

**Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur**



**Master of Business Administration (M.B.A.)**

**Two Year Programme**

**(Four Semesters)**

**Course Structure**

**Under Choice Based Credit and**

**Semester System**

**To be implemented from Academic Year-2019-20**

**Progressively**

***Department of Business Administration***  
***Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur***

The two year full time Degree in Master of Business Administration (MBA) shall be governed by the Department of Business Administration, Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur-273009

### **The Programme Structure**

The Master of Business Administration (MBA) is divided into two parts as under. Each part will consist of two semesters.

<b>Part</b>	<b>Year</b>	<b>Semester-Odd</b>	<b>Semester-Even</b>
I	First	Semester-I	Semester-II
II	Second	Semester-III	Semester-IV

### **Part-I: First Year**

The schedule of Part I: First year examination shall comprise of two semesters: Semester I and Semester-II. At the end of second semester, students will be required to undergo summer training, based on which the student has to submit a report. The schedule of papers during first year of the programme shall be as follows:

### **Semester I**

<b>Code</b>	<b>Paper Name</b>	<b>Core/Elective/ Elective Core</b>	<b>Credit</b>	<b>Marks</b>		<b>Total Marks</b>
				<b>Written</b>	<b>Internal Assessment</b>	
101	Principles and Practices of Management	Core Discipline	5	70	30	100
102	Managerial Economics	Core Discipline	5	70	30	100
103	Accounting For Managers	Core Discipline	5	70	30	100
104	Business Environment in India	Core Discipline	5	70	30	100
105	Managerial Skill Development	Core Discipline	5	70	30	100
106	Statistical Methods for Decision Making	Core Discipline	5	70	30	100
107	Computer Applications in Management	Core Discipline	5	70	30	100
108	* Interdisciplinary Elective – Comparative International Management	Core Discipline	5			100
<b>Total Marks of Semester I</b>			<b>40</b>			<b>800</b>

\*Vide – BOS 13-11-2019, FOB 6-1-2020, AC 3-3-2020 , EC 20-3-2020

### **Semester II**

<b>Code</b>	<b>Paper Name</b>	<b>Core/Elective/ Elective Core</b>	<b>Credit</b>	<b>Marks</b>		<b>Total Marks</b>
				<b>Written</b>	<b>Internal Assessment</b>	
201	Organisational Behaviour	Core Discipline	5	70	30	100
202	Human Resource Management	Core Discipline	5	70	30	100
203	Marketing Management	Core Discipline	5	70	30	100
204	Financial Management	Core Discipline	5	70	30	100
205	Operations Management	Core Discipline	5	70	30	100
206	Business Research Methods	Core Discipline	5	70	30	100
207	Legal Framework of Business	Core Discipline	5	70	30	100
208	** Interdisciplinary elective – International Business Environment	Core Discipline	5			100
<b>Total Marks Semester of II</b>			<b>40</b>			<b>800</b>

\*\*Vide – BOS 13-11-2019, FOB 6-1-2020, AC 3-3-2020 , EC 20-3-2020

## Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester, the student is required to submit a report based on the summer training within four weeks from the commencement of the third semester.

## Part II: Second Year

The schedule of second year (Part II) Examination shall comprise of two semesters: Semester III and Semester IV.

## Elective Groups

- Two groups (one Major and one Minor) from the available electives are to be selected at the commencement of M.B.A. Part II-Semester III.
- The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
- Once a group has been selected, no change in selected groups will be allowed later.
- The first two papers of selected major group and first paper of selected minor group will be taught in Semester III and in Semester IV.

The schedule of papers during Second year of the program shall be as follows:

## Semester III

Code	Paper Name	Core/Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
301	Insurance And Risk Management	Core Discipline	5	70	30	100
302	Business Ethics and Corporate Governance	Core Discipline	5	70	30	100
303	Management Information System	Core Discipline	5	70	30	100
304	Tax Management in India	Core Discipline	5	70	30	100
308	Viva-voce (based on Summer Training Report:50 marks for Report Evaluation and rest 50 marks for Viva-Voce )	Core Discipline	5			100
<b>Elective Groups:</b>						
<b>Marketing</b>						
M-305 & M-307	Consumer Behaviour and Marketing Research	Elective Course	5	70	30	100
M-306	Retail and Supply Chain Management	Elective Course	5	70	30	100
<b>Finance</b>						
F-305 & 307	Capital Investment and Financial Decisions	Elective Course	5	70	30	100
F-306	Security Analysis and Port-folio Management	Elective Course	5	70	30	100
<b>Human Resource Management (HRM)</b>						
HRM-305 & 307	Human Resource Development	Elective Course	5	70	30	100
HRM -306	Labour Laws in India	Elective Course	5	70	30	100
<b>Total Marks of Semester III</b>					<b>40</b>	<b>800</b>

## Semester IV

Code	Paper Name	Core/Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
401	Strategic Management	Core Discipline	5	70	30	100
402	Operations Research	Core Discipline	5	70	30	100
403	Entrepreneurship Development	Core Discipline	5	70	30	100
404	Total Quality Management and Kaizen Strategies	Core Discipline	5	70	30	100
408	Comprehensive Viva-voce	Core Discipline	5			100
<b>Elective Groups:</b>						
<b>Marketing</b>						
M-405 & 407	Integrated Marketing Communication	Elective Course	5	70	30	100
M-406	Services Marketing	Elective Course	5	70	30	100
<b>Finance</b>						
F-405 & 407	Financial Markets and Services	Elective Course	5	70	30	100
F-406	International Accounting and Financial Reporting	Elective Course	5	70	30	100
<b>Human Resource Management (HRM)</b>						
HRM-405&407	Industrial Relations	Elective Course	5	70	30	100
HRM-406	Organisational Health	Elective Course	5	70	30	100
<b>Total Marks of Semester IV</b>					<b>40</b>	<b>800</b>

### Note:

1. Each Paper will be covered in 60 Lectures+ 30 Tutorials [4L+2T]
2. Tutorial Consists of Seminars and Contact Period
3. Two periods will be devoted for tutorials per week.
4. Each batch of tutorial will be divided into an optimum size of at least 10.
5. Inter-Disciplinary Elective Course shall be limited to 15% of the intake for other discipline on the basis of merit of the applicants.
6. Each paper will be of 5 credits. Thus, the total credit in each semester will be of 40 credits.
7. Each paper will be of 100 marks out of which 70 marks shall be allocated for Semester written examination and 30 marks for internal assessment.
8. Internal Assessment of each paper consists of
  - (a) One Seminar [Power Point Presentation] -10 Marks,
  - (b) One Sessional Test-10 Marks
  - (c) Attendance and Overall Performance-10 Marks.
9. The admission to, and examination process of the Master of Business Administration (M.B.A) course shall be governed by the existing ordinances of M.B.A., Department of Business Administration.
10. The provisions of inter-disciplinary electives shall be as per University guidelines for the purpose.

## **M.B.A. - I Semester**

**PAPER- 101 PRINCIPLES AND PRACTICES OF MANAGEMENT**  
**Compulsory Paper**

**[60 Lectures + 30 T]**

**Course Objective: Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**Unit-1 THE FOUNDATION OF MANAGEMENT: (12 Lectures)**

Nature and significance of Management, The Evolution of Management thoughts. Approaches to Management. Functions of Manager, Social Responsibility of Management. Professionalization of Management in India, Managerial Skills.

**Unit – 2 PLANNING : (12 Lectures)**

The Nature, significance and scope of Planning. Business objective, Management by objectives, Planning premises, steps in Planning. Structure of Plans, the process and Techniques of Decision making. Decision Models.

**Unit – 3 ORGANISING: (12 Lectures)**

Nature, Significance of Organising, Span of Management, Departmentation, Line and Staff Relationship. Delegation and Decentralisation, Formal and Informal Organisation, Determinants of effective organization, Different Patterns of Organisation structure virtual organization.

**Unit – 4 STAFFING AND DIRECTING: (12 Lectures)**

Staffing – Recruitment, selection and Training, Directing – Concept, Nature, Scope, Principles and Techniques of Direction, Communication-Definition, the process and barriers. Building Effective Communication System.

**Unit-5 CONTROLLING: (12 Lectures)**

Nature and scope of Control process, Control Techniques, Major Control Systems, Control by Exception. Nature, Scope, Principles and Techniques of Co-ordination.

**References :**

1. Koontz H Essentials of Management
2. Tripathi PC and Reddy Principles of Management
3. PN Prasad L.M. Principles and Practice of Management
4. Singh RN Management Thought and Thinkers (Sultan Chand) Hampton Management Newman,
5. Sumer Warren The Process of Management Concept Behaviour and Practice.

**COURSE OBJECTIVE**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**Unit 1 (12 Lectures)**

Nature and Scope of Managerial Economics; Objective of the Firm- Profit and Wealth Maximisation. Fundamental Concepts-Opportunity cost, Discounting principle, and time Perspective.

**Unit 2 (12 Lectures)**

Consumer Behaviour: Determination of demand; Demand function; Indifference curve analysis: Characteristics of Indifference Curve and Consumer's Equilibrium; Types of Demand Elasticity.

**Unit 3 (12 Lectures)**

Production and Cost: Production function, Concept of production, isoquants ridge lines, isocost lines, Expansion path and multi product firm.

Cost function: Classification of Costs, incremental cost, its relevance in decision making, short run and long run cost functions. Law of Variable proportion.

**Unit 4 (12 Lectures)**

Price and output relationship under different market structures: Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, Oligopoly.

**Unit 5 (12 Lectures)**

Risk and decision making- The concept of Risk and Uncertainty; Decision making under uncertainty, Risk-return Trade-Off; Profit Management: The concept of Economic Profit and Accounting Profit, Profit planning and Forecasting, Theories of profit-F.B. Hawley: Theory of Risk Bearing, F.H. Knight: Uncertainty Bearing Theory, Business Cycles: Concept and Nature, Phases and Causes of Business Cycles.

**References:**

1. Koutsiyannis, A. Modern Microeconomics, Macmillan press Ltd.(1998 Reprint)
2. Varian, Micro-Economic Analysis (ed.3) Norton,1992
3. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third edition, Prentice Hall of India, New Delhi,1996
4. Madala G.S. and Ellen miller, Micro Economics, theory and Application, McGraw Hill, Book Compahy, New York.
5. Gould,John P.,Edward P. Lazear, Micro-Economics, Theory, Richard D. Irwin, inc., Home' wood illionis.
6. Sen Anindya, Micro- Ecomics: Theory and Applications oxford University Press, New Delhi,1999
7. Mehta P.L, Managerial Economics, Sultan Chand & Sons.
8. Vaishampayan, J.V. Micro Economic Theory, New Royal Book Co.

**Course Objective:**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm.

**Unit-1 INTRODUCTION : (12 Lectures)**

Accounting-need, Uses and Users of Accounting Information, Accounting Principles, Concepts, Conventions, Accounting Mechanics, Equations, (Basic) Identification of Accounts.

**Unit-2 ACCOUNTING MECHANISM : (12 Lectures)**

Journal, Ledger, Trial Balance, General Purpose Financial Settlements, Depreciations, Reserves and Adjustments to Financial Accounting.

**Unit-3 ACCOUNTING POLICIES : (12 Lectures)**

Accounting standards, Gaps in GAAP. Disclosure an Elusive art of Accounting, Legal frame work of Accounting for corporate sector.

**Unit-4 ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS : (12 Lectures)**

Financial Statement- Forms, Analysis and Interpretation, Techniques of Analysis – Ratio, Preparation of Funds flow and cash flow Statements. Accounting for Price level changes.

**Unit-5 ACCOUNTING MECHANISM FOR CONTROL: (12 Lectures)**

Budgets and Budgetary control, Zero Base Budgeting, standard costing and variance analysis Marginal Cost and BEP Analysis and differential cost analysis for decision making. Unit costing – Preparation of cost sheet.

**References :**

1. Talsian P.C. : Financial Accounting
2. Khan and Jain : Management Accounting
3. Bhattacharya and Dearden : Accounting for Management
4. S.N. Maheshwari : Elements of Management Accounting.
5. Jawahar Lal : Financial Accounting
6. I.M. Pandey : Management Accounting
7. Porwal L.S. : Accounting Theory
8. Kennedy and McMillen : Financial Statements : Forms Analysis & Interpretation.



**PAPER- 104 BUSINESS ENVIRONMENT IN INDIA**  
**Compulsory Paper**

**[60 Lectures + 30 T]**

**Course Objective:**

The course aims at providing an overview of various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. It intends to provide a deeper understanding of the environmental factors as they influence the Indian business enterprises.

**Unit –1 INTRODUCTION: (12 Lectures)**

The Concept, Nature and Significance of Business Environment Industrial Sickness, Salient features of Capitalism, Socialism and Socialistic Pattern of Society, Concept of Mixed Economy, Emergence of Public Sector, Joint Sector and Cooperative Sectors.

**Unit-2 SOCIO-CULTURAL ENVIRONMENT : (12 Lectures)**

Social Interests and Values – implications for Industrialisation and Economic Growth. Ecology and Social Responsibility. Consumerism as an emerging Environment Force, Ethics of Business.

**Unit-3 INDUSTRIAL ENVIRONMENT : (12 Lectures)**

Role of State Participation in Business, Industrial Policy, Industrial Licensing Policy, Regulatory Mechanism after clearing post reforms period, Industrial Development during five year plans-Achievements and Impediments.

**Unit-4 ECONOMIC ENVIRONMENT : (12 Lectures)**

Policy of Economic Liberalisation, Globalisation, W.T.O. Multinationals and Government Policy towards them, Fiscal and Monetary Policies. Effects of Economic reforms.

**Unit-5 TECHNOLOGICAL ENVIRONMENT : (12 Lectures)**

Choice of Appropriate technology, problems in Selecting Appropriate Technology, Technology Transfer, Issues in Asset Protection Multilateral Settlements consortium approach, External Relations Approach, Intellectual property rights.

**References :**

1. Chosh P. & Kapoor, G.K. Business & Society -A study of Business Environment
2. Adhikari, M. Economic Environment of Business Cherunivalvam Business Environment
3. Dasgupta.A, & Sengupta A Business Environment & Society
4. I.C. Dhingra The Indian Economy Environment and Policy
5. George A. Steiner Business Government and Society -Govt. of India Five Year Plans -Govt. of India India-A References Annual -RBI Bulletin.

**Course Objective:**

This course intends to develop good managerial skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

**Unit-1 CONCEPTUAL FRAMEWORK : (12 Lectures)**

Skill and Skill development, Critical roles of management skills, Developing self-awareness, skill learning and application, solving problems analytically.

**Unit-2 INTERPERSONAL SKILLS : (12 Lectures)**

Building positive interpersonal relationship, supportive communication, Gaining power and influence, motivating others, managing conflicts, negotiation skill.

**Unit-3 GROUP SKILLS : (12 Lectures)**

Group dynamics, Building effective team and teamwork, empowering and delegating, Leading positive change.

**Unit-4 SPECIFIC COMMUNICATION SKILLS: (12 Lectures)**

Making Oral and written presentations, Conducting interviews, Conducting meetings.

**Unit-5 DOCUMENTATIONS FOR COMMUNICATION: (12 Lectures)**

Essentials of Reading and Writing skills. Letters and E-mail writing, Precis writing, Dialogue writing, speech writing, Research Report Writing. Notice, circular, agenda, minutes and web pages as a means of mass communication.

**References :**

1. Fisher D. Communication in Organisations.
2. Bala Subrahmaniam Business Communication
3. Rai U.S. and Rai S.M. Business Communication Sharma Business Correspondence and Report writing.
4. Harta A. Purthy, Jane Tnomas Effective Business Communication.
5. P. Varshney , A. Dutta, Managerial Skill Development,

**Course Objective:**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

**Unit-1 INTRODUCTION: (12 Lectures)**

Statistics: Meaning, Nature and Scope of Statistics, Managerial Applications of Statistical tools, types of data, Data Collection, Classification, Tabulation, Graphical Presentation.

**Unit-2 MEASUREMENT OF CENTRAL TENDENCY: (12 Lectures)**

Computation and application of Mean, Median, Mode, Standard Deviation, Co-efficient of Variation, Co-efficient of variation.

**Unit-3 CORRELATION: (12 Lectures)**

Correlation and regression, Analysis of Time Series, Index Numbers.

**Unit-4 PROBABILITY : (12 Lectures)**

Probability – addition AND multiplication Theorems, Bayes (Simple Problems), Binomial, Poisson and Normal Distribution.

**Unit –5 SAMPLING: (12 Lectures)**

Theory of Sampling, Tests of Significance for Large and Small Samples, T-Test, F test and Chi-square test.

**References :**

1. Suranjan Saha Practical Business Mathematics and Statistics
2. Elhance D.N. Fundamentals of Statistics Elhance D.N. Practical Problem in Statistics Decisions.
3. Raghavachari Mathematics for Management
4. Levin & Kirth Gilpatrick Quantitative Approach to Management.
5. Wayne & Winston, Business Analytics: Data Analysis & Decision Making

**Course Objective:**

The objective of the course is to make the students familiar with the basic concepts of computer applications and its application in managerial decision-making.

**Unit 1: Conceptual background and Introduction to Information technology: (12 Lectures)**

Its usage for managers, Introduction to Hardware and Software: Introduction to computer system, Systems Software, Application Software and Packages, Open source software and its advantages. Internet Technology, Networking and its applications, Understanding Websites, Understanding Domain Names & Domain Extensions, Web Server

**Unit 2: Introduction and Fundamentals of computational platforms and operating system: (12 Lectures)**

Windows, Unix/Linux. Introduction and knowledge of business operations through internet. World Wide Web, webinars, video and web conferencing, Introduction to Mobile platforms and technologies; Using Social Media platforms for business. Emerging communication technologies.

**Unit 3: Document Preparation & Presentation Skills: (12 Lectures)**

business presentations: Introduction to Software Packages & practical knowledge of Microsoft Word, Microsoft Excel – Formulas, Graphs, Basis statistical formulae. Microsoft Power Point – Creating effective presentations Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet Emerging technology of office Automation systems, Email and Email etiquettes.

**Unit 4: Data analysis and database management: (12 Lectures)**

Introduction to DBMS and RDBMS concepts, creating a database, Basic queries. SQL and SQL Commands, Microsoft Access.

**Unit 5: Internet and Web Technology: (12 Lectures)**

Web hosting, Web Designing, Home page designing, Website Content designing, Joomla, query, knowing and Adding Payment Gateways, Web Hosting, Mobile Technology & Business, E-Commerce and online business mechanism, Emerging communication technology.

**References :**

Ron Mansfield Working in Microsoft Office.

**Course Objective:**

The purpose of this course is to be familiarize students with the basic concept of International Management.

**Course Content**

**Unit 1 (12 Lectures)**

Introduction: The concept of international Management, Global challenges, India's Attractiveness for International Business. Managing Cross cultural diversity, Managing International Competitive advantage.

**Unit 2 (12 Lectures)**

International Strategies Alliances: International Strategic Alliances-concepts of strategic alliances, Reasons for strategic alliances, Concepts of merger and acquisitions, Results of merger and acquisitions. Transfer pricing in International Management.

**Unit 3 (12 Lectures)**

Risk Management: Political Risk Assessment-International conflict between the most country, the Home country and the multinational corporations, Various forms of host country intervention. Government instability, protection for multinational corporations, political risk assessment techniques and management. Indian Multinational Corporations, Multinationals and India's Policy FDI Policy.

**Unit 4 (12 Lectures)**

Problems of International Management: Organising and controlling for international competition. Problems in creating effective control system. Qualities, Characteristics, problems and challenges of the global manager.

**Unit 5 (12 Lectures)**

Comparative Management: Concepts, scope and models, A comparative study of management practices in USA, Japan and India.

**Suggested Readings:**

1. Thakur Burton and Srivastava, International Management Concepts and Cases (Tata Mcgraw Hill)
2. Heinz Weihrich and Harold Kootz Management, A Global perspective (Tata Mcgraw Hill)
3. Niels Noorderhaven, Carla Koen, and Arndt Sorge Comparative International Management (Routledge)
4. Richard N. Farmer, Advances International Comparative Management: A Research Annual (Advances in International Management)

## **M.B.A- II Semester**

**PAPER- 201 ORGANIZATIONAL BEHAVIOR**  
**Compulsory Paper**

[60 Lectures + 30 T]

**Course Objective:**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

**Unit 1 INTRODUCTION : (12 Lectures)**

Concept, Nature and Scope of Organisational Behaviour, Organizational Goals, Models of Organizational Behaviour, Influence of Socio-cultural factors on organization.

**Unit 2 INDIVIDUAL BEHAVIOUR : (12 Lectures)**

Determinants of Individual Behaviour: Personality, Perception, Learning, Motivation: Theories of motivation-- Needs hierarchy theory, Two factor theory, Achievement Motivation theory, Theory X, Y and Theory Z, Maturity and Immaturity theory, Vroom's Expectancy theory, Equity Comparison Theory.

**Unit 3 BEHAVIOURAL DYNAMICS : (12 Lectures)**

Interpersonal behaviour: Life Positions, Johari Window, Ego States, Transactional Analysis. Leadership: Leadership styles, Leadership Theories: Trait, Behavioral and Situational theories. Transactional vs Transformational.

**Unit 4 GROUP DYNAMICS: (12 Lectures)**

Concept, Reasons and Approaches of Group Formation, Types of Groups, Stages of Group Development; Group Processes: Norms, Status, Size, Role relationships; Cohesion; Management of conflict: Concept, Stages, Levels and Sources of conflict, Conflict Resolution Strategies. Power and Politics in Organisation.

**Unit 5 ORGANIZATIONAL CHANGE AND DEVELOPMENT: (12 Lectures)**

Management of Change; Organizational Development: concept and intervention techniques., Organisational Effectiveness, Organisational Culture: Concepts and determinants, Quality of Work Life. Management of stress.

**References:**

1. Robbins S.P. Organizational Behavior, Prentice Hall of India, New Delhi.
2. Luthans, Fred, Organisation Behavior, McGraw Hill International, New York.
3. Prasad L.M. Organsational Behaviour, Sultan Chand & Sons, New Delhi.
4. Ashwathappa, K, Orgnaizational Behavior, Himalya Publishing House, New Delhi.
5. Mishra M.N., Organisational Behaviour and Corporate Development, Himalya publishing.
6. Sharma R.A., Organizational Theory and Behaviour
7. Sekaram Uma., Organizational Behaviour
8. Newstrom & Keith Davis, Organizational Behaviour
9. Luarie J Mullins, Management & Organizational Behaviour

**PAPER- 202 HUMAN RESOURCE MANAGEMENT**  
**Compulsory Paper**

**[60 Lectures + 30 T]**

**Course Objective:**

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich source of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques and ever changing procedures & practices in the field of HRM in a comprehensive way.

**Unit – 1 INTRODUCTION : (12 Lectures)**

Concept, Nature Scope and significance of personnel Function in Modern Organisations. Evolution and Philosophy of Management of Human Resource, Dimensions of Human Resource Management Policies, Present Status of Human Resource Management in India.

**Unit – 2 PLANNING AND STAFFING POLICY : (12 Lectures)**

Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge.

**Unit-3 DEVELOPMENT OF HUMAN RESOURCE : (12 Lectures)**

Nature, Objectives, Scope of Training and Development, Assessment of Training Needs for Managerial and Non-managerial, Personnel. Methods and Techniques of Training and their Evaluation. Performance Appraisal, Nature, Objectives and Methods.

**Unit-4 COMPENSATION : (12 Lectures)**

Need – for Rational Wage Policy, Job Evaluation, Wage Structure, Fringe, Benefits, Financial and Non-Financial Benefits, Personnel Control-Research and Audit.

**Unit-5 INDUSTRIAL RELATIONS : (12 Lectures)**

Trade Union, Collective Bargaining, Industrial Disputes Causes and Settlement, Disciplinary action and grievance handling.

**References :**

1. E. Flippo Principles of Personnel Management
2. Monnappa & Saiyadin Personnel Management
3. L.M. Prasad Human Resource Management
4. Monnappa Industrial Law
5. Ashwathapa Human Resource Management and Personnel Management



**COURSE OBJECTIVE**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

**Unit 1 Introduction: (12 Lectures)**

Evolution of marketing concept, Marketing management process- a strategic perspective, Significance of Scanning Marketing Environment , Trends in marketing- Social media, Online, Digital and Direct Marketing, Social marketing, Sustainable Marketing, Ambush marketing, Buzz marketing

**Unit 2 Product Decisions: (12 Lectures)**

Product Decisions: Product concept and classification, Major product decisions, New Product Development,. Consumer adoption and innovation diffusion. Product life cycle: Concept and appropriate strategies to be adopted at different stages.

**Unit 3 Pricing Decisions: (12 Lectures)**

Objectives of Pricing, Factors affecting price of a Product; Procedure for setting price, Pricing policies and strategies.

**Unit 4 Distribution Decisions: (12 Lectures)**

Channels of Distribution- Concept and importance, different types of Distributions, Channel management, Selection, Motivation and performance appraisal of distribution middlemen, Retailing and wholesaling in Indian perspective. Role of Distribution in the Digital Era, E-tailing and its Advantages

**Unit 5 Promotion Decisions: (12 Lectures)**

Meaning and importance of promotion, Communication process; promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign, Promoting through Internet.

**References:**

1. Kotler Philip and Kevin Keller, Marketing Management 13th ed. Pearson prentice, 2010.
2. Kotler, Philip, and Gray Armstrong, Principles of marketing, 12 ed. Pearson prentice Hall, 2010.
3. Etzel, Michael j. Bruce i. walker and William j. Stanton, Fundamentals of Marketing 11th ed. McGraw Hill, 2008
4. Mc Carthy, E Jerome, Joseph P Canon and William d Perrault, Jr ,Basic Marketing, A Managerial Approach, 9th ed McGraw Hill, 2008
5. Kotler, Phillip, Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, A South Asia Perspective, 13th ed, Pearso, India, 2008.

**Course Objective**

The present course aims at familiarizing the participants with the skills related to basic - principles, tools and techniques of financial management.

**Unit 1-Financial Management: (12 Lectures)**

Nature, Objectives and Scope; Financial Decision-Making, Time value of money Concept, Concept of risk and return. Role of a finance manager of firm, Financial instruments.

**Unit 2-Investment Decisions : (12 Lectures)**

Concept, Capital Budgeting decision, Investment evaluation criteria, Cost of capital (weighted average cost concept), Risk analysis in Capital budgeting.

**Unit 3-Financing Decision : (12 Lectures)**

Concept of capital structure, Theories of capital structure, EBIT-EPS analysis, Concept of leverage, Types of leverage.

**Unit 4-Dividend Decision: (12 Lectures)**

Concept of dividend policy, Objectives of dividend policy, Practical consideration in dividend policy, Issues in dividend policy, Theories in dividend policy- relevance and irrelevance theory,.

**Unit 5-Working capital Management decision: (12 Lectures)**

Concept of working capital management, Determinant's of working capital and Issues in working capital management, Receivable management, Inventory management , Cash management, Working capital finance

**References :**

1. Van Home, James C., Management and policy, 12th ed. Prentice Hall of India, 2008.
2. Srivastava R.M., Financial Management
3. Kulkarni,P:V., Financial Management
4. Bhalla V.K., Financial Management.
5. Gupta,S.P., Financial Management (Hindi and English Edition)
6. Pandey I M , Financial Management
7. M Y Khan, Financial Management

**Course Objective:**

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. Designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability. Interface of operations management with other managerial areas.

**UNIT 1 Introduction to Operations Management (12 Lectures)**

Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends. Planning (Designing) the Conversion System – Designing Products; Services and Processes; FMS; Facility Location Planning; Layout Planning.

**UNIT 2 Organizing the Conversion System (12 Lectures)**

Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics. Scheduling Production Systems – Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts and Sequencing.

**UNIT 3 Controlling the Conversion System (12 Lectures)**

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

**UNIT 4 Quality Control and Management (12 Lectures)**

Introduction, TQM, Contributions of Quality Gurus - Demings, Juran, Philip Crosby, Ishikawa; Techniques of Quality Control, ISO 9000 & ISO 14000; Statistical Process Control

**UNIT 5 Environments, Ethics, Technology and Contingency Planning-Adapting to External Forces, Greening the Environment: (12 Lectures)**

Maintenance, Greening the Environment: Design for Disassembly (DFD), Ethics and P/OM, Preparing P/OM for future conditions. Environmental Quality: ISO 14000 / 14001, Vision of a Fully Integrated Global Company.

**References**

1. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall, 2003, 5th Edition)
2. Dilworth James B – Operations Management (Mc Graw Hill)
3. Heizer and Render – Operations Management (Prentice Hall, 10<sup>th</sup> edition)
4. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)
5. Jack R. Meredith (Author), Scott M. Shafer, Operations Management

**Course Objective:**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

**Unit 1: (12 Lectures)**

Nature and Scope of Research Methodology, Research Process, Research Design – Exploratory, Explanatory & Descriptive Research Design, Hypothesis formulation.

**Unit 2: (12 Lectures)**

Variables and Constructs, Measurement and Scaling: Comparative and Non-Comparative Scaling Techniques, Questionnaire design, Sampling Design and Procedure, Data Collection, Data Preparation.

**Unit 3: (12 Lectures)**

Uni-variate and Bi-variate Analysis: Parametric and Non-parametric Tests, Multivariate data Analysis, Multiple Regression. Use of Statistical Software Packages.

**Unit 4: (12 Lectures)**

Introduction to Qualitative Analysis: Process, Data Collection, Data Analysis, and Interpretation.

**Unit 5: (12 Lectures)**

Business Research Report-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up

**References:**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Levin R I & Rubin D.S.. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar : Business Statistics using Excel , Oxford University Press
6. Sharma J.K. : Business Statistics, Pearson, New Delhi
7. Beri : Statistics for Management, TMH, New Delhi
8. Gupta S.P. & Gupta M.P. : Business Statistics, S Chand & Sons, New Delhi.

**COURSE OBJECTIVE**

To familiarize with the legal environment in which the business entities operate and provide basic appreciation of relevant legal provisions and their impact on business decisions and operations.

**Unit 1 Economic Policies: (12 Lectures)**

New Industrial Policy- Salient Features and Its impact on Economy; Fiscal Policy-Objectives and Components; Monetary Policy- Objectives and Components

**Unit 2 Intellectual Property: (12 Lectures)**

Concept and kinds of Intellectual Property, Copyright Act 1957-Procedure for Registration, Rights of Copyrights owner; Patent Act1970- Procedure for Registration, Rights of Patentee and Revocation of Patent; Design Act2000- Procedure for Registration. Arbitration, Conciliation.

**Unit 3 Environment Protection: (12 Lectures)**

Environment Protection Act 1986- Power of Central Government, Environment Clearance; The Water (Prevention and Control of Pollution) Act 1974- Basic Provisions and Powers of Boards; Air (Prevention and Control of Pollution) Act 1981- Measures Power of Control Boards.

**Unit 4 Competition and Consumer Protection (12 Lectures)**

Concept of Competition, Anti-Competitive agreements, Abuse of Dominant Position, Regulation of Combination, Competition Commission of India; Consumer Protection Act-1986- Concepts, Rights of Consumer, Consumer Dispute Redressal Mechanism.

**Unit 5 Goods and Services Taxes : (12 Lectures)**

Concepts, Composition Scheme, Registration, Tax Invoice, Credit and Debit Notes, Returns, Tax Payment.

**References:**

1. Economic Laws: Taxmann Publications, New Delhi
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa,K.Legal Environment of Business, Himalaya Publication, New Delhi.
5. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi
6. Govt of India : Economic Survey.
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian,
8. New Delhi.
9. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.
10. Bare Act: Concerned Acts

**Course Objective:**

Objective of this course is to develop capacity of the students to understand the contemporary changes in the global business environment. To achieve this objective students will be familiarized with the extent of embeddedness of global business in the international institutional setting.

**Course Contents**

**Unit 1 (12 Lectures)**

International Business Theories: Liberalisation: Tariff and Non-tariff barriers; World Trade Organization; Recent Trends and main Drivers of International Trade-Real Merchandise Trade and Output Developments, Nominal Trade Developments.

**Unit 2 (12 Lectures)**

Regional Blocks, The Proliferation of Regional Preference Systems; India's Regional Integration Agreements; Regional Integration Agreements and Foreign Investment.

**Unit 3 (12 Lectures)**

Global Competitiveness; Internationalization of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalisation and Human Resource Developments; Multicultural Management, International Marketing; Export Management.

**Unit 4 (12 Lectures)**

India's Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Foreign Direct Investment-Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI. Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs); Crossborder Mergers and Acquisitions; International Banking and Eurocurrency Market; Strategic Issues in International Management; Global e-business.

**Unit 5 (12 Lectures)**

Balance of Payments; International Monetary Systems; Forex Markets and Risk Management; Corporate Governance; Business Ethics; Corporate Social Responsibility; World Economic Growth and the Environmental Issues; Country Risk Analysis; Taxation in an International Economy.

**Suggested Readings:**

1. Bhalla, V.K. (2009). International Financial Management, New Delhi: (Anmol Publishers)
2. Bhalla, V.K. & Ramu, S.S.(2009). International Business Environment, New Delhi: (Anmol Publishers)
3. Hill, C.W.L., & Jain, A.K. (2007). International Business Competing in Global Market place. New Delhi: McGraw Hill.
4. Mead, R. (2004). International Management: cross cultural dimensions (3rd ed.) New York; Wiley.
5. Salvator, D. (2009). International Economics (10<sup>th</sup> ed.). Singapore; John Wiley.

## **M.B.A.- III Semester**

**PAPER- 301 INSURANCE AND RISK MANAGEMENT**  
**Compulsory Paper**

**[60 Lectures + 30 T]**

**Course Objective:**

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

**Unit 1 Risk – Conceptual Framework: (12 Lectures)**

Meaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of Risk management, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial Insurance.

**Unit 2 Insurance – An Introduction: (12 Lectures)**

Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles – Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.

**Unit 3 Classification of Insurance Business: (12 Lectures)**

Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.

**Unit 4 Insurance Devices: (12 Lectures)**

Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.

**Unit 5 Financial Aspects of Insurance: (12 Lectures)**

Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up. Reserves - General and Specialized. Solvency of an Insurance company.

**References:**

1. James S. Reichmann, Robert Hoyt : Risk Management and Insurance, South-Western, & David Sommer College Pub
2. K P Singh, M C Garg, B S Bodla Insurance: Fundamentals, Environment and Procedures Deep & Deep Publications
3. P S Palande : Insurance in India, Sage Publications India
4. Prava Nalini Tripathy & Prabir Pal : Insurance – Theory and Practice PHI Learning
5. Ajay Kumar,,D.P. Chatterjee,C.Chandrasekhar D. G. Patwardhan Ajay Kumar: Risk Management, Macmillan India
6. Mrinal Chandra Sengupta & Mrinal Chandra Sengupta : Insurance Finance Progressive Publishers
7. Julia Holyoake : Insurance, Chartered Institute of Bankers
8. PK Gupta : Insurance and Risk Management, Himalaya



### **COURSE OBJECTIVE**

The objective of this course is to endow the student with a broad perspective on themes and issues of Business Ethics and Corporate Governance along with their relevance and application in the Indian setting. It will help the students to build up traits in leadership 'efficacies so that they can help organizations effectively conduct personnel management and employee relations.

#### **Unit 1 Introduction to Business Ethics (12 Lectures)**

- Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,
- Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.
- Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory
- Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi's Doctrine of Satya and Ahimsa,
- Emergence of new values in Indian Industries after economic reforms of 1991 and social media and technology revolution in new millenia

#### **Unit 2 Indian Ethical Practices and Corporate Governance (12 Lectures)**

- Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents
- Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,
- Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.
- Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences

#### **Unit 3 Introduction to Corporate Social Responsibility (12 Lectures)**

- Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.
- Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.
- CSR and Indian Corporations- Legal Provisions and Specification on CSR, Future of CSR in India.
- Role of NGO's and International Agencies in CSR, Integrating CSR into Business

#### **Unit 4 Areas of CSR and CSR Policy (12 Lectures)**

- CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.
- CSR and environmental concerns.
- Designing CSR Policy- Factors influencing CSR Policy,
- The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and developments in India.

#### **Unit 5 Global Recognitions of CSR (12 Lectures)**

- Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.
- CSR and Sustainable Development
- CSR through Triple Bottom Line in Business

#### **References:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd New Delhi.

**Course Objective:**

The objective of the course is to introduce students to Management Information System, design decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

**Unit 1 INTRODUCTION: (12 Lectures)**

Meaning, functions, role and limitations of Management Information System, Classification of Information Systems—Procedural and Functional, Organisation for Management Information System, Top Management Support for Management Information System.

**Unit 2 PLANNING OF MANAGEMENT INFORMATION SYSTEM : (12 Lectures)**

Meaning, Need and Stages of MIS Plan—Nolan’s Stage Hypothesis, Steps in Planning MIS –Strategic Planning, Information Requirements Analysis (IRA), Resource Allocation and MIS Project Planning. MIS Development Approaches—Waterfall, Prototyping, Iterative Enhancement and JAD Models.

**Unit 3 DESIGN OF MANAGEMENT INFORMATION SYSTEM :(12 Lectures)**

Information Characteristics, Elements and Data Sources; Approaches to Design—Conceptual and Concrete. Use of Context Diagram, ERD & DFD in Designing; Documentation and Formats in MIS.

**Unit 4 IMPLEMENTATION AND EVALUATION : (12 Lectures)**

Tasks in Implementation, Methods of Conversion, Behavioural implications in MIS and Strategies to overcome behavioural implications, Approaches and process of evaluation of MIS.

**Unit 5 COMPUTERS IN MANAGEMENT INFORMATION SYSTEM :(12 Lectures)**

Comparison of manual and computerized Information System, Selection of Computer System;. Enterprise Systems, Opportunities and problems in ERP Selection and Implementation. Security, ethical, social and privacy issues in MIS.

**References :**

1. Brien James, O Management Information System, McGra-Hill Irwin
2. D.P. Goyal Management Information System, Macmillan
3. Laudon and Laudon Management Information System, PHI
4. C.S.V. Murthy Management Information System, HPH
5. Gagan Varshney, Pankaj Management Information System, Global Vision PH
6. Madam & Awadhesh Gupta Management Information System
7. Uma G. Gupta Management Information System—A Managerial Perspective
8. Contar Jerome Management Information System
9. Schulthesis Management Information System.

**Course Objective:**

**COURSE OBJECTIVE:**

To familiarize the student with tax framework in India and relevant aspects.

**Unit 1 Income Tax: (12 Lectures)**

Basic Concepts, Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total income.

Residence and Tax Liability, Tax Planning, Tax avoidance and Tax-evasion.

**Unit 2 Tax Management: (12 Lectures)**

Meaning and Scope, Collection of Tax at source Deduction of Tax at source, Advance payment of tax.

Preparation and Filing of Return, Assessment Procedure; penalties and prosecution.

**Unit 3 Tax Administration: (12 Lectures)**

Income Tax Authorities, Recovery and Refund of tax, Appeals and Revision, Settlement of cases and Advanced

Ruling, Search, Seizure and Assessment.

**Unit 4 Goods and Services Tax: (12 Lectures)**

Overview of GST Framework. Important terms and definitions under the Act, Registration, Composition

Scheme, GST Returns. GST Administration.

**Unit 5 Customs: (12 Lectures)**

Role of customs in international trade, Important terms and definitions under the customs act 1962: Kinds of duties basic, auxiliary, additional or countervailing: Basics of levy: ad valorem, specific duties.

**References:**

1. H.C. Mehrotra & S.P.Goyal: Direct Tax Including Planning & Management, Sahitya Bhawan Publications Agra.
2. V.K. Singhanian,: Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
3. K.M. Bansal: GST & Customs Law, Taxman's Publication, Delhi.
4. Central Goods and Services Tax Act, 2017, Integrated Goods and Services Tax Act, 2017, Uttar Pradesh Goods and Services Tax Act, 2017.
5. Circulars Issued by C.B.D.T, Income Tax Act 1961, Income Tax Rules, 1962.
6. Customs act.

**COURSE OBJECTIVE**

Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on the elementary knowledge of Marketing Research as well.

**Unit 1 (12 Lectures)**

Introduction: Nature, Importance, and Scope of Consumer Behaviour; Application of Consumer Behaviour in Marketing. Determinants of Consumer Behaviour, changing profile of Indian Consumers.

**Unit 2 (12 Lectures)**

Individual Determinants of Consumer Behaviour: Needs and Motivation, Perception, Learning and learning theories, Attitude and attitude change, Personality and Life Style.

**Unit 3 (12 Lectures)**

External Determinants of Consumer Behaviour: Group Dynamics, Reference Groups and their Influence, Family- Role and Functions. Social class, Culture and sub- Culture, Cross Cultural understanding of Consumer Behaviour.

**Unit 4 (12 Lectures)**

Consumer Decision Making Process, Models of Consumer Behaviour: Nicosia; Howard- Sheth; Engle; Kollat and Blackwell Models, Business buying behavior.

**Unit 5 (12 Lectures)**

Introduction to Marketing Research: Meaning of Marketing Research, Types of Marketing Research, Importance; customer insight, Ethics, Structure of marketing Research, Marketing Research Process.

**References:**

1. Schiffman, L.G. and Kanuk, L.L.: Consumer Behavior.
2. Nair, Suja R,: Consumer Behaviour in Indian Perspective.
3. Loudon, David, L and Bitta, A.J. Dalla, : Consumer Behaviour.
4. Bennet and Kasara Jan, : Consumer Behaviour.
5. Peter J. Paul and Jerry C. Olson, : Consumer Behaviour and Marketing Strategy.
6. Nigel Bradley: Marketing Research – Tools and Techniques, Oxford University Press.

**COURSE OBJECTIVE**

This course enables the students to understand the retailing process, the environment within which it operates and the various retail institutions along with their functions. This course will also help them understand about the supply chain system and logistics management.

**Unit 1 (12 Lectures)**

Definition and Scope - Retailer - Evolution of Retailing Industry - Factors behind the change of Indian Retailing Industry - Economic Growth - Retailers Role in Distribution Channels - Benefits of Retailing - Retailing Environment, Classification of retailers

**Unit 2 (12 Lectures)**

Buying behaviour process, Types of Buying behaviour, Buying Situations

**Unit 3 (12 Lectures)**

Definition of retail Market Strategy, Pricing, Promotion, Store Location and Site Evaluation: Importance of Location Decision - Retailing strategy and Location - Characteristics Used in Location - Analysis - Defining the Trade Area, Store Layout – Design, Visual Merchandising

**Unit 4 (12 Lectures)**

Importance of Supply Chain Management (SCM), Decision phases and process view of SCM, Supply chain drivers, Various Flows (cash, value and information) in SCM

**Unit 5 (12 Lectures)**

Logistics Management as part of SCM, Logistics costs, inbound and outbound logistics, Bullwhip effects in Logistics, Purchasing and warehousing Management, Functions of Purchase Department, Vendor Rating.

**References:**

1. Newman A.J. and Cullen P- Retailing: Environment and Operations (Vikas, 1st ed.)
2. Vedmani G. Gibson- Retail Management- Functional Principles & Practice (Jaico Publications 1st ed)
3. Raghunath G. (IIMA)- Logistics and Supply Chain Management (McMillan, 1st ed)
4. Krishnan Dr. Gopal- Material Management, (Pearson, New Delhi, 5th ed.)
5. Agarwal D.K.:A Text Book of Logistics and Supply Chain Management (McMillan, 1st ed.)
6. Sahay B.S.- Supply Chain Management McMillan, 1st ed.

**Course Objective:**

This course enables the students to understand the nature of various types of capital and financial activities and their application in managerial decisions.

**Unit-1 AN OVERVIEW: (12 Lectures)**

Nature of the Investment of Capital Expenditure Decisions, Identification of Potential Investment Opportunities, Criteria for preliminary screening, Aspects of Project Appraisal

**Unit-2 FINANCIAL APPRAISAL OF A PROJECT: (12 Lectures)**

Defining Costs and Benefits, Preparing Cash Flow Projection, Appraisal Criterion Pay Back Period, ARR, NPV, IRR, BCR,

**Unit-3 RISKS IN INVESTMENT DECISIONS: (12 Lectures)**

Futurity-Uncertainty-Risks, Types and Sources of Risks, Types and Sources of Risks, Measurement of risk, Decision Trees, Sensitivity Analysis.

**Unit-4 FINANCING OF CAPITAL INVESTMENTS: (12 Lectures)**

Lease Financing, Venture Capital, Financing of Expansion-Internal and External, Acquisition and related problems.

**Unit-5 FINANCING THROUGH FINANCIAL INSTITUTIONS: (12 Lectures)**

IFCI, IDBI, ICICI, State Financial Corporations.

**References :**

1. V.K. Bhalla Investment Management
2. P. Hampton Financial Decision Making-Concepts Problems and Cases.
3. R.M. Srivastava Financial Decision Making-Concepts, Problems and Cases.
4. J. Satyanarayana K. Rama Krishna Lease Financing.
5. Ramesh Gupta Venture Capital and Indian Financial Sector.

**COURSE OBJECTIVE**

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

**Unit 1(12 Lectures)**

Introduction: Nature, Process, and Scope of financial assets investment decisions; Structure of Indian Securities Market-An overview; Sources of Financial Information.

**Unit 2 (12 Lectures)**

Securities Analysis: Two-parameters frame work; Understanding of return and risk of a security; Types of return and risk; Sources of risk.

**Unit 3 (12 Lectures)**

Analysis of fixed-income Securities: Bond fundamentals; Valuation of bonds; Analysis of risk in bonds; Certificate of Deposits. Analysis of variable-Income securities (Equity): Approaches to security (Equity) analysis, Fundamental Analysis, Technical analysis, Efficient market hypothesis.

**Unit 4 (12 Lectures)**

Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Markowitz Model; Sharpe's Single Index Model; Capital Assets Pricing model (CAPM) and Arbitrage Pricing Model (APT): Performance Evaluation of Portfolios, Problems Associated with Revision of Portfolio.

**Unit 5 (12 Lectures)**

Financial Derivatives: Future, Options, Portfolios of future and option synthetics.

**References:**

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. : Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

**COURSE OBJECTIVE**

To understand the purpose, process and applications of Human Resource Development in the context of different organizational strategies.

**Unit 1 (12 Lectures)**

**Introduction** : HRD Concepts, Strategic HRD, e-HRM, Goals and Mechanisms of HRD; HRD as a total system, Principles of designing HRD system, HRD commitment and culture in the Globalisation Era, HRD in Indian Industries.

**Unit 2 (12 Lectures)**

**HRD Process, Instruments, Sub-systems and Outcomes:** Steps in HRD Process; HRD Instruments; Subsystems of HRD; HRD Outcomes, Linkage between HRD Processes, Instruments, Outcomes and Organisational Effectiveness.

**Unit 3 (12 Lectures)**

**Career Planning and Development and Empowerment** : Concept and Rationale of Career Planning and Career Development; Career Stages; Process of Career Planning and Development; Effective Career Planning; Counselling for Career Planning; Concept and Process of Empowerment.

**Unit 4 (12 Lectures)**

**Training and Development:** Identifying Training needs, Planning for Training, Training Evaluation, Systems Approach to training, Executive Development Programmes, New Roles of Training; Managerial Grid Training.

**Unit 5 (12 Lectures)**

**Performance Management and HRD Audit:** Concept, Methods and Process of Performance Management; Competency Mapping; Balanced Scorecard; Concept and Significance of Potential Appraisal and Development; HRD Audit Concept and Key Audit Areas; T.Q.M; Quality Circles.

**References:**

1. Shyam Chandra: Studies in Corporate HRD
2. Rao, T.V Verma KK Alternative approaches and strategies of Human Resource Development.
3. Mathur B.L : Human Resource Development- Strategies Approaches and Experiences
4. Rao T.V: HRD Audit
5. Rao T.V & Peniara D.F: Recent Experiences in HRD
6. Pareek V and Rao T.V: Designing and Managing Human Resource Systems
7. Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing, 6th Edition, 2009
8. Nadler, L, Corporate Human Resources Development, Van Nostrand Reinhold.



**COURSE OBJECTIVE**

To understand the various concepts related with labour welfare and social security in India.

**Unit 1 (12 Lectures)**

**Labour Welfare:** Concept, Objectives and Scope of Labour Welfare, Types of Labour Welfare-Statutory and Non-Statutory; Agencies of Labour Welfare Work.

**Unit 2 (12 Lectures)**

**Labour Welfare in India:** Labour Welfare under Constitution of India, Main Provisions of the Factories Act, 1948 and the Mines Act, 1952 Regarding Labour Welfare. Workers Education in India

**Unit 3 (12 Lectures)**

**WAGE LEGISLATION:** Main provisions of:

1. The Payment Of Wages Act 1936
2. Minimum Wages Act 1948
3. The Payment of Bonus Act 1965 including main recommendations of the Bonus Commission.

**Unit 4 (12 Lectures)**

**Social Security:** Concept, Need and Significance of Social Security, Types of Social Security, Social Assistance and Social Insurance, Social Security in India

**Unit 5 (12 Lectures)**

**Social Security Legislation in India:** Main Features and Provisions of the Employees State Insurance Act, 1948; the Employees Provident Funds and Misc. Provisions Act, 1952; Workmen's Compensation Act, 1923; and the Maternity Benefit Act, 1961.

**References:**

1. Dynamics of Industrial Relations, Trade Unionism and Labour Welfare in India, By Shrikant Mishra
2. Economics of Labour and Industrial Relations by T.N Bhagoliwal
3. Labour Problem and Welfare by M.Mustafa
4. Industrial Relations, Participating Management by B.P Rath
5. Management of Industrial Relations and Labour Laws by S.C Srivastava
6. Personnel Management and Industrial Relations in India by R.S.Davar
7. Industrial Relations in India by V.Agnihotri
8. Labour and Industrial Law, Malik P. L, Eastern Book Company, Lucknow.
9. Simplified Approach to Labour Laws 3rd edn, Sharma J. P, Bharat Law House Pvt. Ltd, New Delhi.
10. Introduction to Labour & Industrial Law, Singh Avtar, Wadhwa and Company, Nagpur.

## **M.B.A- IV Semester**

**COURSE OBJECTIVE**

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students

**Unit 1 Introduction to Strategic Management (12 Lectures)**

- Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Approaches to Strategic Decision Making, Importance, Benefits and Risks of Strategic Management.
- Levels of Strategies: Corporate, Business and Operational Level Strategy, Strategic Business Unit
- Functional Strategies: Financial Strategy, Marketing Strategy, Human Resource Development Strategy, Operational Strategy, Global strategy
- Business Environment: Components of Environment- Micro and Macro and Environmental Scanning
- SWOT (TOWS) Matrices, ETOP (Environmental Threat and Opportunity Profiling)

**Unit 2 Strategy Formulation, Implementation and Evaluation (12 Lectures)**

- Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.
- Strategic Analysis and Choice: Strategic Choice- Factors and Importance, Issues and Structures, Corporate Portfolio Analysis- BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix

**Unit 3 Strategy Implementation and Evaluation (12 Lectures)**

- Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges
- Strategic Evaluation and Control: Importance, Limitations and Techniques
- Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes.
- Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses

**Unit 4 Emerging Strategic Trends (12 Lectures)**

- Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.
- Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering
- Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with References to National manufacturing, Contribution of Make in India Policy in overcoming industrial sickness

**Unit 5: Social and Ethical considerations in Generic and Global Strategic Management (12 Lectures)**

- Public Private Partnership: Importance, Problems and Governing Strategies of PPP Model.
- Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business
- Global Context of Strategic Management and Corporate Governance.

**References:**

1. Porter, Michael E., Competition in Global industries, Harvard University Press, New York, 1986.
2. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
3. Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
4. Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York.
5. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford

6. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
7. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.
8. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
9. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill

**Course Objective:**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

**Unit 1: Introduction to Operation Research (12 Lectures)**

Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope, Duties and Responsibilities of Personnel.

**Unit 2: Introduction to Linear Programming and Transportation (12 Lectures)**

Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems. Transportation problems-Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method,

**Unit 3: Assignment Problem and Network Analysis (12 Lectures)**

Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution to the Assignment Problem: Maximization and Minimization Cases. Construction of a Network Diagram-Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path. Distribution of Project Completion Time, Critical Path Method (CPM) Model, Application of CPM and PERT Models

**Unit 4: Game Theory: (12 Lectures)**

Introduction, Basic Concepts, Classification, Payoff Matrix, Maximin and Minimax Strategies, saddle Point, Mixed Strategies – Games with Saddle Point and without Saddle Point, Non- Zero Sum Games.

**Unit 5: Waiting Line and Sequencing: (12 Lectures)**

Introduction, Basic Characteristics, Input/Arrival Process, Service Facility / Mechanism, Depulori /outlet, Terminology and Notions, M/M/1 Model. Replacement: Introduction, Replacement Policies for equipment or assets with deteriorating operational efficiency over time, Sequencing Models-njobs & 2 machines, njobs & 3 machines.

**REFERENCES**

1. Thompson W.W. : Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M. : Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P. : Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc ('65)
5. Hiller F. S. & Lieberman G. J. : Introduction to Operations Research
6. Taha H. A. : Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta PK and Hira DS: Operations Research, S.C. Chand
8. Shenoy G V, Sherma S. C. & Srivastava U. K.: Operations Research for management

### **COURSE OBJECTIVE**

To make the student know about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. To make them understand the risks and rewards of a new venture and the steps required to start a new venture.

#### **Unit 1: Entrepreneurship Development Perspective (15 Lectures)**

- Concept and Definitions, Entrepreneur, Intrapreneur and Investor; Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness; Role of entrepreneurship in economic development;
- Entrepreneurship process; Factors impacting emergence of entrepreneurship; Entrepreneurial attributes; Entrepreneurial Culture; Classification and Types of Entrepreneurs; Women Entrepreneurs and special Government schemes for women entrepreneurs in India; Social Entrepreneurship: Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship.

#### **Unit 2: Entrepreneurial Development Programmes and Institutional Support: (15 Lectures)**

Incentives – Need, Promotion and development of Entrepreneurship, Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organisational.

- Central Government: National Policy for Skill Development and Entrepreneurship, Make in India, Start-up India, Special drives to Attract Investments and Ease of doing business.
- State Government: (with special References to Current Uttar Pradesh Industrial Policy) and
- Others and NGOs

#### **Unit 3: Creating Entrepreneurial Venture: (10 Lectures)**

Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation

- Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship

#### **Unit 4: Business Planning Process: (10 Lectures)**

Search of Business Idea;

- Drawing business project: Format and steps; Reasons of project rejections;
- Entrepreneurial Challenges; Legal issues; forming business entity: considerations and Criteria, requirements for formation of a Private and Public Limited Company,
- Intellectual Property Protection- Patents Trademarks and Copyrights importance for startups.

#### **Unit 5: Financial Analysis and Sustenance of Entrepreneurial Venture (10 Lectures)**

Industrial Sickness

- Tools of Financial Analysis, Working capital, sources of development finance, Significance
- Essential considerations for sustenance and future growth of an entrepreneurial venture

#### **References:**

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Taneja, Entrepreneurship, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
6. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
7. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
8. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalya Publication, India.
9. Vasant, Desai., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
10. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning

**PAPER- 404 TOTAL QUALITY MANAGEMENT AND KAIZEN STRATEGIES [60 Lectures + 30 T]  
Compulsory Paper**

**Course Objective:**

This course intends to introduce the concept of Total Quality Management, which hinges on continuous improvements as the core mission of management. Zero- defect or conformance is the operational objective of an organization. It intends to explain concept and strategies for implementing and managing quality for product and services, to discuss various aspects and interfaces within and outside the system.

**Unit 1 OVERVIEW: (12 Lectures)**

Introduction to Quality, Managing quality, Quality Management Philosophies, Focusing on customers, Process Management, Tools for process management.

**Unit 2 MANAGERIAL PROCESSOS FOR TQM: (12 Lectures)**

Leadership and Strategic planning for TQM. Human Resource Development and Management for TQM. Organising for TQM.

**Unit 3 TOOLS & TECHNIQUES: (12 Lectures)**

Just-in-time system, Bench marking, Six Sigma—Concept, Technique and Culture, Zero Defect approach, Supply chain management, Total quality management in services.

**Unit 4 TQM IMPLEMENTATION: (12 Lectures)**

World Class Manufacturing, Reliability and Maintenance. Building and Sustaining Total Quality organization—Role of Quality certification and Quality awards.

**Unit 5 KAIZEN STRATEGIES: (12 Lectures)**

Introduction, Kaizen environment, implementing Kaizen. Business Process Reengineering, Kaizen vs BPR. Quality management in times of trouble and Quality management for transformation. Learning and knowledge Management.

**References :**

1. K.Shridhara Bhat : Total Quality Management
2. Besterfield<sup>3</sup> : Total Quality Management
3. Bank, J. : The Essence of Total Quality Management, Prentice Hall.
4. D D Sharma: Total Quality Management
5. P N Mukharjee: Total Quality Management

**COURSE OBJECTIVE**

To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

**Unit 1 Introduction (12 Lectures)**

Introduction to Integrated Marketing Communication: Evolution and Importance of Integrated Marketing Communication, The Promotional –Mix, Role of Communications in Marketing, Economic and Creative justification of marketing communications.

**Unit 2 Communication Process (12 Lectures)**

The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive communications- Different Communication models, Influence of source message and channel factors on communication

**Unit 3 Advertising & Media Planning (12 Lectures)**

Advertising, Advertising objectives, functions, message and strategies, Advertising budget, Advertising agency, test of effectiveness of advertising, Media planning and strategy.

**Unit 4 Personal Selling (12 Lectures)**

Personal selling, meaning importance, objectives, process, role of personal selling in promotion mix

**Unit 5 Other elements of Promotion-Mix (12 Lectures)**

Sales promotion, sales promotion objectives, B2C, B2B, B2T, T2C, sales promotion, types, public relation and publicity, PR and publicity objectives, Direct marketing, Direct marketing objectives, Direct marketing strategies.

**References:**

1. S.A. Chunawalla: Advertising, Sales and Promotion Management, Himalaya Publishing House.
2. S.A. Chunawalla: Sales & Distribution Management, Himalaya Publishing House
3. Cohan, Dorothy, John: Advertising, John Wiley & Sons, New York
4. G.D. Downing: Sales Management, John Wiley & Sons, New York
5. CH Sandage CH Fryburger, Vernan: Advertising : Theory and Praticce, Richard D Irwing, New York
6. MN Misra: Sales Promotion & Advertising Management, Himalaya Publishing House
7. K. Kumar, K.Sethia & S. Chunawalla: Advertising Theory and Practice, Himalaya Publishing House.
8. P.K. Ghosh: Sales Management, Himalaya Publishing House
9. Namita Rajput & Neeru Vasishth: Advertising & Personal Selling, Himalaya Publishing House



**COURSE OBJECTIVE**

To focus on the research, strategy and application specific to decision-making in the highly competitive and rapidly growing services sector.

**Unit 1 Introduction to Services Marketing (12 Lectures)**

Concept, Classification of Services, Reasons for Growth in Services, Goods versus Services, Features of Services, Consumer behaviour in Services, Emergence of Service marketing, Marketing Challenges in Services Business.

**Unit 2 Strategies for Services Marketing (12 Lectures)**

Elements of Marketing Mix in Services (7P's), Service triangle, Segmentation, Positioning & Differentiation, Advertising and Sales Promotion of Services, Relationship Marketing.

**Unit 3 Service Quality and Standards (12 Lectures)**

Customer Expectations & Perceptions about Services, Factors influencing Customer satisfaction, Determinants of Service quality, Service Quality and Measurement- SERVQUAL, Gaps model of Service quality.

**Unit 4 Delivering Services (12 Lectures)**

Role of Employees in service delivery, Developing customer conscious Employees, Quality Circles; Physical Evidence- Physical Facilities, Physical Setting, Social Setting.

**Unit 5 Managing Service Process (12 Lectures)**

Designing service process, Design options, Service process planning, Service Blueprint, Benchmarking, Service Productivity, Application of Technology for Service activities.

**References:**

1. Services Marketing, Zeithaml Valerie / Bitner Mary Jo. Tata McGraw-Hill
2. Services Marketing, Lovelock, Christopher, Prentice-Hall, International Edition
3. Marketing Services: Competing through Quality, Berry, Leonard L / Parasuraman, A., Simon and Schuster
4. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill
5. Managing Services Promises, Berry et al.
6. Services Marketing, NC Jain & Saakshi.
7. Services Marketing, S.Shahlahan

**COURSE OBJECTIVE:**

The paper helps the students in understanding the money and capital market of India. It also gives an overview of financial services.

**Unit-1 MONEY MARKET IN INDIA : (12 Lectures)**

Call Money Market, Treasury Bills, Commercial Paper and Certificate of Deposits, Money Market Mutual Funds, Government Securities Market-Primary, Secondary and Instrument.

**Unit-2 CAPITAL MARKET IN INDIA : (12 Lectures)**

Marketing and Pricing of Public Issues, SEBI, Credit Rating, Underwriting, Right Issue and Private Placement,

**Unit-3 STOCK EXCHANGES : (12 Lectures)**

Organisation and Functioning, Modernization of Stock Exchanges-Automation in Trading System, Screen Based Trading etc.

**Unit-4 DERIVATIVE MARKET: (12 Lectures)**

Markets for derivatives, Future, Forwards, and Options, Introduction to Swaps, Introduction to Securitisation,

**Unit-5 AN OVERVIEW OF FINANCIAL SERVICES : (12 Lectures)**

Venture capital, Lease Financing, Hire Purchase, Merchant Banking and Factoring.

**References:**

1. Bhole Capital Markets in a Planned Economy
2. Financial, Markets and Institutions,
3. Basu Central Banking in Under developed Economics. An Indian Experiment.
4. Kock Central Banking.
5. Khan Indian Financial System in India.
6. Srivastava Management of Financial Insitution.
7. Desai The Indian Financial System.

**PAPER- 406 INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING [60 Lectures + 30 T]  
Elective Paper**

**Course objective:**

To Understand and explain the structure of the international professional and conceptual framework of accounting & apply relevant financial reporting standards to key elements of financial reports .To Identify and apply disclosure requirements for companies relating to the presentation of financial reports and notes .

**Unit 1: INTRODUCTION (12 Lectures)**

Causes of international differences – some major differences in financial reporting.

**Unit 2: FINANCIAL REPORTING (12 Lectures)**

International harmonization of accounting – the requirements of international accounting standards. Financial reporting in USA, UK, Australia and Third world countries with special emphasis on legal issues, accounting standards and consolidation of accounts.

**Unit 3: ISSUES IN INTERNATIONAL ACCOUNTING (12 Lectures)**

Consolidation – foreign currency translation – segmental reporting – foreign exchange risk management.

**Unit 4: HARMONIZATION IN FINANCIAL REPORTING (12 Lectures)**

Standardization and Harmonization – role of international accounting bodies (IASC) in harmonization.

**Unit 5: Ethical issues in International accounting (12 Lectures)**

Incidence and implications of window dressing (cases).

**REFERENCES**

1. T. Doupnik & H. Perera : International Accounting, McGraw Hill International
2. C. Nobes & R H Parker : Comparative International Accounting, Pearson/PHI
3. Frederick D S Choi : International Finance & Accounting Hand book – John Wiley
4. James A Schweikart : International Accounting: A Case Approach – McGraw Hill
5. Kwabena Anyane-Ntow : International Handbook of Accounting Education & Certification, Pergamon Pub.
6. Paul E Holt : International Accounting, Dame Publications

**COURSE OBJECTIVE**

This course exposes the students to the issues involved in maintaining good employee relations. The paradigm shift from industrial relations to employee relations; the impact on unionized activity is discussed with its historical perspective.

**Unit-1 INTRODUCTION : (12 Lectures)**

Concepts of Labour and management and their roles in modern Economic System, Concept of Industrial Relations and its Scope, Major Indicators of Industrial Relations Absenteeism, Labour Turnover, State of Discipline, Grievance, Strikes and Lockouts.

**Unit-2 INDUSTRIAL RELATIONS SCENE IN INDIA : (12 Lectures)**

Industrial Relations in India – A Historical Resume; A critical Evaluation of the Industrial Relations Scheme in India. Evaluation of the Labour Policy and Give year plans. Collective Bargaining, The Concepts of Collective Bargaining and its usefulness as a mechanism of the settlement of Industrial Disputes, Pre-requisites for effective Collective Bargaining in India- its dominant features.

**Unit-3 WORKERS PARTICIPATION IN MANAGEMET : (12 Lectures)**

Its concepts, objective forms and significance; Schemes of workers (Participation in Management-contents, functions and their evolution Workers, democracy in the world context.

**Unit – 4 TRADE UNIONISM IN INDIA : (12 Lectures)**

A critical evaluation of the functions and role of Trade Unions in India.

**Unit-5 TECHNOLOGY AND INDUSTRIAL RELATIONS : (12 Lectures)**

Introduction, concepts of technological changes, impact of technological change, appropriate technology, its relevance to the India context.

**References :**

1. Bhogoliwal, T.N. Industrial Relations in India
2. Owen, W.V. and Finston, H.V. Industrial Relations
3. H.P.M. Personnel Management
4. Heckmann, IL & Hunuyager S.C. Management of Personnel Function
5. Mehrotra, S.N. Labour Problems in India.
6. Relevant Labour Acts.

**COURSE OBJECTIVE**

This course exposes the students to the concept, elements and importance of organizational health.

**Unit – 1 INTRODUCTION : (12 Lectures)**

Nature and importance of Organisational Health. Organisational Effectiveness – Meaning and Approaches. Adaptive Coping Cycle, Effectiveness Vs. Efficiency.

**Unit-2 ELEMENTS OF ORGANISATIONAL HEALTH : (12 Lectures)**

Job satisfaction, Labour Turnover, Absenteeism, Morale their concepts and measurement, Motivational Pattern of Managers and workers in India.

**Unit – 3 MEASUREMENT OF ORGANISATIONAL HEALTH : (12 Lectures)**

Human Resource Accounting- Methodology and Models, Responsibility Accounting – Methodology and Models Personnel Audit and Research. QWL- Concept and Measurement.

**Unit – 4 JOB DESIGN AND WORK CULTURE : (12 Lectures)**

Structure and its impact on Organizational Health. Job Enrichment and Job Enlargement. Work Culture and Organisational Climate in India. Stress and Burnout- concepts, Causes and Strategies Human Reengineering work processes.

**Unit-5 ORGANISATIONAL GROWTH : (12 Lectures)**

Organisational Growth, Organisational Change, Process and Management. Management of Conflicts.

**References :**

1. Dwivedi R.S. Human Relations and Organisational Behaviour- A Global Prospective.
2. Rao VSP Human Resource Management – Text and Cases.
3. Mee-Yan Cheung-Judge & Linda Holbeche, Organization Development: A Practitioner's Guide for OD and HR
4. Wendell L. French, Organization Development
5. S. Ramnarayan & T. V. Rao, Organization Development :Accelerating Learning and Transformation