISIT and J.J. SHAW, International Marketing, Prentice Hall of India, New Delhi.
2. P.R. EATEORA, International Marketing, Irwin, Chicago.
3. S. MAJARO, International Marketing, A Strategic Approach to World Markets, George Allen and Unwin, London.
4. S.J. PALIWODA and M.J. THOMAS, International Marketing, Butter worth-Heinemann, Oxford.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

Brand Management
Paper Code:MSH

UNIT-I

Understanding of Branding and its functions, Competitive advantage and market share, Brand & Product Management. The Marketing plan, Traditional Brand Management and Brand Knowledge-CBBE Model.

UNIT-II

Branding Strategy, Competitive Positioning, Brand Elements, Brand Equity, Marketing for Brand Equity, Managing and Measuring Brand Equity, Brand Extension, Consumers and their Brands.

UNIT-II

Brand Asses, designing the brand, brand essence or brand positioning, brand meaning, map, the brand mantra, the marketing mix aligned, brand elements, brand identities, brand building, brand mix: Product (private Label), promotion (Event Marketing), Product (Launch, brand valuation), Promotion (Advertising), Pricing and price promotion, product (Brand elements), place.

UNIT-IV

Strategies and tools, dynamics of successful brand management, cultural change, companies and competitors change, managing product extensions and hierarchies, global branding, brand communities.

Text Books: Strategic Brand Management, 2nd Edition, Kevin Keller, Prentice Hall

2.) Financial Services & Banking (FSB)

External Marks: 60

Internal Marks: 40

Time : 3 hrs.

MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS

Paper code: FBA

UNIT-I

Indian Financial System: Money Market and its instrument; capital market and its different segments; New issue market; stock exchanges; trading and settlement procedure; NSE; OTCEID.

UNIT-II

Development Banking; Operational and Financing policies of Development Banks including IDBI, ICICI, IFCI, IRBI & SIDBI, Project Appraisal Techniques of Development Bank; NBFCs - Management and control; Reserve Bank of India: Objective, functions and its monetary and credit policy.

UNIT-III

Commercial Banks: Evolution, Structure, Growth and Progress of Indian Commercial Banks, Public and Private Sector Banks, Management of Liquidity, Profitability and NPA; Banking operations; retail banking and corporate banking; Innovations in banking operations

UNIT-IV

Credit Rating; Role and Function of credit rating agencies, Mutual Funds – Meaning, Types of Mutual Funds, Organisation and Structure of MF in India; SEBI guidelines regarding formation role and function of Assets Mgt. Companies, Pricing of Mutual Funds Products. Its Accounting Polices, Disclosure practices and SEBI guidelines

SUGGESTED READINGS:

1. Capital Issue Lists and Merchant Banking, Dhankar JC, Sky Lark Publishers, New Delhi.
2. Financial Institution and market, LM Bhole, Tata McGraw Hill, New Delhi.
3. Financial Markets and Services, Natrajan & Gordon, Himalya Publishing House.
4. Indian capital Market, V.A. Avadhani, Himalya Publishing Services, Bombay.
5. Indian Financial System, MY KHAN, Tata McGraw Hill, New Delhi.
6. Merchant Banking, JC Verma, Bharat Law House, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNATIONAL FINANCIAL MANAGEMENT
Paper Code: GBJ

UNIT-I

Finance function in a multinational firm; institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT-II

International working capital Management: Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International Investment: International portfolio versus direct investment; factors and benefits of portfolio investment; international CAPM; determinants of volume, composition and direction of direct investment; capital budgeting for foreign direct investment; assessing and managing political risk.

UNIT-IV

International aspects of Raising Capital: Strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing;

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice-Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw-Hill, NY.
3. P.G. APTE, International Financial Management, TATA McGraw-Hills, N.Delhi.
4. SHAPRO.A.C. , Multinational Financial Management, Prentice-Hall, N Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

MANAGEMENT OF INSURANCE COMPANIES
Paper Code: FBG

UNIT-I

Nature and scope of insurance; general principles and type of insurance, types and sources of risk, alternative approaches to risk management, risk versus exposure, risk identification-perception of risk, identification of the operative clauses or perils, exposure analysis-use of measures of dispersion and probability distributions in risk quantification.

UNIT-II

Concept of service marketing: nature of insurance markets , marketing research and demand analysis, types of insurance e-products, buying motives in insurance market. Pricing, positioning and promotion of insurance products, distribution channels including direct setting of insurance products, marketing programme for insurance companies, marketing costs and control, special problems of marketing of insurance products.

UNIT-III

Nature & types of insurance operations, effectiveness of efficiency of insurance operations, aspects of supply chain management, developing customer focus in insurance operations. Job design and BPR, measuring efficiency of operations, quality assurance and control, insurance strategy-formulation and implementation.

UNIT-IV

Service design and delivery strategy, distribution strategy, factors affecting effective delivery, organizational design and structuring of insurance operations. Information system and data base management system for insurance operations, insurance software packages-elementary knowledge of SCM, CRP and CRM packages, trends in e-business and online insurance.

3.) Retail Management (RM)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

STORE LOCATION, DESIGN AND VISUAL MERCHANDISING

Paper Code: RMD

Unit I

Store Location – Importance of store location – Types of store locations – Isolated or freestanding location – Unplanned shopping centers – Planned shopping centers – Store location and retail strategy – Selecting the store location – Market area analysis – Effect of demographic, economic, cultural, demand, competition and infrastructural factors.

Unit II

Trade Area Analysis – Size and shape of trading areas – Defining the trade area – Reilly's law – Huff's probability model – Index of retail saturation theory – Site evaluation and selection – Estimating the potential – Selecting the specific site.

Store Design and Visual Merchandising

Unit III

Objectives of a good store design- creating a store image – creating a buying environment- Store exteriors – Store interiors – Store layout design – Types Grid – Racetrack- Free Form – Feature areas – Space planning – Location of departments – Location of merchandise within departments: use of Plano grams.

Unit IV

Visual Merchandising – concept – role and influence as a communication tool – Merchandise presentation techniques – Idea oriented presentation – Style / item presentation – Colour presentation – Price Lining – Vertical merchandising – Tonnage merchandising – Frontage presentation – Store fixtures / furniture.

Store Atmospherics – Visual communications – Lighting – Colour, Music, Scent – Displays and POPs.

Suggested Readings

1. Retail Management – Michael Levy and Barton A. Weitz Tata McGraw Hill, Fifth Edition, 2004.
2. Retail Management – ICFAI Centre for Management Research Publication.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

RETAIL SELLING AND CUSTOMER SERVICE
Paper Code: RME

Retail Selling

Unit I

Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale.

Unit II

Relationship selling – building customer relationships – Skills required for the retail sales person – evaluation of the retail sales person – conversion rate – sales per hour – use of time standards.

Customer Service

Unit III

Significance – customer service strategies – customer evaluations of service quality – role of expectations – perceived service – situations leading to satisfactory and unsatisfactory customer experience – Gaps model for improving quality of retail services – Knowledge gap – standards gap – delivery gap – communications gap – service recovery.

Unit IV

Developing the right customer service level – cost of customer service- competitive analysis – store characteristics – income level of target market – customer’s wants and needs – supplier customer service levels.

Suggested Readings

1. Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, Fifth Edition, 2004.
2. Retail Management – ICFAI Centre for Management Research Publication
3. Integrated Retail Management (Indian Adaptation) – James R. Ogden and Denise T. Ogden – Biztantra, 2005.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

SUPPLY CHAIN MANAGEMENT, RETAIL INFORMATION & LOGISTICS
Paper code: RMF

Unit I

Introduction to supply chain management – evolution – functioning – evolving structure – participants – aligning the supply chain with business strategy. The retail distribution channel – participants in the distribution channel – types of channels – channel relationships.

Unit II

Supply chain operations – Planning – five links in the chain – demand forecasting – product pricing – Inventory management.
Supply chain operations – Sourcing materials and products – procurement, credit and collections, products design, production scheduling, facility management.
Supply chain operations – Deliveries and returns – order management, delivery scheduling, the reality of returns, outsourcing supply chain operations.

Unit III

Measuring performance – Supply chain metrics – customer service metrics – Internal efficiency metrics – demand flexibility metrics – products development metrics.

Unit IV

Technology and supply chain coordination: Information systems – inventory management systems – developing supply chain systems.

Suggested Readings

- 1 Supply chain management in the retail industry – Michael Hugos and Chris Thomas, Wiley Publishers, 2005.
- 2 Supply Chain Management "Strategy, Planning and Operations – Sunil Chopra and Peter Meindl, Prentice Hall, 2004.

4.) International Business (IB)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

INTERNATIONAL MARKETING

Paper Code: GBG

UNIT-I

Nature of International Marketing process; domestic versus international marketing; global marketing; benefits, tasks & challenges of IM; controllable versus uncontrollable factors in international marketing; International marketing environment; WTO framework and the international marketer; barriers facing international marketer; international marketing mix.

UNIT-II

Understanding foreign consumers; international marketing research and information system; foreign market entry strategies; international product development; international market segmentation and product positioning; packaging and branding decisions; international PLC model.

UNIT-III

Alternative channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising; aspects of international sales management; web marketing.

UNIT-IV

Price quotations and terms of sale; basic export procedures and documentation; cargo Insurance; Methods of financing and means of payment.

SUGGESTED READINGS:

1. OAK ONKVISIT and J.J. SHAW, International Marketing, Prentice Hall of India, New Delhi.
2. P.R. EATEORA, International Marketing, Irwin, Chicago.
3. S. MAJARO, International Marketing, A Strategic Approach to World Markets, George Allen and Unwin, London.
4. S.J. PALIWODA and M.J. THOMAS, International Marketing, Butter worth-Heinemann, Oxford.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

FOREIGN TRADE POLICY AND PROMOTION
Paper code: GBF

OBJECTIVE: The objective of this course is to acquaint students with India's foreign trade policy framework and infrastructural support available to Indian firms for promoting foreign trade.

UNIT – I

Policy Framework for India's foreign trade in pre- and post- liberalisation era; Export-Import Policy, Thrust area commodities; Policy on project exports and joint ventures, Tariff structure reforms, Reforms in banking and financial sectors, Liberalized foreign exchange regime; Foreign investment policy; Multilateral and bilateral agreements.
Trade Controls in India – Foreign Trade (Development and Regulation) Act, Import and export control orders, Import export licensing system

UNIT – II

Infrastructural support for India's foreign trade: Policy formulating, consultative and deliberative bodies; Export promotion councils, Commodity boards and product development authorities; Support organizations and services – IIFT, ITPO, Export Inspection Agencies, Indian Council of Arbitration, FIEO; Commercial representatives abroad; State Governments and their role in trade promotion; Canalization policy and role of public sector organizations.

UNIT – III

Export Promotion Schemes and Instruments: Export incentives: Fiscal and financial incentives; Export Promotion Zones (EPZs); 100% Export Oriented Units (EOUs); Scheme of export houses, trading houses, star trading and super-star trading houses.

UNIT – IV

Foreign Trade Financing and Insurance Schemes: Pre- and post-shipment export credit schemes, Import financing schemes; Role of EXIM Bank and commercial banks; Export credit and foreign exchange covers, Export Credit and Guarantee Corporation (ECGC), Financial guarantees.

SUGGESTED READINGS:

1. Balagopal T. A. S., Export Management, Himalaya Publishing House, Bombay.
2. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House, Bombay.
3. Export Import Policy Documents
4. Varshney, R. L. and Bhattacharya B., International Marketing : Indian Perspective, Sultan Chand and Sons, New Delhi.
5. Verma, M. L., International Trade, Vikas Publishing House Pvt. Ltd., Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNATIONAL FINANCIAL MANAGEMENT
Paper Code: GBJ

UNIT-I

Finance function in a multinational firm; institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT-II

International working capital Management: Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International Investment: International portfolio versus direct investment; factors and benefits of portfolio investment; international CAPM; determinants of volume, composition and direction of direct investment; capital budgeting for foreign direct investment; assessing and managing political risk.

UNIT-IV

International aspects of Raising Capital: Strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing;

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice-Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw-Hill, NY.
3. P.G. APTE, International Financial Management, TATA McGraw-Hills, N.Delhi.
4. SHAPRO.A.C. , Multinational Financial Management, Prentice-Hall, N Delhi.

5.) Information Technology (IT)

**External Marks: 50
Time: 3 hrs.**

**OBJECT-ORIENTED PROGRAMMING USING C++ (Theory)
Paper Code: STB**

UNIT-I

Object-Oriented Concepts. Object and Classes, Links and Associations, Inheritance and Multiple Inheritance, Grouping Constructs, Polymorphism, Encapsulation.

UNIT-II

Object Modelling, Dynamic Modelling, and Functional Modelling, Object-oriented system Development

UNIT-III

C++ Language: Classes and Objects, Functions, Constructors and Destructors, Overloading, Type Conversions, Inheritance.

UNIT-IV

Extending Classes, Pointers, Virtual Functions and Polymorphism, Input-Output Operations.

SUGGESTED READINGS:

1. Tarbo C++, Lafore, Gagotia
2. OOAD, Booch, Add Wesley
3. C++ 3C , Strostrup, Addison Wesley
4. OOPS, Rumbagh, PHI
5. OOPS with C++ , Balaguruswamy, TMH

Practical Marks: 50

**OBJECT-ORIENTED PROGRAMMING USING C++ (Lab)
Paper Code: ST3**

Lab:

Programming in C++ on above defined syllabus.

External Marks: 50
Practical Marks: 50
Time: 3hrs.

PROGRAMMING IN ORACLE

Paper Code: STH

UNIT-I

Introduction to Oracle: DBMS, tools of oracle: SQL*PLUS.PL/SQL, Forms, Reports, SQL vs. SQL * PLUS, data types in oracle, data definition language, data Manipulation language, transaction control and data control language.

UNIT-II

SQL functions, operators, joins, queries and sub queries, constraints.

UNIT-III

Database Objects: Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking.

UNIT-IV

Introduction to PL/SQL: Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, go to statements; concept of exception handling Database triggers.

Lab: Programming in Oracle on above defined syllabus.

SUGGESTED READINGS:

1. Lemme & Colby, Implementing and Managing Oracle Databases, Prentice Hall of India, New Delhi.
2. Loney, ORACLE 8i: The Complete Reference Tata McGraw Hill, New Delhi.
3. Morrision, Enchanced Guide to 8i, Thomson Learning, Bombay.
4. Page, Special Editions using Oracle 8/8i, Prentice Hall of India, New Delhi.
5. Phillip J.Pratt, Guide to SQL, Thomson Learning, Bombay.

External Marks: 60
Internal Marks: 40
Time: 3hrs.

SOFTWARE ENGINEERING
Paper Code: STJ

UNIT-I

Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (McCabe's Cyclomatic Complexity); Halsted theory, function point analysis.

UNIT-II

Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimation, COCOMO, project scheduling, quality assurance plans, project monitoring plans.

UNIT-III

System design, design objectives, effective modular design (functional independence coupling, cohesion), design tools and techniques, prototyping, structured programming.

UNIT-IV

Coding verification, monitoring and control, testing, testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

SUGGESTED READINGS:

1. Fenton & Pfleger, Software Metrics, Thomson Learning, Bombay.
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall Of India, N.Delhi.
3. Jalote, An Integrated Approach to Software Engineering, IMH.
4. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi.
5. Menachem, Software Quality, Vikas Publishing House, New Delhi.
6. Pressman, Software Engineering, A Practitioner's Approach, McGraw Hill.
7. Rajib Mali, Fundamentals of Software Engineering, Prentice Hall of India. N.Delhi.
8. Sommerville, Software Engineering, Addison Wesley.

6.) HUMAN RESOURCE (HR)

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

TRAINING AND DEVELOPMENT

Paper Code: STK

Unit I

Training Objectives- importance- training principles training and development plan- setting up of training programme.

Unit II

On- The- Job Training Technique- Features- advantages disadvantages- on- the job coaching, conference, career planning & guidance, critical incident, committee assignment, job rotation and assistant to position/ under study.

Unit III

Off- the- Job Training Technique- features applications lecture method- Conferences- group discussion- seminar- programmed instruction- sensitivity- case studies- role play- simulations- special assignment- multiple management for junior boards- syndicate sabbaticals.

EVALUATION- significance- different evaluation technique.

Unit IV

Organisational Development

Concept- nature origin- unique characteristics- OD, Process- diagnosis action- program management- OD Interventions- Classifications- team intervention- inter group- comprehensive- structural.

Unit V

OD training T-Group- behaviour modeling- life and career planning. OD strategies- action research requirements for successful OD implementation- Evaluation.

Suggested Readings

1. The art of Training and Development- set six volumes- Leslierae.
2. Management of Manpower Training & Development- Dharma Vira Agarvala.
3. Management of Manpower Training & Development- J M Dewan.
4. Organisational Development- Wendell. L. French Cecil H. Bell JR
5. Organisational Design, Change, and Development Text, Cases & Reading- M.E.Rao & VSP Rao.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

ORGANISATIONAL DEVELOPMENT
Paper Code: STL

Unit I

Defination- History of Organisation Development- Need for Organisation Development- Nature and Scope- Underlying assumptions and values in Organisation Development.

Unit II

Operational Components- diagnosis component, action component, process maintenance component- Organisational climate.

Unit III

Process of Organisation Development- on going interactive process- Applied Behavioural Science- Normative Reeducative Strategy of changing- Planned intervention strategies and tactics.

Unit IV

Planned change- Laboratory Method- Survey research method- Action research method, Managerial grid- Management By Objectives (MBO)- Quality Circles (QC).

Unit V

Organisational Development Intervention- team intervention, inter group intervention, interpersonal and group intervention and comprehensive intervention- Critical Evaluation- Future Prospects.

Suggested Readings

1. Margulies, Newton, Raja and P. Anthony: Organisational Development, Values, Process and Technology.
2. Harvey Donald F. and Brawn R. Donald: An Experimental Approach to Organisational Development.
3. Bekhard, Richard, Organisational Development: Strategies.
4. Bennis, and Mo Warren G. Organisational Development: 1st Nature, Origins and Prospects.
5. Schen in Edge H. Process Consultation: It's Role in Organisational Development.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

HUMAN RESOURCE ACCOUNTING AND AUDIT
Paper Code: STN

Unit I

Human Resource Accounting: Concept and Postulates, Basic Accounting Knowledge- Accounting as an Information System for managerial control.

Unit II

The basic conceptual approaches to Human Resource Accounting- Methods and Techniques. Implementation in the Indian context- practical difficulties involved.

Unit III

Human Resource Audit: Introduction- Basic Concepts- components- Element of good HRD.

Unit IV

HRD and HR Audit: HRD Strategies- styles and culture- structured systems.

Unit V

HRD Audit methodology and issue: HRD audit methodology- Instruments- Writing the HRD audit report for Business Improvement- The Indian Experience.

Suggested Readings

1. Eric Flamholty- Human Resource Accounting.
2. Rensis L Kert- The Human Organisation.
3. Edwin H Caolan and – Human Resources Accounting past, present future- Steohen Laandekish.
4. T.V. Rao- HRD Audit